Brønnøysundregistrene

ÅRSREGNSKAPET FOR REGNSKAPSÅRET 2025 - GENERELL INFORMASJON

Enheten

Organisasjonsnummer:	994 807 587
Organisasjonsform:	Aksjeselskap
Foretaksnavn:	PREMIUM BRANDS NORWAY AS
Forretningsadresse:	Fridtjof Nansens vei 17 0369 OSLO

Regnskapsår

Årsregnskapets periode:	01.07.2024 - 30.06.2025

Konsern

Morselskap i konsern:	Ja
Konsernregnskap lagt ved:	Ja

Regnskapsregler

Regler for små foretak benyttet:	Nei
Benyttet ved utarbeidelsen av årsregnskapet til selskapet:	Regnskapslovens alminnelige regler
Benyttet ved utarbeidelsen av årsregnskapet til konsernet:	-

Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet:	Mikkel Kæregaard Olsson
Dato for fastsettelse av årsregnskapet:	24.10.2025

Grunnlag for avgivelse

År 2025: Årsregnskapet er elektronisk innlevert

År 2024: Tall er hentet fra elektronisk innlevert årsregnskap fra 2025

Det er ikke krav til at årsregnskapet m.v. som sendes til Regnskapsregisteret er undertegnet. Kontrollen på at dette er utført ligger hos revisor/enhetens øverste organ. Sikkerheten ivaretas ved at innsender har rolle/rettighet for innsending av årsregnskapet via Altinn, og ved at det bekreftes at årsregnskapet er fastsatt av kompetent organ.

Brønnøysundregistrene, 13.11.2025

Resultatregnskap

Beløp i: NOK	Note	2025	2024
RESULTATREGNSKAP			
Inntekter			
Salgsinntekt	2	12 460 427	14 485 023
Sum inntekter		**12 460 427**	**14 485 023**
Kostnader			
Varekostnad	3	10 640 361	12 167 377
Annen driftskostnad	4	1 092 515	1 155 889
Sum kostnader		**11 732 876**	**13 323 266**
Driftsresultat		**727 551**	**1 161 757**
Finansinntekter og finanskostnader			
Annen finansinntekt	3	1 102 865	246 717
Sum finansinntekter		**1 102 865**	**246 717**
Nedskrivning av finansielle eiendeler		55 416 407	
Rentekostnad til foretak i samme konsern	3	2 093 374	1 469 954
Annen finanskostnad		26 280	32 184
Sum finanskostnader		**57 536 061**	**1 502 138**
Netto finans		**-56 433 196**	**-1 255 421**
Ordinært resultat før skattekostnad		**-55 705 645**	**-93 664**
Skattekostnad på ordinært resultat	5	-4 233	-20 606
Ordinært resultat etter skattekostnad		**-55 701 412**	**-73 058**
Årsresultat		**-55 701 412**	**-73 058**
Overføringer og disponeringer			
Overføringer annen egenkapital	8	-55 701 412	-73 058
Sum overføringer og disponeringer		**-55 701 412**	**-73 058**

Balanse

Beløp i: NOK	Note	2025	2024
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Utsatt skattefordel	5	163 638	159 405
Sum immaterielle eiendeler		**163 638**	**159 405**
Finansielle anleggsmidler			
Investering i datterselskap	6	58 705 199	114 121 606
Sum finansielle anleggsmidler		**58 705 199**	**114 121 606**
Sum anleggsmidler		**58 868 837**	**114 281 011**
Omløpsmidler			
Varer			
Sum varer		**764 238**	**1 093 024**
Fordringer			
Kundefordringer	10	1 218 953	4 948 563
Andre fordringer	5, 10	5	5
Sum fordringer		**1 218 958**	**4 948 568**
Bankinnskudd, kontanter og lignende			
Sum bankinnskudd, kontanter og lignende	7	**28 089 375**	**13 474 661**
Sum omløpsmidler		**30 072 571**	**19 516 253**
SUM EIENDELER		**88 941 408**	**133 797 264**
BALANSE - EGENKAPITAL OG GJELD			
Egenkapital			
Innskutt egenkapital			
Aksjekapital	8, 9	58 850 000	58 850 000
Sum innskutt egenkapital		**58 850 000**	**58 850 000**

Balanse

Beløp i: NOK	Note	2025	2024
Opptjent egenkapital			
Annen egenkapital	8	-24 185 555	31 515 857
Sum opptjent egenkapital		**-24 185 555**	**31 515 857**
Sum egenkapital		**34 664 445**	**90 365 857**
Sum langsiktig gjeld		**0**	**0**
Kortsiktig gjeld			
Leverandørgjeld	10	669 442	1 971 718
Skyldige offentlige avgifter	7	1 105 134	4 407 597
Annen kortsiktig gjeld	10	52 502 387	37 052 092
Sum kortsiktig gjeld		**54 276 963**	**43 431 407**
Sum gjeld		**54 276 963**	**43 431 407**
SUM EGENKAPITAL OG GJELD		**88 941 408**	**133 797 264**

Brønnøysundregistrene

ÅRSREGNSKAP FOR REGNSKAPSÅRET 2025 - GENERELL INFORMASJON

Journalnummer:	2025 762409

Enheten

Organisasjonsnummer:	994 807 587
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Bekreftet av representant for selskapet:	Mikkel Kæregaard Olsson
Dato for fastsettelse av årsregnskapet:	24.10.2025

Revisjon

Årsregnskapet er utarbeidet av ekstern autorisert regnskapsfører:	Ja
Ekstern autorisert regnskapsfører har i løpet av regnskapsåret bistått ved den løpende regnskapsføringen eller utført andre tjenester for selskapet enn å utarbeide årsregnskapet:	Ja

Grunnlag for avgivelse

År 2025: Årsregnskap er elektronisk innlevert.
År 2024: Tall er hentet fra elektronisk innlevert årsregnskap fra 2025.

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Brønnøysundregistrene, 12.11.2025

Brønnøysundregistrene
Postadresse: Postboks 900, 8910 Brønnøysund
Telefon: 75 00 75 00
E-post: firmapost@brreg.no Internett: www.brreg.no
Organisasjonsnummer: 974 760 673

Organisasjonsnr: 994 807 587
PREMIUM BRANDS NORWAY AS

RESULTATREGNSKAP

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Organisasjonsnr: 994 807 587
PREMIUM BRANDS NORWAY AS

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Organisasjonsnr: 994 807 587
PREMIUM BRANDS NORWAY AS

NOTEOPPLYSNINGER - SELSKAP

- alle poster oppgitt i hele tall

Note
9

Antall aksjer og aksjeeiere

Aksjeklasse	Ant. aksjer	Pålydende	Bokført verdi
Ordinary shares	58850.00	1000.00	58850000.00

Aksjeeiere - fritekst	Antall	Eierandel	Aksjeklasse
Pernod Ricard Europe, Middle East	58850.00	100.00%	Ordinary shares

Sum	Sum antall	Sum eierandel
	58850.00	100.00%

The entity is a parent in a group structure, and the consolidated accounts have not been prepared in accordance with the Accounting Act ! 3-2. The consolidated accounts for the entire group is prepared by the ultimate parent, Pernod Ricard SA registered at 5, Cours Paul Ricard, 75008 Paris, France. Consolidated figures for the group is available when contacting Premium Brands Norway AS.

Note
4

Lønn og ytelser

The company does not have employees and is thus not required to follow the Act on Mandatory Pension or have a pension scheme meeting the requirements of the law.

No remuneration has been paid from the entity to the geneal manager or board of directors during the financial year. No loans/securities have been granted to the general manager, board of directors or other related parties.

Note

Ytelser til revisjon

Revisjon	Årets	Fjorårets
	82020.00	76793.00

Sum godtgjørelse til revisor	Årets	Fjorårets
	82020.00	76793.00

Note

Antall årsverk i regnskapsåret

Virksomheten har hatt følgende antall årsverk:
0.00

Note
6

Konsern, tilknyttet selskap og datterselskap

Tilknyttet selskap/datterselskap

Navn og adresse	Eierandel	Stemmeandel	Egenkapital	Resultat
Pernod Ricard Norway AS	100.00%		58705199.00	10140781.00

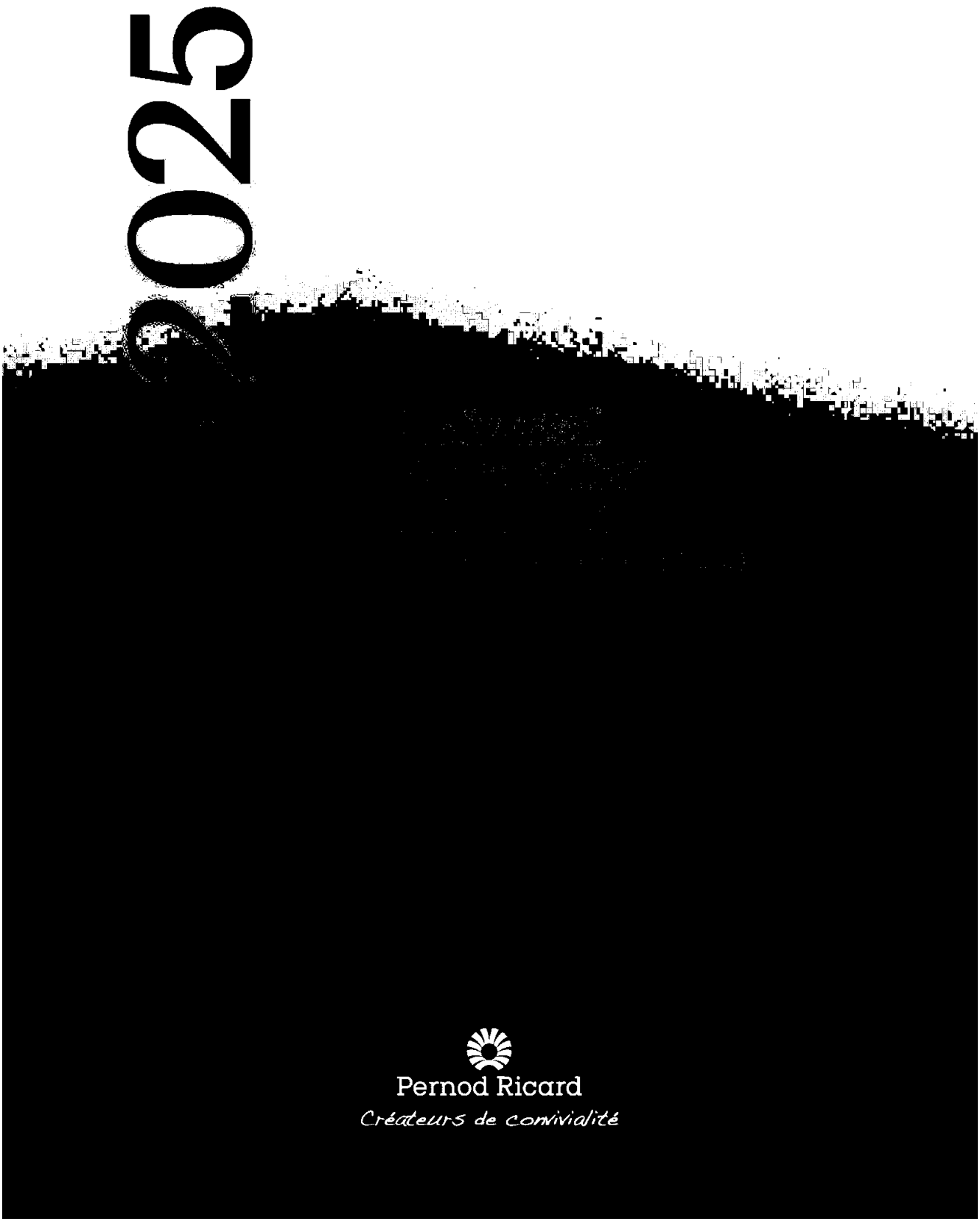
Virksomheten inngår i konsolideringen til morselskapets konsernregnsk.: Nei

Datterselskap er utelatt fra konsolideringen: Nei

Omløpsmidler	Startdato	Sluttdato	Endring

Skattemessig fremf.undersk.	Startdato	Sluttdato	Endring

Kortsiktig gjeld	Startdato	Sluttdato	Endring


2025
Pernod Ricard
Créateurs de convivialité

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2024 — 2025

Universal Registration Document

Including the annual financial report



The French language version of this Universal Registration Document was filed on 17 September 2025 with the French Financial Markets Authority (*Autorité des marches financiers* – AMF), the competent authority under Regulation (EU) No. 2017/1129, without prior approval pursuant to Article 9 of the Regulation. The Universal Registration Document may be used for the purposes of an offer to the public of securities or admission of securities to trading on a regulated market together with any amendments, if applicable, and a securities note and summary approved by the AMF in accordance with Regulation (EU) 2017/1129. This is a translation into English of the 2024-2025 Universal Registration Document, including the annual financial report, of the Company issued in French. The official version of the 2024-2025 Universal Registration Document in French was prepared in European Single Electronic Format (ESEF) and filed with the AMF. It is available on the Company and AMF websites.

A message from

Alexandre Ricard

Chairman & CEO



Inspired by our past, building for our future

For 50 years, Pernod Ricard has been spreading conviviality around the world – bringing people together, anticipating trends and overcoming challenges with a spirit that is distinctly our own. A spirit that is rooted in our people, our brands, our heritage.

Our story is unique, beginning with the unlikely partnership of two visionary entrepreneurs. Originally fierce competitors, battling on everything from billboards to bar counters, in 1975, Paul Ricard and Jean Hémard saw a chance to put their rivalry aside and join forces. They shared a vision to expand their brand portfolio and take it worldwide. If they could see Pernod Ricard today, I think they would be incredibly proud of just how far that vision has taken us.

Today, Pernod Ricard is a global group with a portfolio of over 200 exceptional brands. At the same time, we remain proud of our French roots, grounded in the real, and deeply connected to the terroirs that give our brands their authenticity and character. Among the most iconic, many remain closely tied to their founders' identity, giving them remarkable depth and personality: Jameson. Chivas. Martell. Perrier-Jouët. Lillet. Ricard. Each was a brand builder in their own right, and we proudly carry forward and strengthen that tradition.

Fifty years on, that timeless spirit – all the things that set us apart and make us stand out – is still going strong.

Facing challenges head on

Our story has always been closely intertwined with the world around us. Since 1975, Pernod Ricard has consistently driven profitable growth, displaying agility and resilience in equal measure, and emerging stronger from the many challenges that have arisen, including the financial crisis of 2008 and more recently, the Covid pandemic.

Today's landscape is complex. We live in a world where it's simple to complicate things and complicated to simplify. The uncertain geopolitical climate and volatile economic environment, notably in some of our most important markets, along with the ripple effect of inflation on discretionary spending, have had a real impact on many industries, including ours.

However, thanks to the pioneering spirit, entrepreneurial drive, and strategic acumen of the generations who came before us, we have solid business fundamentals in place. In this perfect storm, our unique competitive advantages are helping to mitigate these challenges and lay the foundations for a return to sustainable, profitable growth.

For 50 years, Pernod Ricard has been spreading conviviality around the world – bringing people together, anticipating trends and overcoming challenges with a spirit that is distinctly our own.

Our two biggest markets historically, China and the USA, are strongly impacted by cyclical headwinds. In contrast, markets such as Japan, Nigeria and Turkey are performing well. India, another of our must-win markets, is also very strong thanks to positive demographics such as a growing population of people of legal drinking age and increased urbanisation. This contrast demonstrates the value of our broad-based geographical reach, which is balanced across both mature and emerging markets.

But we are not only balanced from a geographic perspective. Our portfolio of exceptional premium brands is the most complete and diversified in the industry. Across all categories and consumption moments, our premium brands meet consumers where they are, with their preferred drink. Last year, we kept innovating to reflect evolving consumption trends, with for instance Ballantine's Sweet Blend, Lillet's new bottle design, or the launch of Ricard 4.5% in a 20cl format – the perfect blend of tradition and modern convenience! And we're constantly fine-tuning our portfolio to focus on the most attractive categories with the most growth potential.

Laying the foundations for tomorrow

As a Group, we have built our success on a deep understanding of consumers and an ability to stay ahead of the curve. The structural tailwinds that have propelled us forward remain strong – among others, global demographic growth, premiumisation, and the growing share of spirits in alcohol consumption, including in high-potential markets. Ensuring we not only respond to today's challenges but are in the best position to capture these opportunities going forward has been the groundwork for our new strategic plan, BEST NxT.

BEST NxT launches a new growth era, unleashing the Group's optimum performance. This means beating the market where it matters, executing at scale, making sharper and sustainable choices and doing it together, as one united team. It means building even more premium brands to deliver sustainable, stretched, and profitable growth that will benefit all our stakeholders.

While we are looking back on the first 50 years of our Group, we are also making sure we have the right roadmap in place to succeed throughout the next 50.

Making responsible choices

Building the Pernod Ricard of tomorrow depends on the decisions and actions we take today – and this extends beyond selling more bottles. Like Paul Ricard, we continue to uphold a strong commitment to our people and society, and to preserve the heritage, terroirs and origins of each of our brands. Our actions are guided by our sustainability roadmap, Good Times from A Good Place, which focuses on reducing our impact on the planet and having a positive effect on the lives of the people we touch. We're in the business of meaningful connections – and like anything truly meaningful, that comes with responsibilities.

Our industry continues to navigate shifts in consumer behaviour regarding alcohol consumption. On this topic, as on so many others, the world is ever more polarised. On one side, total abstinence. On the other, reckless excess, total indulgence, and binge drinking. Our belief is that it doesn't have to be all or nothing. We believe there is a middle way: the path of moderation.

Moderation is not a question of compromise or restriction. It is a choice. It's about balance, about drinking better, drinking consciously, about knowing when to raise a glass and when to stop. It's about giving people the information they need to make their own decisions. Gen Z, for example, is more choiceful than older generations, preferring less regular occasions to have a drink – but favouring better quality when they do drink. This highlights the nuances of moderation.

The spirit of our Group

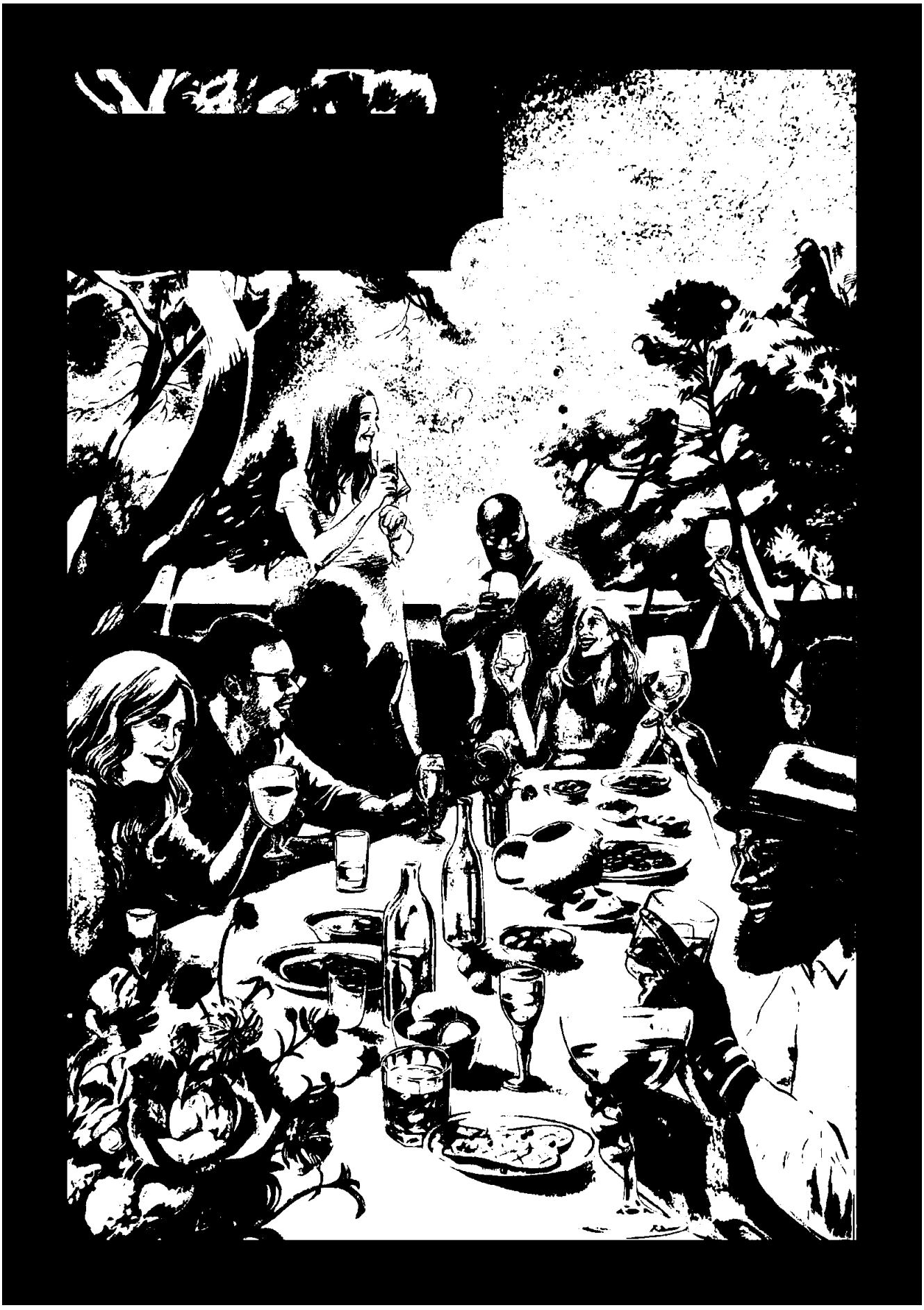
Pernod Ricard is a growth story – and we're far from being done. To understand where the Group is going tomorrow, it's important to understand our history. As Patrick Ricard said, "we must never forget where we come from, to know where we want to go". Our Group is a tapestry of the brands, people and moments that instil in us a timeless spirit. A spirit at once rooted in our past and hopeful for our future. It's the essence of our history and heritage as well as our optimism for tomorrow and the authentic moments of sharing still to come.

Our success over the years has only been possible thanks to the drive and commitment of our talented teams around the world. They embody our spirit and bring Pernod Ricard to life each and every day. And it's because of them that we will move forward stronger, and more resilient than ever before.

So, this year, as we celebrate our 50th anniversary, it marks not just an important milestone on our incredible journey, so far, but the beginning of a bold new chapter. In the face of isolation, fragmentation, and division, our purpose — *créateurs de convivialité* — resonates more powerfully than ever. Fostering connection has never been more meaningful. Human beings are inherently social — we are creatures of encounters, exchange, and community. We have a thirst for connection. And I am convinced that this human dimension, which has defined us for the past 50 years and is deeply embedded in our heritage, is also what will drive our success in the future.

Our commitment to spreading the spirit of conviviality is timeless. Together, we will continue to champion more shared moments, new possibilities, and a world filled with meaning and togetherness.

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1.

Key takeaways

Resilient financial performance with Operating Margin expansion, strong discipline on costs and improved cash generation

FINANCIAL PERFORMANCE

€10,959m Net sales
Organic -3.0% ↓
Reported -5.5% ↓

€2,951m PRO
Organic -0.8% ↓
Reported -5.3% ↓

26.9% / NS Operating margin
Organic +64bps ↑
Reported -6bps ↓

€7.26(1) EPS
-8% ↓

€4.70(2) DPS
→

3.3x Net debt/EBITDA
+0.2x ↑

€1.1bn Free cash flow
+18% ↑

NON-FINANCIAL PERFORMANCE

40% of women in Top Management(3)	-13% Scope 3 non-FLAG GHG emissions(5)
13 responsible drinking brand campaigns(4)	-10% Scopes 1 & 3 FLAG GHG emissions(5)
-42% Scopes 1 & 2 GHG emissions(5)	-15% water consumption intensity(6)

GLOBAL PRESENCE BALANCED ACROSS REGIONS AND BETWEEN MATURE AND EMERGING MARKETS

Americas
29%
Weight in Net Sales

Europe
29%
Weight in Net Sales

Asia/Rest of the World
42%
Weight in Net Sales

Mature Markets
c.55%
Emerging Markets
c.45%

18,224 employees

Brands distributed in **+160** countries

In-house sales teams **60** countries

(1) EPS based on Group share of net profit from recurring operations. (2) DPS subject to Shareholders' approval October 27th 2025. (3) Targets linked to LTIP, talent & compensations decisions are based on performance, merit and experience, and data collected as per French legal requirements. Top Management includes Bands C and above. (4) Since FY22. (5) Vs FY22 baseline, SBT scope. (6) Vs FY18 baseline.

1.1 A worldwide leader in the spirits and wine industry

1.1.1 Corporate profile

Pernod Ricard is a worldwide leader in the spirits and wine industry, blending traditional craftsmanship, state-of-the-art brand development, and a global distribution network. Created by the merger of Pernod and Ricard in 1975, the Group boasts unrivalled expertise in product manufacturing, brand development and global distribution. Pernod Ricard generated consolidated net sales of € 10,959 million in FY 2025.

The Group's leadership is underpinned by one of the industry's most comprehensive portfolios, with 200+ brands covering every major category of spirits and distributed in more than 160 countries. Each of these brands has its own history and character, offering consumers a wide range of unique convivial experiences.

Since its creation, Pernod Ricard has been a stakeholder-oriented company, with exceptional teams and a strong corporate culture centred around the concept of "conviviality". This upbeat mindset is one of the Group's greatest strengths, securing its lasting success while enabling it to adapt constantly to changing markets for 50 years, accelerate its development and help bring about a more convivial, sustainable and responsible world. The Group's mission is to craft premium spirits. We inspire authentic moments of sharing to create long-term value for all our stakeholders, from grain to glass. Our drinks are more than just what's in the bottle. They represent exceptional ingredients, unique sharing moments, and authentic brand personalities. We assemble our portfolio of drinks thoughtfully, aiming to build brands that are beloved across the globe or in individual markets. We nurture brands that truly connect with people.



Purpose

We are Créateurs de convivialité, our purpose is to cultivate authentic moments where sharing uplifts our spirits.



Mission

We craft premium spirits and inspire authentic moments of sharing to create long-term value for all our stakeholders, from grain to glass.
Our drinks are more than just what's in the bottle. They represent exceptional ingredients, unique sharing moments, and authentic brand personalities.
We assemble our portfolio of drinks thoughtfully, aiming to build brands that are beloved across the globe or in individual markets. We nurture brands that truly connect with people.



Ambition

is to become the preferred house of premium brands and experiences. No matter the brand, the market, or the function we serve, we are all here to build the future of Pernod Ricard together.
This collective challenge unites us as a Group around a shared ambition and calls for everyone's contribution.

1.1.2 Our competitive advantages

A unique portfolio of wine & spirits brands

Pernod Ricard has the most comprehensive and most diversified portfolio in the industry, comprising of more than 200 wine and spirits premium brands from local favourites to global heroes. Each brand has its own unique identity, but all are driven by a commitment to delighting consumers, both on a global scale and in specific markets. The Group swiftly and efficiently responds to changing consumer behaviours by actively managing its portfolio, be it through acquisitions, disposals or investments in the most buoyant segments.

A diversified geographical footprint and our distribution network with proximity to our consumers

We have acquired and developed an unrivalled distribution network, with a presence in more than 160 countries, including 60 where we have an office and our own sales and marketing team. Our network spans both off-trade markets (supermarkets, specialist shops) and on-trade channels (bars, restaurants, wine merchants, etc.), as well as direct-to-consumer sales (e-commerce and concept stores). Our ability to control our wholly owned distribution network is a powerful driver of agility, helping us to stay tightly aligned with consumer needs.

A strong corporate culture and shared values within the employees

Our more than 18,000 talented employees[1] around the world are driven by the same culture of conviviality and have a strong level of engagement. This inclusive and purposeful ethos is both what makes us stand out and how we attract and retain talent. It is based on four key guiding principles: grounded in the real; fiercely authentic; connected beyond borders; and passion for challenge.

[1] *18,224 employees precisely including: (i) permanent, (ii) temporary, (iii) casual, (iv) seasonal and (v) apprenticeship.*

1.1.3 Our Business Model

Our purpose: we are Créateurs de convivialité.

Our resources

People

Our strength lies in the talent and commitment of our global teams, united by shared values and a unique culture of passion and dedication to our brands, to their heritage and savoir-faire

18,224 employees*
416,600+ training hours in FY25

Nature

The quality of our raw materials – and consequently our products— relies on limited natural resources and healthy ecosystems

100 ingredients sourced from 350 terroirs
5,059,394m³ water used for our production

Brands & Global Footprint

We have the industry's most complete and diverse brand portfolio, supported by a global distribution network

200+ brands covering every major category of spirits, 16 in Top 100 in International Premium+ Spirits**
60+ countries where our affiliates are present

Innovation & Creativity

We constantly reinvent our practices and products to meet evolving consumer expectations, reduce our environmental footprint and strengthen our positive impact on society.

4 key innovations launched
Circa 16% A&P to Net sales ratio

**At June 30*

***World top 100 in international premium spirits - Pernod Ricard figures based on 2024 IWSR data, by volume and value*

Our ambition

is to become the preferred house of premium brands and experiences

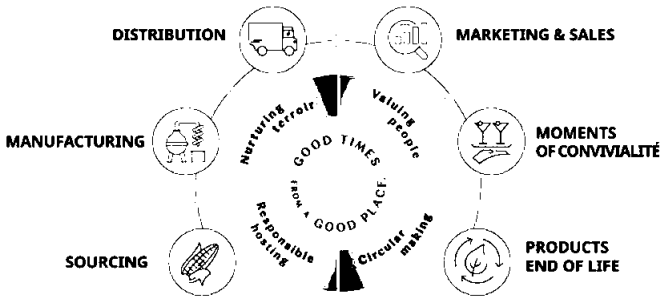
By capitalizing on our competitive advantages

- **An unrivalled distribution network**
- **A comprehensive and diverse portfolio of premium brands**
- **Talented and committed teams**

BY EMBRACING A WORLD OF INCREASING CONSUMER COMPLEXITY

- Changing consumer habits and expectations
- Higher fragmentation of demand
- Need for experiences and self-expression
- Global increase of the legal drinking age population
- Evolution of the geopolitical context
- Impacts of climate change on terroirs, suppliers & local communities

with a strong Sustainability & Responsibility Roadmap all along the value chain



Underpinned by our values

Grounded in the Real | **Passion for challenge** | **Fiercely Authentic** | **Connected beyond borders**

We craft premium spirits and inspire authentic moments of sharing to create long-term value for all our stakeholders, from grain to glass

Our impact

We aim at delivering profitable and sustainable growth, creating long-term value for all our stakeholders, while preserving the planet, its resources and nurturing our terroirs.

A unique, diverse and broad portfolio...

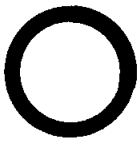
€10.959 Bn
net sales[1]



- 61% Strategic international brands
- 18% Strategic local brands
- 7% Speciality brands
- 4% Strategic wine
- 9% Others

With a well balanced geographic footprint

Top markets
(% net sales)



- 29% Americas
- 29% Europe
- 42% Asia - ROW

Shareholders

Consistent organic operating margin expansion, investing in brand desirability and sustainable long-term growth

+55bps on average organic operating expansion per annum since FY2019

€1.2 billion in dividends paid in FY25

CAC40 and CAC40 ESG listed company

(1) Values may not add to 100% due to rounding.

● 2024/2025 ● Targets

Employees

We foster a safe and fair working environment, supported by a culture that blends conviviality with performance.

Maintain gender pay equity	**1.6%**	~1%
Tend towards zero lost time accident	**33**	2025: towards 0

Consumers and Customers

We offer our customers and consumers high-quality products, services, and experiences.

Roll out marketing campaigns to promote responsible drinking	**13**	2027: 12
Train bartenders on sustainable and responsible practices	**21,300+**	2030: 10,000

Suppliers and Communities

We support our producers and suppliers in adopting regenerative agriculture practices and eco-friendly packaging solutions.

Implement regenerative agriculture pilots in our own vineyards	**100%**	2025: 8
Pilot R&D projects on circular distribution of wine and spirits	**3**	2030: 5

Planet

We follow a Net Zero trajectory and reduce our environmental impact by preserving our terroirs & resources, while promoting more circular models.

Reduce Scope 3 GHG non-FLAG emissions vs FY22	**-13%**	2030: -25%
Reduce water intensity vs FY18	**-15%**	2030: -20%

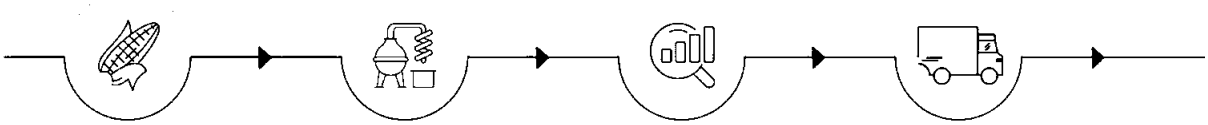
Citizens and Society

Within our Brand Homes, we welcome visitors to showcase our know-how and offer responsible moments of conviviality.

Raise awareness on responsible drinking by 10M visitors by 2030	**1M+**	2030: 10M

Through our corporate foundation and the Paul Ricard Oceanographic Institute, we support artistic creation and help protect marine biodiversity.

1.1.4 Our value chain



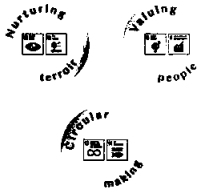
Sourcing

We work hand-in-hand with farmers and suppliers in 60+ countries to safeguard the long-term future of more than 350 terroirs producing some 100 natural ingredients that we use to make our products.

IROs*

1 4

Main levers of action



Main stakeholders

- Academics, Research & Innovation
- Communities
- Peers
- Planet
- Regulators, civil society
- Suppliers

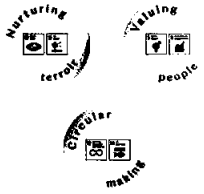
Manufacturing

We draw on our unique know-how to develop high-quality products and apply circular design from manufacturing to packaging, while ensuring all health, safety and environmental standards are met.

IROs*

2

Main levers of action



Main stakeholders

- Academics, Research & Innovation
- Communities
- Employees
- Planet
- Regulators

Marketing & sales

We leverage data and new technologies to market and sell our products effectively and responsibly. We aim to offer our consumers a memorable experience, while raising awareness about responsible consumption and combating harmful drinking.

IROs*

3

Main levers of action



Main stakeholders

- Consumers
- Employees
- Planet
- Regulators, civil society
- Suppliers

Distribution

We work closely with transport and distribution partners to deliver our brands to consumers via channels that we are constantly diversifying and optimizing.

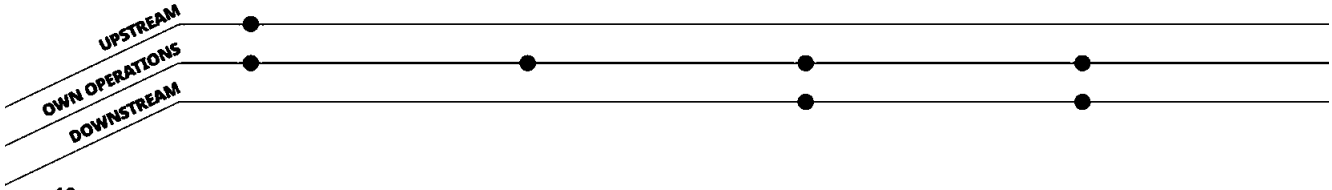
IROs*

Main levers of action



Main stakeholders

- Communities
- Planet
- Regulators
- Suppliers



Moments of convivialité

We unlock the magic of human connection by bringing good times from a good place.
We want to create sustainable, responsible connections that respect people and the planet.

IROs*

Main levers of action



Main stakeholders

- Consumers
- Customers (on and off-trade)
- Planet
- Regulators, civil society

Products end of life

We aim to reduce waste and reuse our products throughout their lifecycle so that the value created is not lost.
We do this, for example, by transforming by-products from the distillation process or through developing recycling infrastructure.

IROs*

Main levers of action



Main stakeholders

- Academics / Research & Innovation
- Consumers
- Peers
- Planet
- Regulator, Civil society
- Suppliers

MAIN ESG IMPACTS, RISKS AND OPPORTUNITIES

Positive impacts

1. Developping by-product reuse within circularity models
2. Fostering equal opportunities for all through effective actions
3. Raising awareness on responsible drinking and moderation
4. Positive influence of ethical practices

Negative impacts

- Contribution to global greenhouse gas effect
- Agricultural and industrial activities' pollution, biodiversity and water impacts
- Waste generation
- Deterioration in mental and physical health of workers
- Defective or sub-standard quality products
- Lack of access to quality information on responsible drinking

Risks

- Scarcity of essential raw materials
- Decreasing attractiveness and talent retention
- Irresponsible or inappropriate advertising & marketing practices
- Poor management of our supply chains

Opportunities

- Leveraging responsible drinking into a differentiating factor for our brands
- Increasing engagement and efficiencies through our corporate culture

** Impacts, Risks and Opportunities.*

1.2 Our history

1.2.1 From 1975 to 2025[1]

Since its creation in 1975 following the merger of the Pernod and Ricard companies, the Pernod Ricard Group has worked to expand its brand portfolio and geographical reach, making acquisitions while pursuing organic growth. Today, Pernod Ricard is the world's leading international premium spirits company.

1975
Creation of Pernod Ricard from the merger of Pernod, founded in 1805, and Ricard, created in 1932 by Paul Ricard.

1980
Acquisition of Austin Nichols, initiating the Group's international expansion by entering the world's biggest market, the USA.

1982
Launch of Ricard Pacific, a sugar and alcohol-free Pastis alternative, pioneering an early commitment to responsible consumption.

1988
Acquisition of Irish Distillers, owners of Jameson and Redbreast, strategically expanding the portfolio and setting foot on Pernod Ricard's journey of premiumisation.

1993
Creation of Havana Club International, a joint venture between Pernod Ricard and Cuba Ron. Its mission: to share the taste of authentic Cuban rum globally.

1997
Initiation of a long-standing cultural partnership with the Centre Pompidou in Paris.

2001
Acquisition of Seagram brands. By adding the likes of Martell, Chivas Regal, Royal Salute, and The Glenlivet, the Group laid a major foundation in building a premium brand portfolio.

2005
Acquisition of Allied Domecq, doubling the Group's size, by adding the brands Perrier-Jouet, G.H Mumm, Ballantine's, Kahlúa, Malibu and Beefeater, brands that characterise the diversity of our portfolio today.

2008
Acquisition of Vin & Sprit adding Absolut Vodka to further consolidate the Group's global leadership in premium categories.

2012
Signing of the Wine & Spirits Producers' five commitments to promote responsible drinking.

2015
Appointment of Alexandre Ricard as Chairman & CEO.

2016
Acquisition of the super-premium gin Monkey 47.

2019
Acquisition of Castle Brands, including Jefferson's premium bourbon.

2020
Inauguration of The Island, the Group's flagship in Paris.
Acquisition of a significant stake in the ultra-premium Japanese gin Ki No Bi, and in Italicus, an Italian super-premium, bergamot-infused aperitivo.

2021
Opening of The Chuan Malt Whisky Distillery in Emeishan, China.
Acquisition of a majority stake in La Hechicera, an ultra-premium rum, and a minority stake in Sovereign Brands and its portfolio of super-premium wines and spirits.

2023
Acquisition of a majority stake in Codigo 1530, an ultra-premium and prestige tequila, Skrewball, a super-premium and fast-growing flavoured whiskey and ACE Beverage Group, the Canadian RTD market leader.

2024
Acquisition of a minority stake in Almave, a Super Premium non-alcoholic blue agave-based spirit alternative.

2025
Celebrating 50 years of Pernod Ricard.

[1] *Pernod Ricard fiscal year runs from 1 July until 30 June of each year.*

1.2.2 Important events over FY 2025

17 July 2024



Pernod Ricard announces the sale of its portfolio of strategic international wines

Pernod Ricard announced the signing of an agreement to sell its international strategic wine brands to Australian Wine Holdco Limited (AWL), a consortium of international institutional investors and owner of Accolade Wines.
This disposal allows Pernod Ricard to further strengthen its premiumization strategy and to direct its resources to its portfolio of premium international spirits and champagne brands that drive the growth of its business. **The transaction closed in April 2025.**



August 2024

Launch of Kahlúa Chocolate Sips

Kahlúa Chocolate Sips innovation was launched in the US and Canada, a delicious blend of our coffee liqueur with real cocoa and real cream for a smooth and creamy indulgent taste designed to be consumed neat / over ice.



29 August 2024

Pernod Ricard joins Lewis Hamilton & Casa Lumbre Spirits to enhance the success of non-alc Blue Agave Spirit, Almave

Pernod Ricard announces the acquisition of a minority stake in Almave, a Super Premium non-alc blue agave-based spirit brand, co-founded by Seven-Time Formula One™ World Champion, Lewis Hamilton, by Mexico-based innovation incubator Casa Lumbre and by the advisory and investment firm Copper. Almave is the first non-alcoholic Blue Agave spirit distilled in Jalisco (Mexico) and blends tradition and innovation to capture the very soul of the best raw materials possible, the Blue Agave, without the fermentation process.



17 October 2024

Pernod Ricard announces the sale of Minttu and local nordic brands

Pernod Ricard has signed an agreement to sell the liqueur Minttu and its whole portfolio of Nordic local brands produced in Turku with their related assets to Oy Hartwall AB, a leading Finnish multi-beverage company and affiliate of Danish group Royal Unibrew. The transaction was closed in H2 25.



April 2025

Launch of Ramazzotti Aperitivo Arancia 0.0%

Popularity for non-Alcoholic spirits and aperitif occasion sees Ramazzotti Aperitivo Arancia 0.0% target the German market (#2 in Non-Alc after 3M) and expand Pernod Ricard's footprint in the non alcoholic Spirits' segment. Aperitivo Arancia 0.0% is a classically Italian aperitif with intense notes of orange and bergamot, and a bittersweet, fresh taste – completely alcohol-free.



April 2025

Launch of Ricard RTD

Ricard, the star of aperitifs, has just released a format in France that is likely to shake up the habits of the most loyal aniseed aperitifs. A ready-to-drink Ricard that is easy to consume. RTD innovation is an important recruitment tool and drives brand awareness.

1.3 Our business

1.3.1 Our brand portfolio

Pernod Ricard's unique portfolio of premium brands encompasses every major category spirits category. To optimally allocate resources for key brands across all our markets, the Group uses its brand planning tool, the House of Brands, which divides brands into three categories. Using the House of Brands and in-depth consumer insight, we define the appropriate investment strategy according to the profile of each brand.

1.3.1.1 Strategic International Brands

Strategic International Brands represent the largest part of our business with international potential. These long-standing Group labels set the standard in their categories. They are our top priorities at a global level and actively contribute to our growth.

1.3.1.2 Specialty Brands

Specialty Brands meet a growing demand for smaller-scale "craft" products, including fast-growing brands and recent acquisitions in fast-growing segments such as agave, American Whiskey and aperitifs. These brands offer a comprehensive value proposition that responds to new consumer trends and expectations.

1.3.1.3 Strategic Local Brands

Strategic Local Brands are strongly rooted in a limited number of specific markets. They benefit from very strong local consumer loyalty. This part of our portfolio greatly supports our route-to-market as we leverage their strong local relevance in specific markets.

OUR HOUSE OF BRANDS

Strategic International Brands



61% of sales

Specialty Brands(1)



7% of sales

Strategic Local Brands(1)



18% of sales

(1) Non-exhaustive list.

1.3.2 Our business segments

Favourable underlying drivers

Pernod Ricard benefits from a combination of structural drivers and strong foundations despite a volatile and uncertain global environment: (i) demographic growth and increasing penetration in high-potential markets, (ii) increasing penetration of spirits amongst Gen Z and (iii) an underlying and growing human need for conviviality.

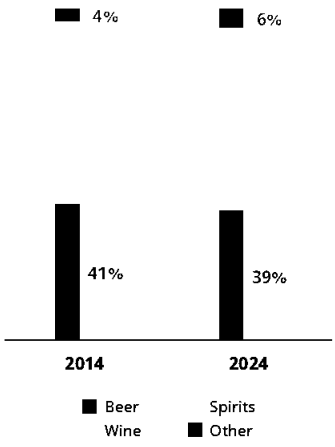
In terms of demographics, Pernod Ricard's market is positively impacted by world population growth, in particular:

- an increase in the legal drinking age (LDA) population, with +1% in 2024;
- the rise of the middle class in many growing economies cumulating +250million individuals over 2024-2035, with internal estimates predicting an additional 7 million "affluent" consumers, a further 20 million middle-class consumers per year in China[1], and 25 million more people of legal drinking age per year in India[2]; and
- an increase in the proportion of women consumers, from 58% to 62%, with a marked preference for spirits[3].

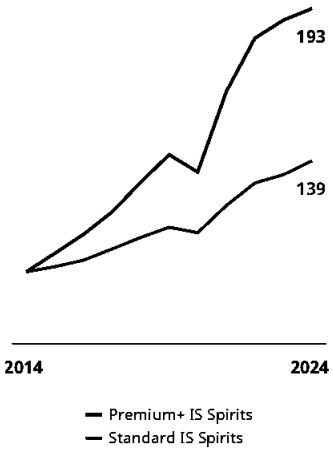
Pernod Ricard operates primarily in spirits (c.90% of Net Sales in FY25)[4], but also in Ready to Drink (RTD), Champagne and Premium rosé wine categories which together make up for 44% of the total Retail Sales Value of Alcoholic Beverages equating to almost €0.5tn in retail sales value. Our core focus is the International Western Style Spirits (IWSS) segment of which is currently 622m 9lc generating €166bn in Retail Sales Value. The segment is growing in value on average 5.7% per year for the last 10 years as consumers trade up from local spirits, taking 1.8pt share of total alcohol value over the last decade. Within that IWSS segment there is a well-established trend of premiumisation with Premium+ priced spirits growing at an average of 6.8% per year for the last 10 years, even more dynamic at 8.5% in Super Premium+. Ready to Drink/ Ready to Serve (RTS) is also growing fast at 12% gaining +1.8pt of retail value share over the last 10 years. The percentage of people claiming to consume spirits is stable / slightly increasing at around 60% of those legal drinking age or over.

CONSUMPTION[5]

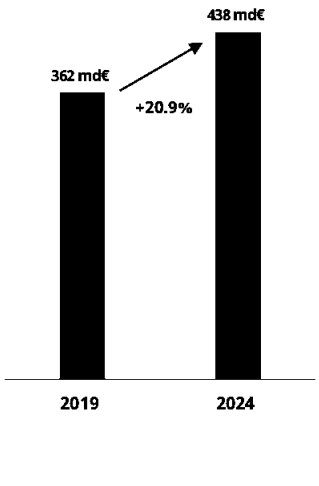
GROWTH
Comparison of the split in category weight in 2014 and 2024 *(in value terms)*



PREMIUMISATION
Change in the volume of Premium + International Spirits vs total spirits (across all price bands) between 2014 and 2024 (100 = 2024)



RESILIENCE
Change in the world spirits market between 2019 and 2024 *(in value terms)*



Source: IWSR 2024.

(1) *The future of the middle class in emerging markets, Oxford Economics, Jan 2025.*
(2) *IWSR, 2023.*
(3) *BMI surveyed women aged 21 to 34, 1997 to 2017, last six months.*
(4) *All data in this section refer to: The future of the middle class in emerging markets, Oxford Economics, Jan 2025.*
(5) *Information over calendar year.*

1.3.3 Our competitive positioning

GAINING OR MAINTAINING SHARE IN 12 OF 17 TOP MARKETS

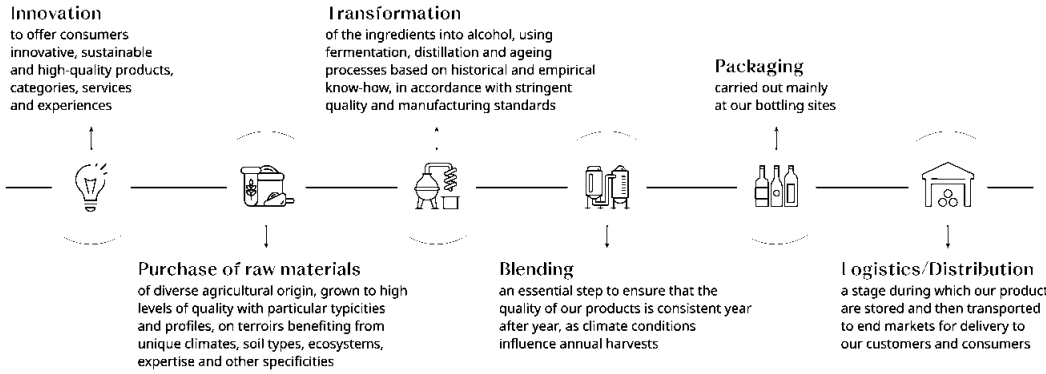


Following the waves of mergers and acquisitions in the 2000s, the global wine and spirits industry has been concentrated in the hands of a limited number of major international players. Pernod Ricard has thrived in this environment, rising to become a worldwide leader in the spirits and wine industry. Today, the Group offers consumers around the globe the broadest, most comprehensive portfolio with more than 200 brands spirits, 16 of them being in the Top 100[1]. The Group maintains a well-calibrated exposure to both mature (c. 55% of our Net Sales for FY25) and emerging markets (c. 45% of our Net Sales for FY25), allowing it to leverage growth potential while preserving strong positions in established regions.

1.3.4 Our business: from grain to glass

Pernod Ricard has long-standing expertise in manufacturing its iconic brands. From sourcing ingredients to bottling spirits, the Group harnesses sophisticated, finely tuned processes and know-how to manufacture its products.

Pernod Ricard's "from grain to glass" approach to production covers:



(1) *2024 IWSR data (in value and volume).*

1.3.4.1 Sourcing our ingredients

Our iconic products are manufactured from over 100 raw materials produced or purchased in around 60 countries. These mainly include cereals such as wheat, barley, rye, maize, rice and sorghum, which are used to make our whiskies, vodkas and other neutral spirits. We also source sugar cane (for our rums and liqueurs), sugar beets, grapes, agave and the aromatic ingredients that give our products their unique flavour (coffee, coconut, star anise, juniper, orange, gentian, etc.).

Our ingredients originate from more than 350 terroirs, some of which are directly run by Pernod Ricard, notably in France, Mexico, China, California and Argentina, where we own vineyards. This approach allows us to control our supply and experiment with new regenerative agriculture techniques.

We have mapped out our priority terroirs to gain a better understanding of our agricultural value chains. Across all our terroirs, we work with our farmers and partners to develop sustainable and regenerative agricultural practices that preserve natural ecosystems while positively impacting communities.

1.3.4.2 Manufacturing at Pernod Ricard



We have 94 self-owned production sites (excluding co-packers)[1], including 64 in Europe and in Africa, 18 in the Americas and 12 in the Asia-Pacific region. These sites host 38 distilleries, 55 bottling facilities and 23 wineries, with some sites home to multiple activities.

We distil our own spirits, with distilleries in Scotland, Ireland, the United States, Canada and India for whiskies, France for cognacs, Cuba for rum and Mexico for tequila.

After fermentation and distillation, our traditional spirits are aged in oak barrels for up to several decades to give our products their unique character, colour and taste. This historical know-how has been passed down from generation to generation, guaranteeing our products' impeccable quality.

We also work with partners who use our distillation processes and precise specifications, particularly for neutral alcohol distillation, with a view to limiting investment costs.

We work hand in hand with our suppliers to develop more sustainable packaging solutions tailored to each of our brands.

1.3.4.3 Our distribution network

Pernod Ricard's brands are distributed in more than 160 countries, and the Group has its own sales forces and marketing teams present in more than 60 countries. Through a combination of direct delivery and wholesaler / distributor partners our brands reach consumers in On Trade, Off Trade, E Commerce and Travel Retail Channels. Our closeness to the point of sale and our customers gives us real time market insight and drives further excellence in execution.

1.3.4.4 Our approach to responsible drinking

As we want to turn social interactions into genuine and friendly experiences of sharing, we believe that responsible drinking is an integral part of our role as Créateurs de convivialité.

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 drinking is the norm in society. Promoting balance 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 approach on responsible drinking, while actively contributing to the fight against harmful use of alcohol.

[1] *Including the Pernod Ricard Winemakers sites (2 in Australia, 2 in New Zealand and 4 in Spain) and the Pernod Ricard Finland sold over the fiscal year. All data have been taken pro rata temporis in the relevant KPIs.*

During FY 2025, Pernod Ricard continued its initiatives to promote responsible drinking through:

- The Drink More Water initiative: we believe in empowering consumers to make the right choice, and are taking a disruptive approach to raising awareness of the power of moderation and the consequence of excessive drinking. Our Drink More Water campaign reminds young adults of the importance of alternating and pacing alcohol consumption. Since launching in 2021, it has reached more than 60 countries, engaged over 870 million people online, and rehydrated more than 56 million attendees at major consumer events;
- The Marketing as a force for good: our strategic brands act as powerful megaphones for promoting the moderation narrative, using their creativity, cultural relevance, and scale. We committed to delivering 12 responsible drinking brand campaigns by 2027 — and have already exceeded this goal with 13 launched to date. Some of them empower consumers to:
  - Dive safe with Tom Daley through Malibu's featuring the iconic Olympic medallist and activated in the UK and Australia,
  - Take it easy with Aisling Bea, through Jameson's, in Ireland,
  - Don't drink and drive with Tony Leung, via Martell's campaign activated in China, Taiwan, and Singapore,
  - Know when to call it a night through Absolut's campaign in the UK;
- The Brand Homes through responsible serving for the best experience: in FY25, we achieved a milestone: all 30 public-facing Brand Homes are certified as Responsible Hosts. This certification, developed with the Sustainable Restaurant Association, is based on 18 Responsible Drinking criteria and verified through self-assessment and independent mystery shopper visits;
- The Bar World of Tomorrow initiative: Pernod Ricard is collaborating with key players in the industry to create a sustainable future for responsible hosting. Currently hosted on Pernod Ricard's global trade advocacy platform, SIP (Share. Inspire. Pioneer), the training covers all aspects of sustainability and responsibility;
- The E-label: our digital label system, which keeps customers informed on responsible drinking, has surpassed one million scans. We launched this initiative as a European pilot programme in 2022, and have now rolled it out globally across all products in our portfolio when it is legally possible to do so.

1.3.5 An innovative Group

Innovation, one of our founding values, is embedded in our DNA and a critical growth driver for the Group. From the creation of new liquids to innovative packaging formats to reimagined consumer experiences and strategic acquisitions, innovation is a driving force across our global brand portfolio. Acting as an interconnected ecosystem spanning functions and geographies, innovation is both a mindset and a catalyst at every stage of our value chain. We build innovation through:

- Transformative communication and strategic partnerships: to deepen consumer engagement and strengthen brand equity, our Brand Companies – supported by the Group's Global Culture & Creative Center of Excellence – continuously reimagine the way we communicate. Grounded in the timeless power and legacy of our brands, these communications are brought to life through cultural relevance, creativity, and meaningful partnerships;
- Our Global Innovation Hub, Delivering Innovation at scale: established in 2024, the Global Innovation Hub serves as the engine behind consumer-centric and brand-strategic product innovations across Pernod Ricard's strategic brands. Structured as a globally integrated team with resources deployed in key geographies, the Hub combines local consumer insights with global scale to drive efficiency, speed to market, and maximum impact;
- Convenience for our Strategic Brands with Ready to Drink (RTD), expanding consumption moments: with a dedicated teams to the Ready-to-drink format, Pernod Ricard continues to create incremental business through convenient formats, recruiting new consumers and expanding Moments of Consumption (MOCs) for our strategic brands. RTD offerings are designed to deliver quality, mixology-inspired experiences in portable, ready-to-enjoy formats;
- M&A: strengthening our portfolio with bold, culturally resonant brands: strategic acquisitions are a key lever of innovation, enabling Pernod Ricard to accelerate portfolio diversification, tap into emerging consumer trends, and strengthen our presence in high-potential categories and markets. Each acquisition is guided by a long-term vision, ensuring cultural relevance, brand authenticity, and strong synergies with our existing portfolio;
- Prestige: elevating brand equity and craftsmanship: prestige innovation is a key driver of desirability and long-term brand value across Pernod Ricard's portfolio. Through limited editions, rare expressions, and bespoke experiences, we showcase the craftsmanship, heritage, and storytelling power of our Prestige Brands. The high-end offerings not only reinforce brand prestige, but also attract new connoisseurs and collectors around the world;
- Best-in-class execution at market level: our market companies play a pivotal role in bringing innovation to life, tailoring global strategies to local preferences and executing with excellence. Innovation is embedded in their brand-building roadmaps and is a central pillar of portfolio development at the market level.

In FY25, several key initiatives underscore our commitment to pioneering ideas and impactful execution:

- Absolut x Keith Haring: in FY25, Absolut continued its legacy of bold cultural expression through a global campaign celebrating its historic collaboration with artist Keith Haring. Building on the brand's longstanding support for the arts and social progress, the campaign spotlighted Absolut's iconic bottle adorned with Haring's unmistakable visual language. The activation included limited-edition packaging, immersive pop-up experiences in major cities, and a global digital campaign highlighting Haring's message of unity and creativity;
- Chivas & Ferrari: in late 2024, Chivas Regal entered a global partnership with Scuderia Ferrari HP, uniting two icons of craft, heritage, and innovation. This collaboration goes beyond the racetrack, spotlighting the unseen teamwork and precision that fuel success. Through co-created content, limited-edition packaging, and exclusive experiences, this partnership resonates with a new generation of luxury consumers who value authenticity, collaboration, and bold ambition;
- Jameson Triple Triple: Jameson introduced a new taste experience with Triple Triple: triple-distilled and aged in a unique combination of Bourbon, Sherry, and Chestnut casks. This innovative blend delivers rich layers of toffee, cacao, and toasted almond, finishing with an extra-smooth profile that invites both new and existing consumers to explore the Jameson range in a fresh way;
- Ballantine's Sweet Blend: crafted to meet growing demand for approachable, flavor-forward spirits, Ballantine's Sweet Blend balances the sophistication of Scotch with indulgent caramel and vanilla notes. Its versatility allows for multiple consumption occasions – neat, on the rocks, or mixed – making it a compelling entry point for new whisky drinkers and a social companion for shared moments;
- Malibu Cocktails RTD : launched in key global markets in FY25, Malibu Cocktail RTD offers bar-quality cocktails with the ease and convenience of a can. The range includes vibrant flavors like Pina Colada, Strawberry Daiquiri, and Pineapple Bay Breeze, designed to bring the summer spirit of Malibu to new social occasions – from festivals and beach parties to casual home gatherings. With eye-catching packaging and refreshing taste, the range reinforces Malibu's positioning as a playful, sociable brand while tapping into consumer trends toward convenience and flavor exploration;
- Bumbu – Expanding in Ultra-Premium Rum: in 2022, Pernod Ricard acquired a minority stake in Bumbu, the ultra-premium rum brand developed by Sovereign Brands. With its bold personality, high-quality liquid, and strong appeal among younger, multicultural consumers, Bumbu brings a new energy to our rum portfolio. The brand's disruptive marketing and strong U.S. footprint align with Pernod Ricard's ambitions to lead in the fast-growing flavored and premium rum segments;
- Royal Salute – 21-Year-Old Vintage Collection: in FY25, Royal Salute introduced a new collection of 21-Year-Old vintage blends, exclusive to Global Travel Retail. Each edition is crafted from outstanding casks, hand-selected by Master Blender Sandy Hyslop, with a new vintage released annually. This launch reinforces Royal Salute's position in the prestige whisky segment and its commitment to exceptional aging and rarity;
- Kahlúa Chocolate Sips, PR USA: with the U.S. representing nearly half of the global innovation value in international spirits, PR USA continues to lead with bold, consumer-driven launches. In FY25, Kahlúa Chocolate Sips debuted as a smooth, indulgent coffee liqueur blended with real cocoa. Designed to be enjoyed chilled, over ice, or straight from the fridge, it offers a new, premium indulgence experience aligned with evolving preferences for dessert-like drinks and casual indulgence.

1.3.6 S&R, at the heart of the Group's vision

Sustainability & Responsibility (S&R) is at the heart of the Group's vision and an integral part of all our activities. In 1966, the Group's founder, Paul Ricard, set up his eponymous Oceanographic Institute to help protect the oceans. Today, this commitment drives our performance and transformation.

Our 2030 Good Times from a Good Place S&R strategy is embedded in all our activities, from grain to glass. Built on four pillars (Nurturing Terroir, Valuing People, Circular Making, and Responsible Hosting) and around 30 indicators, this roadmap addresses both the needs and expectations of our consumers, and the material S&R risks facing the Group. Each pillar sets ambitious commitments for 2030 in line with the United Nations Sustainable Development Goals (SDGs), with key milestones for 2025. This commitment is essential to securing our long-term success, business resilience and legacy, while limiting our impact on natural resources.

Five years after its launch, we have already achieved – and even exceeded – some of our objectives, and we are doing everything we can to meet the remaining targets. We listen carefully to our stakeholders and closely monitor changes in the world around us so that we can adjust and strengthen our S&R commitments in line with our strategy. In November 2020, for example, a CSR Committee was created to support the Board of Directors on these issues, and executive compensation and annual bonuses are now indexed to S&R performance. These commitments have also led to the inclusion of S&R within the Integrated Operations function, enabling the Group to act as closely as possible to its value chain.

This strengthened governance structure illustrates the Group's ambition to continue to invest in transitioning to regenerative agriculture and innovation to drive circularity, and harnessing new technologies for a net-zero future – while always putting people first.

During FY 2025, we made further progress in all areas of our S&R roadmap.

Nurturing Terroir	Valuing People	Circular Making	Responsible Hosting
39% Produce or source sustainably 100% of key raw materials in line with sustainable agriculture standards by 2030	FY 2025: 1.6% FY 2024: 1.6% Maintain gender pay equity across the Group	FY 2025: -42% FY 2024: - 30% Reduce Scopes 1 and 2 GHG emissions by 54% (in absolute value) vs FY 2022 by 2030	FY 2025: 21,300 FY 2024: 18,000 Train 10,000 bartenders on all aspects of S&R through the Group's Bar World of Tomorrow programme by 2030
FY 2025: -10% FY 2024: 9% Reduce Scopes 1 and 3 FLAG GHG emissions by 30.3% vs FY 2022 by 2030	FY 2025: 40% FY 2024: 38% Achieve a gender balanced (40%-60%) Top Management by 2030[1]	FY 2025: -15% FY 2024: 12% Reduce overall water consumption intensity by 20% at our production sites vs FY 2018 by 2030	FY 2025: 13 FY 2024: 10 Roll out 12 brand marketing campaigns to promote responsible drinking behaviour among consumers by FY 2027
100% Launch 8 regenerative farming pilots in the Group's vineyards by FY 2025	55% reduction in the lost time accident frequency rate vs FY 2022 Objective: move towards zero lost time accidents by 2025	99% Ensure all packaging is recyclable, reusable or compostable by FY 2025	FY 2025: 100% FY 2024: 95% Feature a digital label on all Pernod Ricard products[2] informing consumers about product contents and how to enjoy them responsibly

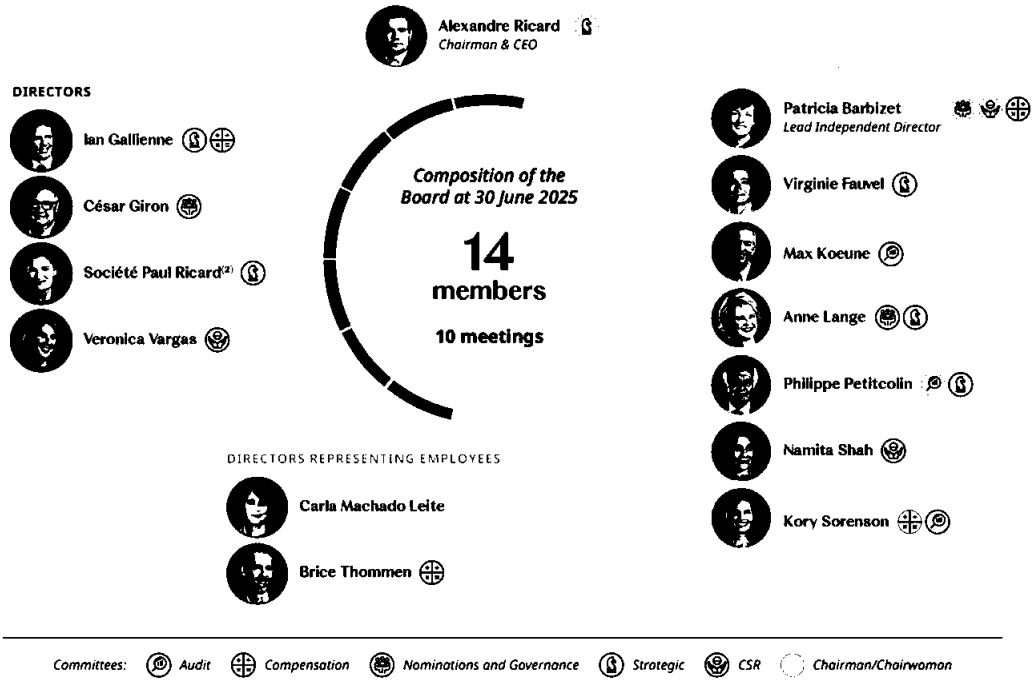
(1) Defined based on annual spend. Objective related to the long-term incentive plan. Decisions related to talent and compensation are based on performance, merit and experience. The associated data is collected in accordance with French legal requirements.

(2) Where authorised by law.

1.4 Our governance and organisational structure

1.4.1 Composition of the Board of Directors and its Committees

57.4	58.3%	58.3%	42.9%	10
average age	independent Directors(1)	women(1)	non-French Directors	meetings



Five Board Committees

Audit Committee	Compensation Committee	Nominations and Governance Committee	Strategic Committee	CSR Committee
3 members	4 members	3 members	6 members	3 members
100% independent Directors	67% independent Directors(1)	67% independent Directors	50% independent Directors	67% independent Directors
5 meetings	5 meetings	4 meetings	2 meetings	3 meetings
100% attendance rate	100% attendance rate	100% attendance rate	100% attendance rate	100% attendance rate

(1) Directors representing employees are not taken into account for calculating the percentages of independence and gender balance in accordance with the AFEP-MEDEF Code and Article L. 225-27-1 of the French Commercial Code respectively.
(2) Société Paul Ricard is represented by Patricia Ricard Giron.

1.4.2 Our Executive Committee as of 1 August 2025



Alexandre Ricard
Chairman & CEO



Hélène de Tissot
EVP, Finance & Tech



Cédric Ramat
EVP, Human Resources



Anne-Marie Poliquin
EVP, Legal and Compliance



Maria Pia De Caro
EVP, Integrated Operations and S&R



Jean-Etienne Gourgues
EVP, Global Brands[1]



Gilles Bogaert
EVP, Global Markets



Conor McQuaid
Chairman & CEO, Pernod Ricard North America

(1) The position of EVP Global Brands was filled by Philippe Guettat until 31 July 2025.

The Executive Committee is the permanent body responsible for coordinating and leading the Group, in cooperation with the Chairman & CEO, whom it assists with his duties and responsibilities. The Committee reviews all decisions related to Group affairs and submits various matters to the Board of Directors when approval is required. It sets the Group performance trajectory, steering and framing the Croup's transformation projects and strategic priorities.

The Executive Committee's key responsibilities include:

- External dyanmics: identifies and actions external impacts, opportunities and any potential disruption;
- Delivery of business targets: sets annual quantitative and qualitative objectives and optimises resources driving simplification, mutualisation and priorisation;
- Strategic priorities and transformation: identifies, defines, and actions the key strategic priorities;
- Portfolio and brand strategy: reviews key initiatives and strategic inflections including portfolio innovation;
- Culture and ways of working: Fosters the positive Pernod Ricard culture, values and ensures efficient ways of working across the organization.
- Talent management: Identifies, develops and manages Group-wide talent.
- Governance and compliance: Ensures exemplary corporate governance and compliance standards are achieved across all functions.

The Committee is responsible for overseeing the Group's business activities and ensuring that its main policies are applied. More specifically, the Committee analyses the performance of the Group's business in relation to its market plan (budget and strategic plan); actively participates in setting financial and operational objectives (financial results, debt and qualitative objectives), periodically reviews the brand and market strategies; analyses performance and evaluates changes in the organisation as needed; and approves and ensures compliance with the Group's main policies.

On 1 August 2025, the Executive Committee comprises eight members bringing together the following functions: Finance & IT; Human Resources; Legal and Compliance; Integrated Operations and S&R; Global Brands; Global Markets; and North America region.

1.5 Our strategy and associated targets

There are 3 fundamentals to our strategy that have remained unchanged for many years and underpin our growth trajectory past and future.

- Broad Portfolio: through the last decades we have built a portfolio which now covers all the major categories of spirits, enabling us to execute a broad portfolio in each market and quickly capture market trends as and when they arise.
- Route to market (RTM): As well as being distributed in over 160 countries, we maintain a high level of proximity to the market maintaining a Pernod Ricard office and team in over 60 markets. Our RTM is well balanced with 29% in Americas, 29% in Europe and 42% in Asia.
- Premiumisation: our portfolio is geared to the long-term trend of Premiumisation with almost 3/4 of Retail Sales Value generated in Premium+ spirits or International Champagne.

1.5.1 Building the fundamentals of our success around a strong culture

1.5.1.1 Mindset for Growth: fostering a collective culture of conviviality

In 2015, the Group took a first step in its transformation by rolling out its Mindset for Growth: Conviviality initiative. This fundamental move helped to instill in all employees a collective, inclusive and purposeful culture of conviviality. We do more than producing and selling wine and spirits; we transform every moment, every occasion, into a unique convivial experience.

Our more than 18,000 employees are proud ambassadors of our culture of conviviality. Together, they work to bring to life the Group's vision of Créateurs de convivialité and thereby drive performance.

1.5.1.2 Transform & Accelerate

In 2019, we launched our second three-year strategic plan, Transform & Accelerate. It was aimed at accelerating our profitable growth with an emphasis on efficiency and effectiveness.

This step focuses on four growth accelerators: active portfolio management, brand premiumisation, innovation, and accelerated digital transformation.

1.5.2 Using technology and data to understand consumers

1.5.2.1 Our strategic priorities: pursue Transform & Accelerate

Pernod Ricard defines strategic priorities in order to adapt to structural changes in demand, consumption patterns and technology chains, and a volatile environment across the globe.

Data and AI: a new competitive advantage for accelerated, data-driven growth

Pernod Ricard has embedding data and artificial intelligence (AI) across its operations to sharpen execution, strengthen brands, and improve efficiency.

Today, four key digital programs cover circa. 75% of Group net sales and directly support key processes including marketing allocation, pricing, sales execution, and brand planning.

The benefits are tangible and ongoing. Selected examples:

- In Germany, for a brand such as Lillet, the use of Matrix resulted in a +5% increase of return on spend in FY24 thanks to improved allocation of marketing investment, based on Matrix's insights.
- In the UK, Malibu has grown +29% in net sales from FY22 to FY25 thanks to a new activation plan based on Maestria insights.
- In India, D-Star insights supported incremental volume gains for Royal Stag, resulting in an additional 260,000 cases sold in the first 6 months of FY25.

Across multiple markets, smarter allocation of A&P, sharpened pricing and sales execution are contributing to higher marketing ROI and improved margin discipline.

Building on this, we are extending AI into forecasting, with a program already improving sales volume predictability in 8 markets (inc. USA), into regenerative agriculture and into brand content creation.

These initiatives are designed to drive profitable growth and cash generation — not as isolated projects, but as integral enablers of our Group strategy.

Continuing to get more value out of our existing portfolio

Our existing portfolio still harbours significant growth potential, which can be tapped via three accelerators:

Activating more brands with the right level of investment

We use our in-house tool, the House of Brands, to ensure optimum resource allocation across all our markets. Along with our in-depth knowledge of local trends, the Maestria tool helps us define an appropriate investment strategy and allocate the right amount of marketing and communication resources according to each brand's profile. It also ensures we strike the right balance between our short-, medium- and long-term objectives, while building brands capable of standing out in our key regions.

Maximising our pricing power

Amid the current inflationary pressures, optimising our brands' pricing power has become a priority in our premiumisation strategy. Digital tools enable us to fine-tune our pricing strategy and ramp up the efficiency of promotions.

Growing our positions in the Prestige market

We are a leading Ultra Premium Plus company, thanks to an unrivalled portfolio of brands spanning across cognac, champagne, whisky and tequila. In this highly dynamic category, with entry constraints (e.g., geographical origin and the need for long-term strategic inventories), we are seeking to improve our positioning in all geographies.

Pioneering new avenues of growth to prepare the future

The second aspect of our growth model is structured around three areas designed to pioneer new avenues of growth:

- scaling up innovation;
- broadening our coverage of the route to market;
- expanding our offering to include experiences and services.

1.5.2.2 FY 26 Outlook and FY27 - FY29 Mid-term framework

FY26 is expected to be a transition year with improving trends in Organic Net Sales, skewed toward H2. A decline in Q1 is expected, with distributor inventory adjustment in the US, continued soft consumer demand and inventory adjustment in China, the impact of Maharashtra excise policy changes in India, skewed toward Q1 and sales of Cognac in Duty Free China only resuming from Q2.

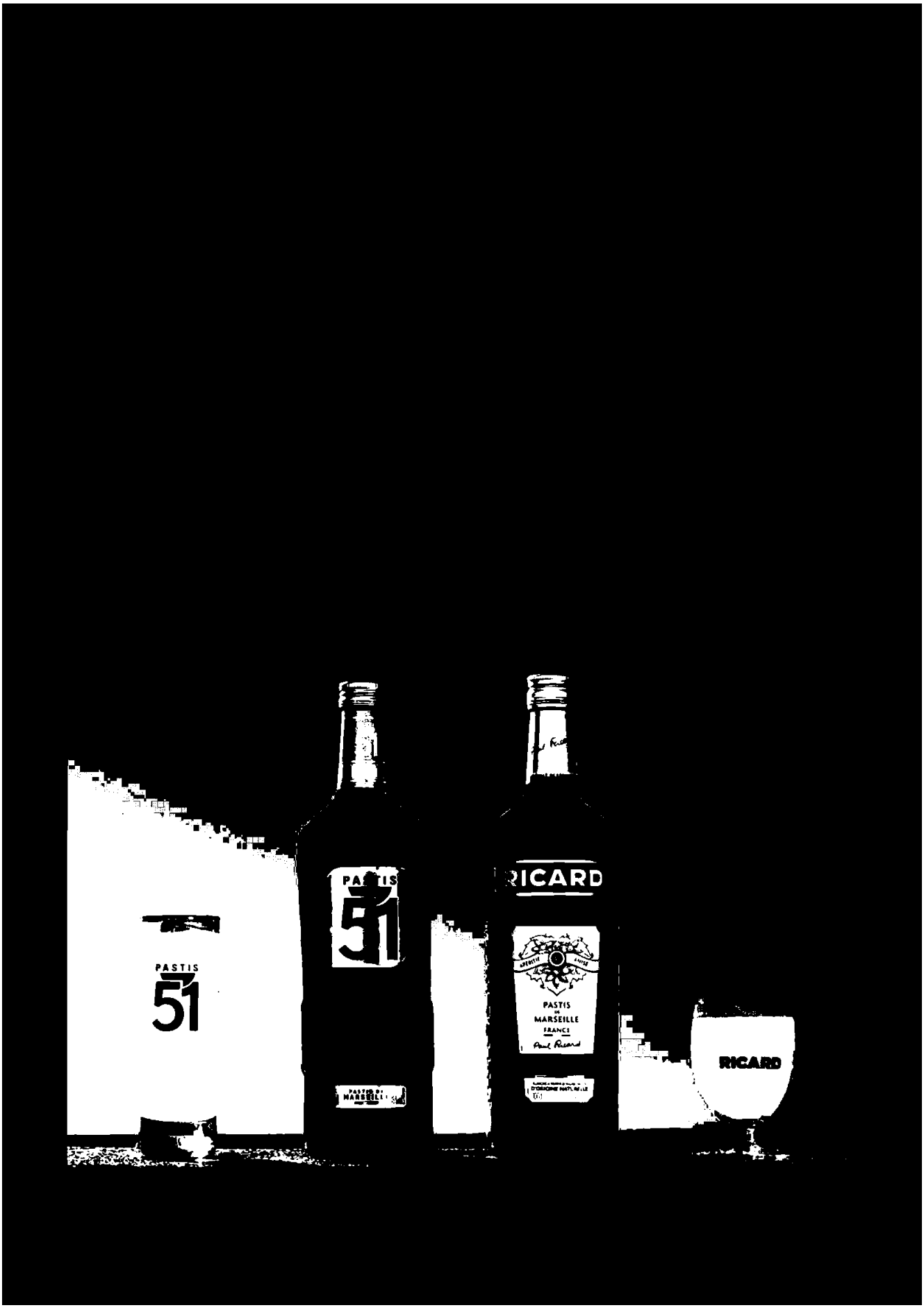
We continue to invest to increase our brands' desirability with sharp allocation, efficiency, innovation and experiences with A&P investment ratio expected to remain at c.16%. We will defend our organic Operating Margin to the fullest extent possible, supported by strict cost control and the implementation of our efficiency initiatives. Focus on cash generation to continue, with strategic investments below €900m and strong operating working capital management, with cash conversion expected to improve further vs FY25. FX impact expected to be significantly negative[1].

The Group mid-term framework FY27 - FY29 is the following:

- 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.a1 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. €1bn;
- We are confident in our strategy, in our operating model and in the engagement of our teams, to deliver sustainable value growth over time.

While maintaining an investment grade rating, our financial policy sets out four priorities (i) investing in future organic growth, particularly through strategic inventories and capital expenditure, (ii) pursuing active portfolio management and value-creating M&A transactions, (iii) maintaining a dividend payout ratio of circa. 50% of net profit from recurring operations, with the aim of increasing the dividend each year, and (iv) carrying out share buybacks when all three priorities above are fulfilled.

(1) *Based on current Spot rates.*


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2.

2 Corporate governance

Our governance

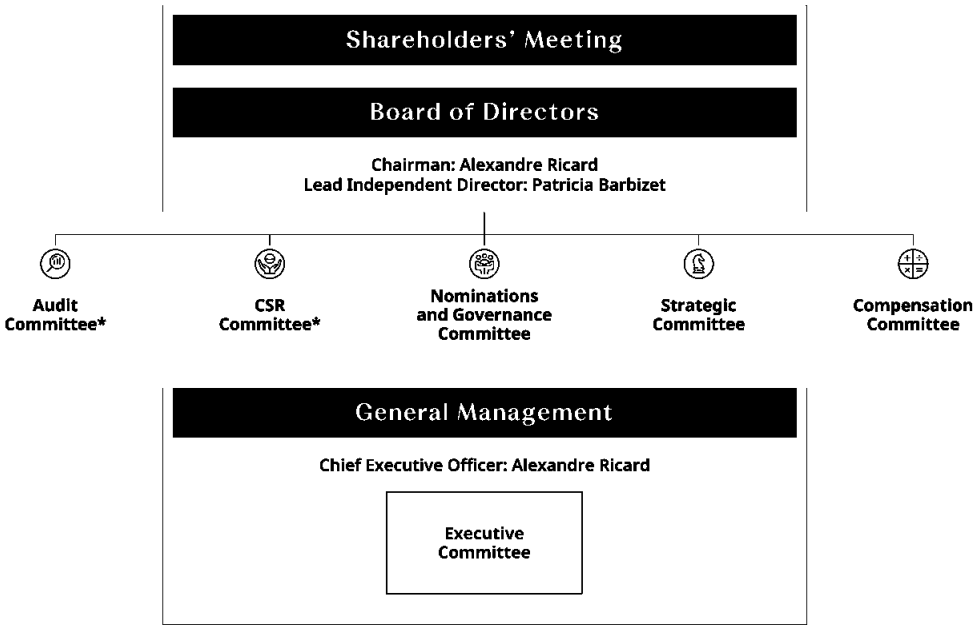
This section sets out the Board of Directors' report on corporate governance as required by Article L. 225-37 of the French Commercial Code (*Code de commerce*).

It describes, in the context of the preparation of the financial statements for FY 2024, the conditions governing the preparation and organisation of the work performed by the Board of Directors and its Committees, the powers entrusted to the Chairman & CEO, the principles and rules used to determine compensation and other benefits granted to the Corporate Officers, and the compensation policies applicable to the Chairman & CEO and to the Directors, in accordance with Articles L. 22-10-8 and L. 22-10-9 of the French Commercial Code, and provides the other information required pursuant to Articles L. 22-10-10, L. 22-10-11 and L. 225-37 *et seq.* of the French Commercial Code.

This report was prepared on the basis of the work carried out by several different departments of the Company, in particular the Group Legal, Internal Audit and Human Resources Departments. It was approved by the Board of Directors on 27 August 2025, following the examination by the Board's Committees of the sections relating to their respective areas of competence and was provided to the Statutory Auditors.

2.1 Our governance

2.1.1 Governance framework and structure as of 30 June 2025



* *Further to the entry into force of the Corporate Sustainability Reporting Directive (CSRD), the Audit Committee and the CSR Committee will hold a joint meeting once a year to review and validate the Group's compliance and, in particular, to review sustainability reporting.*

2.1.1.1 Reference corporate governance code: the AFEP-MEDEF Code

On 12 February 2009, Pernod Ricard's Board of Directors confirmed that the AFEP-MEDEF Corporate Governance Code for listed companies published in December 2008 and last revised in December 2022 (the "AFEP-MEDEF Code"), available on the AFEP and MEDEF websites, is the Code to which Pernod Ricard refers for corporate governance issues, notably for preparing the report required by Article L. 225-37 of the French Commercial Code.

In accordance with the "comply or explain" rule set forth in Article L. 22-10-10 of the French Commercial Code and referred to in Article 28.1 of the AFEP-MEDEF Code, the Company considers that its practices comply with all the recommendations of the AFEP-MEDEF Code.

2.1.1.2 Governance structure

A combined-role structure adapted to the Group's organisation

As French regulations do not favour any specific general management structure for listed companies, it is the responsibility of the Company's Board of Directors to choose between a combined-role structure where one person holds the positions of Chairman & CEO or a structure where those positions are separated and held by different people.

Following the expiry of Pierre Pringuet's term of office as Chief Executive Officer and Danièle Ricard's expressed wish to step down from her position as Chairwoman of the Board of Directors, at its meeting on 11 February 2015, the Board decided to combine the positions of Chairman and CEO in order to simplify the decision-making process and enhance the effectiveness and reactivity of the Company's governance. At the same meeting, the Board appointed Alexandre Ricard as Chairman & CEO. In order to ensure good governance of the Company, the Board of Directors set limits on the powers of the Chairman & CEO, by requiring that the Board's prior authorisation be obtained for a certain number of transactions, notably external growth transactions and divestments representing amounts greater than €100 million, and loans exceeding €200 million (see subsection below "Limitation on the powers of the Chairman & CEO"). At its meeting on 23 January 2019, the Board of Directors then appointed Patricia Barbizet as Lead Independent Director, again to ensure good governance of the Company.

The Company has also put in place a number of guarantees to help the Chairman & CEO perform his duties as Chief Executive Officer. In FY 2025, he was supported by the Executive Committee. The Executive Committee, which is the permanent body responsible for coordinating and managing the Group, sets the Group's strategic objectives in line with the priorities decided by the Board of Directors, coordinates their implementation and steers the Group's overall performance. Its members are global heads of the Group's corporate functions, operational divisions and geographic regions.

A balance of powers ensured by a balanced governance structure

Powers of the Chairman & CLO

In his capacity as Chairman of the Board of Directors, the Chairman & CEO organises and leads the Board's work, on which he reports to the Shareholders' Meeting. He oversees the proper operation of the Company's managing bodies and ensures, in particular, that the Directors are in a position to fulfil their duties. He can also request any document or information which can be used to help the Board prepare its meetings.

In his capacity as Chief Executive Officer, the Chairman & CEO has full powers to act in the name of the Company in all circumstances. He exercises these powers within the limits of the corporate purpose and subject to (i) the powers expressly granted by law to the Shareholders' Meetings and to the Board, and (ii) internal limits as defined by the Board of Directors in its Internal Rules and Regulations[1].

Limitation on the powers of the Chairman & CLO

For internal purposes, following the decision made by the Board of Directors on 11 February 2015 and in accordance with Article 2 of the Board's Internal Rules and Regulations[1], prior to making a commitment on behalf of the Company, the Chairman & CEO must obtain the authorisation from the Board of Directors for any significant transactions that fall outside the strategy announced by the Company, as well as the following transactions:

- carrying out any acquisitions or disposals of investments or assets for an amount exceeding €100 million per transaction;
- entering into any partnerships or resource-pooling transactions when the Company's contribution (other than through an acquisition or investment covered by the previous point) represents a financial commitment exceeding €100 million per transaction;
- granting loans, credits or advances exceeding €100 million per borrower, except when the borrower is an affiliate of Pernod Ricard (as defined in Article L. 233-1 of the French Commercial Code) and with the exception of loans granted for less than one year;
- putting in place borrowings, with or without using corporate assets as collateral, exceeding €200 million in the same financial year, except borrowings from affiliates of Pernod Ricard (as defined in Article L. 233-1 of the French Commercial Code), for which there is no limit; and
- granting pledges, sureties or guarantees, except with an express delegation of authority from the Board of Directors within the limits provided for by Articles L. 225-35 and R. 225-28 of the French Commercial Code.

On 8 November 2024, the Board of Directors authorised the Chairman & CEO, for a period of one year, to grant pledges, sureties or guarantees in the name of the Company up to an overall limit of €100 million, and for an unlimited amount to tax and customs authorities.

Role, responsibilities and activity report of the Lead Independent Director

At its meeting on 23 January 2019, based on a proposal of the Nominations and Governance Committee, the Board created the position of Lead Independent Director and entrusted it to Patricia Barbizet.

In accordance with the Internal Rules and Regulations[1] of the Board of Directors, the Lead Independent Director performs the following tasks:

- calling Board of Directors' meetings at her own initiative or in the absence of the Chairman & CEO;
- being consulted on the agenda of Board meetings and may propose any additional items on said agenda;
- chairing meetings of the Board of Directors in the absence of the Chairman & CEO;
- leading the process of assessing the operating procedures of the Board of Directors with report to the Board;

[1] *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*

- taking action to prevent any conflicts of interest;
- ensuring compliance with the rules of the AFEP-MEDEF Code and the Board's Internal Rules and Regulations[1];
- calling and chairs the executive sessions;
- ensuring that Directors have the necessary resources to carry out their duties under the best possible conditions, and that they are provided, in a reasonable manner, with the level of information appropriate to the performance of their duties;
- reviewing shareholders' enquiries relating to corporate governance and ensuring that they are answered; and
- meeting with the Company's investors and shareholders.

Since taking up her duties, the Lead Independent Director has in particular, along with representatives of general management and the Investor Relations Department, participated in several meetings dedicated to the Company's governance (roadshows), as well as met many of the teams at Pernod Ricard and some of its affiliates. She has also conducted the annual assessments of the operating procedures of the Board of Directors on the basis of individual interviews with each Director as set out in subsection 2.1.3.5 "Assessment of the Board of Directors".

The Lead Independent Director reports to the Board of Directors once a year on the performance of her duties. At Shareholders' Meetings, she may be invited by the Chairman & CEO to report on her activities. If the Lead Independent Director were no longer classified as an independent Director, her duties as Lead Independent Director would be terminated immediately.

Employee representation on the Board

The appointment of a Director or Directors representing employees on the Board of Directors was introduced at the end of 2013. As a result, Pernod Ricard SA employees are now represented on the Board of Directors by a single person, currently, Paula Reisen.

Group management structure

General Management

At 30 June 2025, the Group's general management function was carried out by the Chairman & CEO, assisted by the Executive Committee.

Executive Committee

The Executive Committee is the permanent body responsible for coordinating and managing the Group and assists the Chairman & CEO with his duties and responsibilities. The Executive Committee sets, in particular, the Group's strategic objectives in line with the priorities decided by the Board of Directors, coordinates their implementation and steers the Group's overall performance. Its members are global heads of the Group's corporate functions, operational divisions and geographic regions.

At 30 June 2025, the members of the Executive Committee were:

- **Alexandre Ricard**, Chairman & CEO, Corporate Officer;
- **Maria Pia De Caro**, EVP Integrated Operations and S&R;
- **Hélène de Tissot**, EVP Finance & IT;
- **Anne-Marie Poliquin**, EVP Legal and Compliance;
- **Cédric Ramat**, Group EVP Human Resources;
- **Conor McQuaid**, Chairman and CEO Pernod Ricard USA;
- **Gilles Bogaert**, EVP Global Markets;
- **Philippe Guettat**[1], EVP Global Brands.

The Internal Audit Department reports to the Chairman & CEO.

[1] *Philippe Guettat stepped down from the Executive Committee on 31 July 2025, the date on which he retired and left the Group. Jean-Étienne Gourgues replaced Philippe Guettat on 1 August 2025, following his appointment as Executive Vice-President Global Brands. He also retains his role as Chairman and Chief Executive Officer of Chivas Brothers Limited.*

2.1.2 Composition of the Board of Directors and its Committees

2.1.2.1 Summary of the composition of the Board and its Committees

57.4	58.3%	58.3%	42.9%	10
average age	independent Directors(1)	women(1)	non-French Directors	meetings

At 30 June 2025	Age	Gender	Nationality	Number of shares	Number of terms of office in listed companies (excluding PR)	Date first appointed	Term expires	Length of service on the Board	Board Committees: Audit	Compensation	Nominations and Governance	Strategic	CSR
Executive Corporate Officer													
Alexandre Ricard *Chairman & CEO*	53	M	French	215,609	1	29/08/2012	2028 AGM	13				✹	
Independent Directors													
Patricia Barbizet *Lead Independent Director*	70	F	French	3,160	1	21/11/2018	2026 AGM	7		●	✹		✹
Virginie Fauvel	51	F	French	263	1	27/11/2020	2028 AGM	5				✹	
Max Koeune	52	M	Luxembourgish	465	0	10/11/2023	2027 AGM	2	●				
Anne Lange	57	F	French	1,000	3	20/07/2016	2025 AGM	9			✹	✹	
Philippe Petitcolin	72	M	French	700	1	08/11/2019	2027 AGM	6	✹			✹	
Namita Shah	56	F	Indian	246	0	10/11/2021	2025 AGM	4					●
Kory Sorenson	56	F	British	1,000	1	06/11/2015	2027 AGM	10	●	✹			
Directors													
Ian Gallienne	54	M	French	1,000	4	09/11/2012	2026 AGM	13		●		✹	
César Giron	63	M	French	12,405	0	05/11/2008	2028 AGM	17			●		
Société Paul Ricard(2)	62	F	French	28,368,241	0	09/06/1983	2025 AGM	42				✹	
Veronica Vargas	44	F	Spanish	9,820	1	11/02/2015	2025 AGM	10					●
Directors representing employees													
Carla Machado Leite	60	F	Portuguese	N/A(3)	N/A	17/11/2022	17/11/2026	3					
Brice Thommen	46	M	Swiss	N/A(3)	N/A	13/12/2021	13/12/2025	4		●			
Number of meetings in FY 2025									5	5	4	2	3
Attendance rate									100%	100%	100%	100%	100%
% independent Directors									100%	67%	67%	50%	67%

Committees: Audit, Compensation, Nominations and Governance, Strategic, CSR
✹ *Chairman/Chairwoman* ● *Member*

(1) Directors representing employees are not taken into account for calculating the percentages of independence and gender balance in accordance with the AFEP-MEDEF Code and Article L. 225-27-1 of the French Commercial Code respectively.
(2) Société Paul Ricard is represented by Patricia Ricard Giron.
(3) The Directors representing employees are not required to hold a minimum number of Company shares.

2.1.2.2 Changes in the composition of the Board of Directors over the last two financial years

During FY 2024

The Shareholders' Meeting of 8 November 2024 renewed, for a period of four years expiring at the end of the Shareholders' Meeting to be held in 2028 to approve the financial statements for FY 2028, the terms of office as Directors of Virginie Fauvel, Alexandre Ricard and César Giron.

During FY 2025

Since the terms of office as Directors of Anne Lange, Société Paul Ricard, represented by Patricia Ricard Giron, and Veronica Vargas are due to expire at the close of the Shareholders' Meeting of 27 October 2025, this Shareholders' Meeting will be asked (in the 4th, 5th and 6th resolutions), in accordance with the recommendations of the Nominations and Governance Committee, to reappoint them as Directors.

- Anne Lange would be appointed for a two-year term, expiring at the close of the Shareholders' Meeting to be held in 2027 to approve the financial statements for FY 2027;
- Société Paul Ricard, represented by Patricia Ricard Giron and Veronica Vargas, would be appointed for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

These candidates were recommended by the Board of Directors based on their diverse and varied skills and expertise. Anne Lange will bring to the Board her digital and technological expertise, Patricia Ricard Giron her extensive knowledge of environmental issues and her expertise in sustainable development, and Veronica Vargas her experience in finance, mergers and acquisitions in large corporations.

Following a review, the Nominations and Governance Committee and the Board of Directors confirmed that Anne Lange and Veronica Vargas meet the AFEP-MEDEF independence criteria adopted by the Company.

Namita Shah has informed the Board that she is not seeking reappointment as a Director. On the recommendation of the Nominations and Governance Committee, the Board has therefore decided to propose the appointment of Albert Baladi (7th resolution) and Jean Lemierre (8th resolution) as Directors. Both would be appointed for a four-year term, expiring at the close of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

The Nominations and Governance Committee, together with the Board of Directors, carefully examined the candidacies of Albert Baladi and Jean Lemierre, highlighting the complementary nature of their profiles as well as the quality of their professional backgrounds. Albert Baladi has extensive experience in the spirits and consumer goods industry and in the North American market, while Jean Lemierre has recognised financial and international expertise. Their respective expertise would therefore represent a valuable addition to the Board's work.

Following a review, the Nominations and Governance Committee and the Board of Directors also confirmed that Albert Baladi and Jean Lemierre meet the AFEP-MEDEF independence criteria adopted by the Company.

Albert Baladi, of Lebanese origin and residing in New York, is a recognised expert in the spirits and consumer goods industry. During his 13 years at Suntory Global Spirits (formerly Beam Suntory), he held the positions of President of the International Region, President of North America and then Chief Executive Officer. Under his leadership, Beam Suntory strengthened its international expansion and its position among the worldwide leaders in the spirits industry. Earlier in his career, Albert Baladi held various roles in Marketing and General Management at Procter & Gamble, PepsiCo and Yum! Brands, developing a strong expertise in brand strategy and international development.

Jean Lemierre, a French national, has been Chairman of the Board of Directors of BNP Paribas since 2014. He has had a distinguished career both nationally and internationally, having notably served as Director General of the French Treasury, Chairman of the European Union Economic and Financial Committee, and President of the European Bank for Reconstruction and Development (EBRD). Jean Lemierre is particularly recognised for his experience in financial and international matters.

Albert Baladi

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.

Jean Lemierre

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 on 1 December 2014. Jean Lemierre also contributes his expertise to a wide range of corporate boards and financial institutions.

If the shareholders approve the above recommendations, at the close of the Shareholders' Meeting of 27 October 2025, the Board of Directors would comprise 15 members (including two directors representing employees), of which eight independent Directors (61.5%)(1) and six women (46.2%)(1), in accordance with the recommendations of the AFEP-MEDEF Code and the French law on balanced representation of women and men on Boards of Directors and gender equality in the workplace. Additionally, six Directors would be of non-French nationality (including the Directors representing employees).

(1) *Directors representing employees are not taken into account for calculating the percentages of independence and gender balance in accordance with the AFEP-MEDEF Code and Article L. 225-27-1 of the French Commercial Code, respectively.*

2.1.2.3 General rules concerning the composition of the Board of Directors and the appointment of Directors

The members of the Board of Directors are listed in subsection 2.1.2.1 "Composition of the Board of Directors and its Committees" above.

The rules applicable to appointing members of the Board of Directors and removing them from office are the legal rules applicable in France and those set out in Articles 16 *et seq.* of the Company's Bylaws[1]. They are described below. The Board comprises no fewer than three and no more than 18 members, unless otherwise authorised by law. In accordance with the Company's Bylaws, each Director must own at least 50 Company shares in registered form. However, the Board's Internal Rules and Regulations[2] recommend that, during their term of office and no later than two years following their appointment, Directors acquire a number of Company shares at least equivalent to one year's worth of compensation (fixed and variable portions) payable to a Director who has attended all meetings of the Board of Directors (excluding compensation related to participation in Committees)[3].

The members of the Board of Directors are appointed by shareholders in an Ordinary Shareholders' Meeting and are proposed by the Board of Directors following the recommendations of the Nominations and Governance Committee. They can be removed from office at any time by decision of a Shareholders' Meeting.

In accordance with the French law of 22 May 2019 on business growth and transformation (PACTE law) and the Company's Bylaws[3], the number of Directors representing employees depends on the total number of Directors on the Board. Given the composition of the Board of Directors, there have been two Directors representing employees since 2018. One is appointed by the Group Committee (France) and the other by the European Works Council.

A representative of the Company's Economic and Social Committee attends the meetings of the Board of Directors in an advisory role.

The Board of Directors may, upon proposal of its Chairman, appoint one or more non-voting Board members, who may be either individuals or legal entities and who may or may not be shareholders.

The term of office of Directors is four years. However, on an exceptional basis, the Shareholders' Meeting may, based on a proposal by the Board of Directors, appoint certain Directors or renew their terms of office for a period of two years so as to enable a staggered renewal of the Board of Directors.

The Board of Directors and the Nominations and Governance Committee regularly assess the composition of the Board and its Committees as well as the different skills and experience of each Director. They also identify the guidelines to be issued in order to ensure the best balance possible by seeking complementary profiles from both international and diversity perspectives in terms of nationality, gender, and experience.

Selection process for members of the Board of Directors

Profile

The Nominations and Governance Committee (NGC) defines a suitable profile based on a diversity policy, with a focus on:

- expertise;
- experience;
- independence;
- gender balance; and
- nationality.

The specific needs and expectations of the Board of Directors are also taken into account.

Candidates

- A shortlist of candidates is compiled with the assistance of a director search firm.
- Interviews are held with the candidates to assess their independence, availability, motivation and fit with the Group's values.

Selection

- The NGC recommends one or more candidates to the Board for appointment.
- The Board reviews the various profiles.

Appointment

- On the recommendation of the NGC, the Board of Directors submits the selected candidate's appointment to the Shareholders' Meeting for approval.

(1) *The Bylaws can be consulted on the Company's website (www.pernod-ricard.com).*
(2) *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*
(3) *This requirement and recommendation concerning Directors' shareholdings are not applicable to Directors representing employees.*

In accordance with the AFEP-MEDEF Code's recommendations, the Nominations and Governance Committee has put in place a procedure for selecting future members of the Board of Directors in the event of a vacancy of any kind or for new appointments.

The Nominations and Governance Committee sets formal selection criteria for new directorship candidates with the aim of achieving balanced representation and complementarity between the different profiles on the Board. Regarding the determination of the selection criteria, the Nominations and Governance Committee takes into account the Board of Directors' diversity policy, not only in terms of expertise and experience, but also in terms of independence, gender representation, nationality and seniority, as well as any specific expectations of the Board expressed during the assessment of its operating procedures.

Once the needs of the Board of Directors have been identified and the selection criteria formalised, the Nominations and Governance Committee, with the support of a firm specialised in the recruitment of Directors, draws up a list of potential candidates. The Committee then organises interviews with the shortlisted candidates to ascertain their independence, availability, motivation and commitment to the Group's values.

Following these interviews and after having reviewed the different profiles, the Nominations and Governance Committee makes its recommendations to the Board of Directors regarding the appointment of one or more candidates. The Board then analyses the various profiles that have been submitted and proposes the appointment of the final candidates to the Shareholders' Meeting.

Continuous training for Directors

In accordance with the Internal Rules and Regulations[1] of the Board of Directors, each Director may, if they consider it necessary, receive training on the specific features of the Company, its businesses and its business sector at the time of their appointment and throughout their term of office.

They may also, if they wish, meet with the Heads of the Company's operational teams, after having informed the Chairman of the Board of Directors.

During FY 2025, Brice Thommen attended a training course on strategic decision-making for directors organised by the French Institute of Directors, and also took part in their Director's Day event.

Succession plan

The Nominations and Governance Committee, at the initiative of its Chair, who is the Lead Independent Director, periodically reviews the Group's succession plan. This allows her to establish and update a succession plan covering several time horizons:

- short term: unexpected succession (resignation, incapacity, death);
- medium term: accelerated succession (poor performance, misconduct); and
- long term: planned succession (retirement, end of term of office).

The Nominations and Governance Committee works in close collaboration with General Management in order to ensure overall consistency of the succession plan and continuity in key positions. In order to make sure that the succession plan for the Group's management bodies is prepared in the best way possible and is in line with the Company's strategic goals, a regular assessment of potential candidates and their career paths is carried out with the assistance of an independent firm.

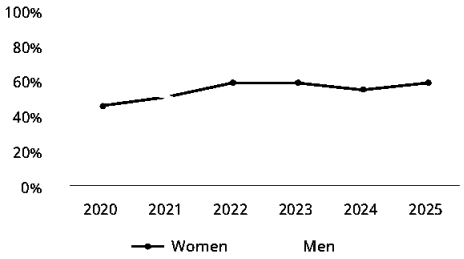
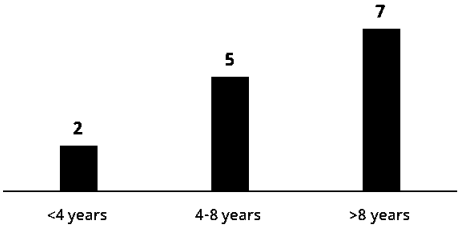
In addition, the Nominations and Governance Committee works closely with the Board of Directors on this subject, and is particularly vigilant in maintaining the confidentiality of the information concerned.

A diversity policy ensuring balanced composition of the Board of Directors

Pernod Ricard is continuously striving to improve the make-up of its Board, in terms of both skills and diversity, in line with the Group's strategy. In accordance with Article L. 22-10-10 of the French Commercial Code, the Board of Directors applies a diversity policy to ensure a balanced membership with complementary profiles and expertise.

[1] *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*

TARGETS AND ACHIEVEMENTS IN FY 2025

Criteria	Targets	Achievements at 30 June 2025
Gender balance	Minimum 40% of directors of each gender	Balanced representation of women and men on the Board of Directors 58.3% women and 41.7% men versus 53.8% women and 46.2% men at 30 June 2024 **Change in gender balance on the Pernod Ricard Board of Directors (2020-2025)** 
Nationality of Directors	Ensuring the best possible balance of nationalities while seeking profiles that are complementary from an international perspective	42.9% non-French directors (including the Directors representing employees) versus 46.7% at 30 June 2024 
Independence of Directors	At least 50% independent directors (excluding Directors representing employees)	58.3% independent directors versus 61.5% at 30 June 2024 (figure set to rise to 61.5% at the close of the Annual General Meeting on 27 October 2025, subject to the approval of the relevant resolutions).
Age of Directors	Balanced age profile – no more than one-third of members over 70	Average age 57.4 – 2 Directors over 70
Seniority of Directors	Average seniority of between 4 and 8 years, and staggered reappointments	**Breakdown of Directors by seniority on the Board (at 30 June 2025)** **Average seniority: 10.4 years** 

Expertise

The expertise of the members of the Board meets the Group's strategic challenges (see subsection 1.5 "Our strategy and associated targets"). Directors are chosen for their skills, experience and expertise (see subsection 2.1.2.4 of this Universal Registration Document for full details).

Changes to the Board of Directors following the Annual General Meeting of 27 October 2025

At the close of the Annual General Meeting on 27 October 2025, and subject to the approval of the proposed appointments and reappointments, the Board will comprise:

- 15 members, including 6 women (46.2%);
- 6 non-French Directors (40%);
- 8 independent Directors (61.5%);
- the average age of the Directors would be 58.3;
- the average seniority on the Board of the Directors would be 10.8 years.

2.1.2.4 An independent Board of Directors with diverse and complementary skills, ensuring effective decision-making to meet the Group's challenges

Independence of Directors

The Company applies the independence criteria set out in the AFEP-MEDEF Code (see table below). A member of the Board of Directors is considered "independent" when they have no relationships of any kind with the corporation, its group or its management that may interfere with his or her freedom of judgement (Article 3 of the Board's Internal Rules and Regulations[1]).

Therefore, the Board of Directors and the Nominations and Governance Committee use the following criteria to assess the independence of Directors in their annual review as well as in the event of a co-option, an appointment or a renewal.

The AFEP-MEDEF independence criteria are the following:

Criterion 1	Not to be, or not to have been during the previous five years (i) an employee or executive officer of the company, (ii) an employee, executive officer or director of a company consolidated within the corporation, or (iii) an employee, executive officer or director of the company's parent company or a company consolidated within this parent company.
Criterion 2	Not to be an executive officer of a company in which the corporation holds a directorship, directly or indirectly, or in which an employee appointed as such or an executive officer of the corporation (currently in office or having held such office within the last five years) holds a directorship.
Criterion 3	Not to be, or not to be directly or indirectly linked to, a customer, supplier, commercial banker, investment banker or consultant that is significant to the corporation or its group, or for which the corporation or its group represents a significant portion of its activity.
Criterion 4	Not to be related by close family ties to a company officer.
Criterion 5	Not to have been an auditor of the corporation within the previous five years.
Criterion 6	Not to have been a director of the corporation for more than 12 years.
Criterion 7	Non-executive officers: not to receive variable compensation in cash or in the form of securities or any compensation linked to the performance of the corporation or group.
Criterion 8	Directors representing major shareholders (+10%) of the corporation or its parent company may be considered as being independent, provided that these shareholders do not take part in the control of the corporation.

	Criterion								
Name	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Qualification selected by the Board**
EXECUTIVE CORPORATE OFFICER									
Alexandre Ricard Chairman & CEO			X		X	X	N/A		Non-independent[1]
DIRECTORS CONSIDERED AS INDEPENDENT BY THE BOARD									
Patricia Barbizet	X	X	X	X	X	X	N/A	X	Independent
Virginie Fauvel	X	X	X	X	X	X	N/A	X	Independent
Max Koeune	X	X	X	X	X	X	N/A	X	Independent
Anne Lange	X	X	X	X	X	X	N/A	X	Independent[1]
Philippe Petitcolin	X	X	X	X	X	X	N/A	X	Independent
Namita Shah	X	X	X	X	X	X	N/A	X	Independent
Kory Sorenson	X	X	X	X	X	X	N/A	X	Independent
OTHER DIRECTORS									
Ian Gallienne	X	X	X	X	X	X	N/A		Non-independent[2]
César Giron			X		X	X	N/A		Non-independent
Veronica Vargas	X	X	X		X	X	N/A		Non-independent[1]
Société Paul Ricard		X	X		X		N/A		Non-independent[1][3]
DIRECTORS REPRESENTING EMPLOYEES									
Carla Machado Leite				N/A					Representing employees[4]
Brice Thommen				N/A					Representing employees[4]

N/A: Not applicable.

X means the Director fulfils the independence criterion concerned.

(1) The reappointments of Anne Lange, Société Paul Ricard, represented by Patricia Ricard Giron, and Veronica Vargas as Directors are subject to the approval of the Shareholders' Meeting of 27 October 2025.

(2) In accordance with the AFEP-MEDEF Code (section 10.5.6), from 8 November 2024 Ian Gallienne ceased to be considered an independent Director, having served as a Director on Pernod Ricard's Board of Directors for 12 years.

(3) Patricia Ricard Giron has been the permanent representative of Société Paul Ricard, a Director, since 21 December 2021.

(4) In accordance with the AFEP-MEDEF Code, the Directors representing employees are not taken into account when calculating the percentage of independent Directors on the Board of Directors.

(1) *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*

As in previous years, the Board of Directors, on the recommendation of the Nominations and Governance Committee, carried out an annual review to assess the independence of the Directors. In particular, it reviewed whether any business relationships exist between the Group, on the one hand, and between Directors and the companies with which they are associated (as customer, supplier, commercial banker, investment banker or consultant), on the other hand. If a business relationship existed, the Board examined whether it was of a significant nature and, in accordance with the recommendations of the AMF, carried out a quantitative and qualitative analysis, adopting, where appropriate, a broad, multi-criteria approach. After consideration and review of the AFEP-MEDEF Code criteria, and considering that from 8 November 2024 Ian Gallienne could no longer be considered independent following 12 years on Pernod Ricard's Board of Directors, at its meeting on 23 July 2025, in accordance with the recommendation of the Nominations and Governance Committee, the Board confirmed that seven out of the 12 Directors[1] were deemed to be independent at the reporting date: Patricia Barbizet, Virginie Fauvel, Anne Lange, Kory Sorenson, Namita Shah, Max Koeune and Philippe Petitcolin, representing more than half of the Board of Directors (58.33%), as required by the AFEP-MEDEF Code.

A wide range of complementary skills fully in line with Pernod Ricard's strategy

The Board of Directors pays particular attention to the selection of its members. In addition to their ability to take into account the interests of all stakeholders, Directors are selected for their skills, experience and understanding of the Group's strategic challenges, and to reflect the diversity of the Group as a whole.



A diversified and balanced Board of Directors

As indicated in the Board of Directors' diversity policy, this balanced representation has been achieved gradually. At the close of the Shareholders' Meeting of 27 October 2025, if the proposed resolutions are approved, the Board of Directors will comprise 15 members, including six women (46.2%),[2] which complies with the recommendations of the AFEP-MEDEF Code and the law on balanced representation of women and men on Boards of Directors and gender equality in the workplace.

Nationality of Directors

The composition of the Board of Directors must be diverse, reflecting, as far as possible, the different geographical areas in which the Group operates. At the close of the Shareholders' Meeting of 27 October 2025, if the proposed resolutions are approved, six Directors will be of non-French nationality (including the Directors representing employees).

(1) *In accordance with the AFEP-MEDEF Code, the Directors representing employees are not taken into account when calculating the percentage of independent Directors on the Board of Directors.*

(2) *Directors representing employees are not taken into account when calculating the percentages of independence and gender balance in accordance with the AFEP-MEDEF Code and Article L. 225-27-1 of the French Commercial Code, respectively.*

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: 53

Nationality:
French

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

Number of shares held at 30 June 2025:
215,609

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 30.06.2025

Within the Group

French companies
- Permanent representative of Pernod Ricard
- Director of Martell & Co

Non-French companies
- Chairman of Suntory Allied Limited (Japan)
- Director of Geo G. Sandeman Sons & Co. Ltd (United Kingdom)
- Member of the Board of Directors (Junta de Directores) 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 Committee of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

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
- Member of the Management Board of Société Paul Ricard

(1) Listed company.

Committees

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



Patricia Barbizet
Lead Independent Director

COMMITTEES:

Age: 70

Nationality: French

Business address: Témaris & Associés 40, rue François I^er^ 75008 Paris (France)

Number of shares held at 30 June 2025: 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 the 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 30.06.2025

- Chairwoman of AFEP (since 1 July 2023)
- Director of Colombus
- Chairwoman of Témaris 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 – Philharmonie de Paris
- Director of AXA(1)
- Director of TotalEnergies(1)

(1) Listed company.

Committees

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



Virginie Fauvel
Independent Director

COMMITTEES:

Age: 51

Nationality:
French

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

Number of shares held at 30 June 2025:
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. In January 2018, 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 30.06.2025

- 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)
- 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: 54

Nationality: French

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

Number of shares held at 30 June 2025: 1,000

PROFILE

Ian Gallienne has been Chairman of the Board of Directors of Groupe Bruxelles Lambert since May 2025. He was previously Chief Executive Officer of Groupe Bruxelles Lambert 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, Imerys since 2010, SGS since 2013 and Adidas since 2016.

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

MAIN OFFICES AND POSITIONS HELD AT 30.06.2025

- Chairman of the Board of Directors of Groupe Bruxelles Lambert[(1)] (Belgium)
- Director of Imerys[(1)]
- 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)

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

- Director of Frère-Bourgeois SA (Belgium)
- Director of Marnix French ParentCo (Webhelp Group)
- Chairman of the Board of Directors of Sienna Investment Managers (Luxembourg)

(1) Listed company.

Committees

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



César Giron
Director

COMMITTEES:

Age: 63

Nationality:
French

Business address:
Martell Mumm
Perrier-Jouët 5, cours
Paul Ricard 75008
Paris (France)

Number of shares held at 30 June 2025:
12,405

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.

From July 2009, César Giron acted as Chairman & CEO of Pernod until his appointment, on 1 July 2015, as Chairman and CEO of Martell Mumm Perrier-Jouët.

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

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 30.06.2025

Within the Group

- Chairman and CEO 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

Outside the Group

- Chairman of the Board of Directors, Chairman of the Strategic 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
- Director of Bendor SA (Luxembourg)
- Member of the Strategic Committee of Domaines de la Source Sainte Marguerite

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

- Chairman of FEV
- Chairman of the Management Board of Société Paul Ricard

Committees

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



Max Koeune
Independent Director

COMMITTEES:

Age: 52

Nationality: Luxembourgish

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

Number of shares held at 30 June 2025: 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 30.06.2025

- President & CEO of McCain Foods Limited
- Board Member 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: 57

Nationality:
French

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

Number of shares held at 30 June 2025:
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 advises start-ups, large technology groups, strategy consulting firms and more traditional companies looking to find their own way along the transformation path. She is a member of the Boards of Directors of several listed companies (Orange, Pernod Ricard, Peugeot Invest) and is a member of the Inditex group's International Committee. 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 30.06.2025

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

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

- Director of Econocom Group(1) (Belgium)
- Director of IN Group
- Director of Inditex(1) (Spain)

(1) Listed company.

Committees

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



Philippe Petitcolin
Independent Director

COMMITTEES:

Age: 72

Nationality: French

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

Number of shares held at 30 June 2025: 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 30.06.2025

- Chairman of the Board of Directors of Alstom[1]
- Director of EDF
- Member and Chairman of the Supervisory Board of Diot-Siaci TopCo
- 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)

(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: 62

Nationality: French

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

Number of shares held by Patricia Ricard Giron at 30 June 2025: 9,931

Number of shares held by Société Paul Ricard at 30 June 2025: 28,368,241

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 national 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 30.06.2025

Société Paul Ricard is:

- Chair of Le Delos Invest III
- Chair of Société d'Aménagement et Hôtelière de Bendor
- Chair of Bendor Management

Patricia Ricard Giron is:

- Director and member of the Strategic Committee and CSR 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 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
- Chairwoman of the Citeo Mission Committee
- Director of Comme un seul Homme
- Director of CEEBIOS
- Director of the Strategic Orientation Committee of the Institut de la Mer – Sorbonne University
- 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



Namita Shah
Independent Director

COMMITTEES:

Age: 56

Nationality:
Indian

Business address:
TotalEnergies SE 2,
place Jean Millier
92078 Paris
La Défense (France)

Number of shares held at 30 June 2025:
246

PROFILE

A graduate of Delhi University and New York University School of Law, Namita Shah began her career as a lawyer in the New York office of Shearman & Sterling, where she specialised in arranging project financing.

In 2002, she joined the team in charge of mergers and acquisitions at the Total group and, in 2008, was appointed Business Development Manager in Australia and Malaysia in the New Business Department. From 2011 to 2014, she held the position of General Manager of Total Exploration & Production in Myanmar. In 2014, she took on the role of General Secretary of the Exploration-Production business unit which she held until 2016, when she joined the Group's Executive Committee, becoming President, People & Social Responsibility. Lastly, in 2021, Namita Shah took over as head of a newly created business unit at TotalEnergies, OneTech, which brings together all TotalEnergies' technical teams in charge of operations, projects and R&D teams.

Namita Shah has been a Director of Pernod Ricard since 2021.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2025

- Member of the Executive Committee of TotalEnergies SE[1]
- Chairwoman of the TotalEnergies Corporate Foundation
- Chairwoman of Albatros

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

None

(1) Listed company.

Committees

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



Kory Sorenson
Independent Director

COMMITTEES:

Age: 56

Nationality:
British

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

Number of shares held at 30 June 2025:
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 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). 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, a member of the Board of Partners of Comgest in Paris, 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 30.06.2025

- Director of SGS SA[(1)] (Switzerland)
- Member of the Supervisory Board of Bank Gutmann (Austria)
- Member of the Board of Partners of Comgest (France)
- Chair of 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

(1) Listed company.

Committees

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



Veronica Vargas
Director

COMMITTEES:

Age: 44

Nationality:
Spanish

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

Number of shares held at 30 June 2025:
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, and sole director of Rigivar SL since 2025.

She has also been a member of the Business Policy International Advisory Board of the San Telmo Business School since 2020, and the Investment Committee of the Africa Conservation & Communities Tourism Fund since 2021.

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 30.06.2025

- Director of Société Paul Ricard
- Director of Savencia SA(1) (Italy)
- Member of the Investment Committee of the Africa Conservation & Communities Tourism Fund
- Director of the Business Policy International Advisory Board of the San Telmo Business School

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)

(1) Listed company.

Committees

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



Carla Machado Leite
Director representing employees

Age: 60

Nationalities: Italian and Portuguese

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

Number of shares held at 30 June 2025: 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 Pernod Ricard SA in November 2022 as a Director representing employees.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2025

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: 46

Nationalities:
Swiss and French

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

Number of shares held at 30 June 2025:
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 Pernod Ricard SA'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 30.06.2025

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.

The Directors do not hold any salaried positions within the Group, with the exception of César Giron, Chairman and Chief Executive Officer of Martell Mumm Perrier-Jouët, 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

2.1.2.5.2 Declarations by the members of the Board of Directors

Directors' Code of Ethics

Article 5 of the Internal Rules and Regulations[1], adopted by the Board of Directors on 17 December 2002 and most recently amended on 19 July 2023, and Article 16 of the Bylaws[2] stipulate the rules of conduct that apply to Directors and their permanent representatives. Each Director acknowledges that they have read and understood their obligations under these provisions prior to accepting their position. The Internal Rules and Regulations also outline the various rules in force with regard to the conditions for trading in the Company's shares on the stock market and the notification and disclosure requirements relating thereto.

Moreover, at its meeting on 16 February 2011, the Board of Directors adopted a Code of Ethics to prevent insider trading and misconduct in line with the applicable legal obligations and in particular to comply with European market abuse regulations. This Code was last updated on 14 February 2024.

Directors, as well as any person attending meetings of the Board and its Committees, have access to sensitive information concerning the Company. As such, they are bound by a strict duty of confidentiality. Consequently, they must take all necessary measures to preserve the confidentiality of this information.

As the Directors have access to sensitive information on a regular basis, they must refrain from using this information to buy or sell shares of the Company and from carrying out transactions involving Pernod Ricard's shares or any related financial instruments in the 45 days prior to the publication of the full-year results, the 30 days prior to the publication of the interim results and the 15 days prior to the publication of quarterly net sales. These periods are extended to include the day after the publication when it takes place after the close of market trading (5.30 p.m., Paris time) and to the day of the publication when it takes place before the opening of the markets (9.00 a.m., Paris time). In addition, the Code of Ethics states that Directors must seek the opinion of the Trading Committee, formerly called the Ethics Committee, before carrying out any transactions involving the Company's shares or any related financial instrument.

Conflicts of interest

To the Company's knowledge and at the date hereof, there are no potential conflicts of interest between the duties of any of the members of the Company's Board of Directors or General Management with regard to the Company in their capacity as Corporate Officer and their private interests or other duties.

To the Company's knowledge and at the date hereof, there are no arrangements or agreements established with the main shareholders, customers, suppliers, bankers or consultants, relating to the appointment of any of the members of the Board of Directors or General Management.

To the Company's knowledge and at the date hereof, except as described in the "Shareholders' agreements" subsection below, the members of the Board of Directors and General Management have not agreed to any restrictions concerning the disposal of their stake in the share capital of the Company, other than those included in the Internal Rules and Regulations[1] and the Code of Ethics.

In accordance with the Board's Internal Rules and Regulations[1] and in order to prevent any risk of conflict of interest, each member of the Board of Directors is required to declare to the Board of Directors, as soon as they become aware of such fact, any situation in which a conflict of interest arises or could arise between the Company's corporate interests and their direct or indirect personal interests, or the interests of a shareholder or group of shareholders that they represent.

Absence of any conviction for fraud, involvement in bankruptcy or any offence and/or official public sanction

To Pernod Ricard's knowledge and at the date hereof:

- no conviction for fraud has been issued against any members of the Company's Board of Directors or General Management in the last five years;
- none of the members of the Board of Directors or General Management has been associated, in the last five years, with any bankruptcy, compulsory administration or liquidation as a member of a Board of Directors, Management Board or Supervisory Board or as a Chief Executive Officer;
- no conviction and/or official public sanction has been issued in the last five years against any members of the Company's Board of Directors or General Management by statutory or regulatory authorities (including designated professional organisations); and
- no Director or member of the General Management has, in the last five years, been prohibited by a court of law from serving as a member of a Board of Directors, a Management Board or Supervisory Board or from being involved in the management or the conduct of an issuer's business affairs.

Procedure to identify regulated related-party agreements

In accordance with Article L. 22-10-12 of the French Commercial Code, at its meeting on 28 August 2019, the Board of Directors approved an Internal Charter relating to the identification of regulated related-party agreements (the "Charter")[3]. This Charter formalises the procedure for identifying regulated related-party agreements, which applies prior to signing any agreements that could potentially be qualified as regulated, as well as in the event of amendment, renewal or termination of such agreements, including for agreements that were considered as "unregulated" at the time they were signed.

Shareholders' agreements

On 8 February 2006, Pernod Ricard was notified that a shareholders' agreement had been signed between Rafaël Gonzalez-Gallarza and Société Paul Ricard. Pursuant to this agreement, Rafaël Gonzalez-Gallarza has undertaken to consult Société Paul Ricard prior to any Pernod Ricard Shareholders' Meeting in order to vote in the same way. Furthermore, Rafaël Gonzalez-Gallarza has undertaken (i) to notify Société Paul Ricard of any additional acquisition of Pernod Ricard shares and/or voting rights, and (ii) not to acquire any Pernod Ricard shares if such a transaction would force Société Paul Ricard and the parties acting in concert to file a public offer for Pernod Ricard. Lastly, Société Paul Ricard has a pre-emption right with regard to any Pernod Ricard shares which Rafaël Gonzalez-Gallarza may wish to sell.

On 3 April 2025, Pernod Ricard was notified of the liquidation of the estate of Rafaël Gonzalez-Gallarza and of the distribution of the Pernod Ricard shares among his heirs (the "Gonzalez-Gallarza Granizo family", consisting of Martina Granizo Aranda, Isabel Gonzalez-Gallarza Granizo, Martina Gonzalez-Gallarza Granizo, Eduardo Gonzalez-Gallarza Granizo and Rafaël Gonzalez-Gallarza Granizo), who are bound by the undertakings given by Rafaël Gonzalez-Gallarza on 8 February 2006, to which they have confirmed that they will adhere as necessary.

Service agreements

No member of the Board of Directors or member of the General Management is party to any service agreement with Pernod Ricard or any of its affiliates.

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(1) *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*
(2) *The Bylaws can be consulted on the Company's website (www.pernod-ricard.com).*
(3) *The Charter can be consulted on the Company's website (www.pernod-ricard.com).*

CORPORATE OFFICERS' INTERESTS IN THE COMPANY'S SHARE CAPITAL (AT 30 JUNE 2025)

Members of the Board of Directors	Number of shares at 30 June 2025	Percentage of share capital at 30 June 2025	Number of voting rights at 30 June 2025	Percentage of voting rights at 30 June 2025
EXECUTIVE CORPORATE OFFICERS				
Alexandre Ricard (Chairman & CEO)	215,609	0.09%	251,463	0.08%
DIRECTORS				
César Giron	12,405	NM	12,405	NM
Société Paul Ricard, represented by Patricia Ricard Giron(1)	36,042,689	14.29%	62,516,795	20.64%
Ian Gallienne	1,000	NM	2,000	NM
Veronica Vargas	9,820	NM	15,240	0.01%
INDEPENDENT DIRECTORS				
Patricia Barbizet (Lead Independent Director)	3,160	NM	3,160	NM
Virginie Fauvel	263	NM	263	NM
Max Koeune	465	NM	465	NM
Anne Lange	1,000	NM	1,000	NM
Philippe Petitcolin	700	NM	700	NM
Namita Shah	246	NM	246	NM
Kory Sorenson	1,000	NM	1,000	NM
DIRECTORS REPRESENTING EMPLOYEES(2)				
Carla Machado Leite	-	N/A	-	N/A
Brice Thommen	-	N/A	-	N/A

NM: Not material.

(1) Includes shares held by Société Paul Ricard, as well as by Le Garlaban, Le Delos Invest I, Le Delos Invest II and Le Delos Invest III, which are related to Société Paul Ricard within the meaning of Article L. 621-18-2 of the French Monetary and Financial Code.

(2) N/A: in accordance with the law, Directors representing employees are not required to hold a minimum number of Company shares.

SUMMARY OF TRANSACTIONS INVOLVING PERNOD RICARD SECURITIES CARRIED OUT BY CORPORATE OFFICERS IN FY 2025 (ARTICLE 223-26 OF THE AMF GENERAL REGULATION)

First name, surname, company name	Title	Financial instrument	Type of transaction	Date	Price (€)	Amount of transaction (€)
Alexandre Ricard	Chairman & CEO	Shares	Vesting of performance shares	12/11/2024	111.35	0.00
			Vesting of performance shares	28/11/2024	106.00	0.00
		Shares	Acquisition	25/04/2025	96.17	384,682.80
Patricia Barbizet	Lead Independent Director	Shares	Sale	25/03/2025	94.9814	205,159.824
		Shares	Acquisition	12/05/2025	99.2859	214,457.544
César Giron	Director	Shares	Vesting of performance shares	12/11/2024	111.35	0.00
		Shares	Vesting of performance shares	28/11/2024	106.00	0.00
Max Koeune	Director	Shares	Acquisition	28/04/2025	95.20	29,988.00
Philippe Petitcolin	Director	Shares	Acquisition	15/11/2024	110.10	42,939.00
Patricia Ricard Giron	Permanent representative of Société Paul Ricard, Director	Shares	Vesting of performance shares	28/11/2024	170.00	0.00
Société Paul Ricard	Director	Shares	Pledge of shares	03/10/2024	0.00	0.00
		Shares	Acquisition	12/11/2024	111.73	3,046,095
		Shares	Acquisition	12/11/2024	111.64	1,953,700

2.1.3 Structure and operating procedures of the Board of Directors

The operating procedures of the Board of Directors are set forth in the legal and regulatory provisions, the Bylaws and the Board's Internal Rules and Regulations adopted in 2002 and most recently amended by the Board of Directors at its meeting on 17 July 2024. The Board's Internal Rules and Regulations specify the rules and operating procedures of the Board, and supplement the provisions of the relevant laws and regulations and the Bylaws. In particular, they set out the applicable rules on diligence, confidentiality and disclosure of possible conflicts of interest.

2.1.3.1 Activities of the Board of Directors in FY 2025

14 members

58.3% independent Directors

10 meetings in FY 2025

97.92% attendance rate

Main activities in FY 2025

The Board of Directors met ten times during FY 2025. The main work carried out by the Board of Directors during the meetings it held was as follows:

Group activity:

- at each of its meetings, the Board discussed the Group's business operations, in particular its activity, budget, results and cash flows;
- the Board of Directors devoted a significant part of its agenda to reports and discussions relating to the work entrusted to the various Committees and to the recommendations they had made;
- regular updates were made, in particular on the Group's Global Health and Safety policy and its implementation in the various affiliates;
- presentations were made by the managers of the Group's affiliates on the performance of the various brands and markets, as well as their main risks and opportunities; and
- Directors were frequently informed about changes in the competitive environment.

Group strategy and growth:

- the Board of Directors discussed the main strategic goals for the Group's development, both in terms of external growth and financing;
- strategic presentations on specific markets and/or brands were given to Board members; and
- the Heads of the Group's functions presented developments in their departments.

Group results:

- the Board of Directors prepared the Combined Shareholders' Meeting held on 8 November 2024 and, in particular, approved the draft resolutions that were submitted to the vote of the shareholders;
- the Board of Directors set the amount of the dividend paid for FY 2024 at €4.70 per share, it being specified that an interim dividend had been paid on 19 July 2024 in the amount of €2.35 per share. The payment of the balance was decided by the Board on 8 November 2024;
- the Board of Directors approved the interim and annual financial statements of the Group and Pernod Ricard SA for FY 2025, with the support of the recommendations of the Audit Committee and of the Statutory Auditors. The Board of Directors also prepared the interim and annual management reports. The Board was informed that no regulated related-party agreements had been entered into during the financial year; and
- the quarterly, interim and annual financial communications were submitted to the Directors, in particular the draft presentations and releases on the Group's results to the market.

Compensation policy:

- on the recommendation of the Compensation Committee and in accordance with the recommendations of the AFEP-MEDEF Code, the Board of Directors established the Chairman & CEO's FY 2026 compensation policy to be submitted for the approval of the Shareholders' Meeting (10th resolution) and evaluated his FY 2025 variable compensation without him being present.

Corporate governance:

- the Board of Directors carried out its annual self-assessment and monitored the implementation of the recommendations put forward during the formal assessment two years ago;
- in accordance with the recommendations of the AFEP-MEDEF Code, the Directors held an executive session in absence of the Directors from Group Top Management. Specific topics discussed during this meeting mainly related to the operating procedures of the Board and its Committees, the performance of the Executive Corporate Officer, and a review of the succession plans; and
- the Board of Directors also examined governance issues, in particular relating to the composition of the Board of Directors with respect to the recommendations of the AFEP-MEDEF Code, notably with regards to the diversity of the Directors' profiles and experience.

Share buybacks:

- the Board, as authorised by the General Meeting of 8 November 2024, decided to cancel 2,302,985 Pernod Ricard shares and, consequently, placed on record the reduction of Pernod Ricard's share capital to €396,229,186.15, divided into 253,328,748 shares with a par value of €1.55 each;
- the Board, as authorised by the General Meeting of 8 November 2024, decided to cancel 1,059,553 Pernod Ricard shares and, consequently, placed on record the reduction of Pernod Ricard's share capital to €391,017,252.25, divided into 252,269,195 shares with a par value of €1.55 each.

Group risks:

- the Board was regularly informed of the work of the Audit Committee, in particular the updating and monitoring of risk mapping, as well as the measures put in place to address the risks.

Compliance/Regulatory:

- the Board monitored the development of the Group's ethics and compliance roadmap; and
- the scheduling of blackout periods was presented to the Board.

2.1.3.2 Board of Directors' meetings

It is the responsibility of the Chairman to call Board of Directors' meetings regularly, or at times that he considers appropriate. In order to enable the Board to review and discuss the matters falling within its area of responsibility in detail, the Internal Rules and Regulations provide that Board meetings must be held at least six times a year. In particular, the Chairman of the Board of Directors ensures that Board meetings are held to approve the interim and annual financial statements and to convene the Shareholders' Meeting called for the shareholders to approve them.

Board meetings are called by the Chairman. The notice of the Board meeting, sent to the Directors at least eight days before the date of the meeting, except in the event of a duly substantiated emergency, must include the agenda and state where the meeting will take place, which will be, in principle, the Company's registered office. Board meetings may also be held by video conference or other means of telecommunication, under the conditions provided for in the applicable regulations and the Internal Rules and Regulations.

Since FY 2017, the Directors hold a session at least once a year, in the absence of the Directors from Group Top Management (executive sessions). The purpose of these executive sessions is to assess the operating procedures of the Board of Directors and the performance of the Executive Corporate Officer, and to review his succession plan. One executive session was held in FY 2025.

2.1.3.3 Directors' attendance at Board and Committee meetings during FY 2025

During FY 2025, the Board of Directors met ten times with an attendance rate of 97.92%. The average duration of the meetings was approximately two hours and fifty-two minutes.

	Board of Directors	Audit Committee	Nominations and Governance Committee	Compensation Committee	Strategic Committee	CSR Committee
Alexandre Ricard	10/10				2/2	
Patricia Barbizet	10/10		4/4	5/5		3/3
Wolfgang Colberg[1]	4/4	2/2				
Virginie Fauvel	10/10				2/2	
Ian Gallienne	10/10			5/5	2/2	
César Giron	10/10		4/4			
Max Koeune	10/10	5/5				
Anne Lange	10/10		4/4		2/2	
Philippe Petitcolin	10/10	5/5			2/2	
Société Paul Ricard (represented by Patricia Ricard Giron)	10/10				2/2	
Namita Shah	7/10					3/3
Kory Sorenson	10/10	5/5		5/5		
Veronica Vargas	10/10					3/3
DIRECTORS REPRESENTING EMPLOYEES						
Carla Machado Leite	10/10				N/A	
Brice Thommen	10/10			5/5	N/A	
AVERAGE ATTENDANCE RATE	**97.92%**	**100%**	**100%**	**100%**	**100.00%**	**100%**

N/A: Not applicable.

(1) Four Board meetings and two Audit Committee meetings were held prior to the expiry of Wolfgang Colberg's term of office as a Director at the close of the Shareholders' Meeting held on 8 November 2024.

2.1.3.4 Information provided to the Directors

The Directors receive the information they require to fulfil their duties. In accordance with the Internal Rules and Regulations[1], the supporting documents pertaining to matters on the agenda are provided far enough in advance, generally eight days before meetings, to enable them to prepare effectively for each meeting.

A Director may ask for explanations or for additional information and, more generally, submit to the Chairman or the Lead Independent Director any request for information or access to information which they deem appropriate.

2.1.3.5 Board of Directors' assessment

From time to time, and at least once a year, the Board of Directors includes on its agenda a discussion about its operating procedures, focusing on the following areas:

- a review of its composition, operating procedures and organisation; and
- a check that significant issues are adequately prepared and discussed.

In accordance with the AFEP-MEDEF Code and with its Internal Rules and Regulations, the Nominations and Governance Committee and the Board carry out an annual assessment of the operating procedures of the Board and its Committees. In addition, every three years a formal external assessment is carried out with the support of a specialised consulting firm.

In FY 2024, as is the case every three years, a formal assessment was carried out with the support of an external firm.

The findings of the assessment showed that Pernod Ricard's Board of Directors operates very well, particularly for the following reasons:

- The Board's members have diverse profiles, with strong business backgrounds, and there is a good proportion of independent Directors.
- The Directors are highly engaged and diligent in their duties as Board members, which is led by a Chairman & CEO whose leadership is recognised and valued by all.
- Board meetings are run effectively, with high-quality discussions, including between the Directors and members of executive management.

The assessment also highlighted some areas for improvement and several recommendations were made. In particular, recommendations included continuing to devote more time to long-term strategic matters and to reviewing the Group's talent pool, with the suggestion that the roles of the Strategic Committee and Nominations and Governance Committee respectively could be reinforced in relation to the work on these issues.

In FY 2025, the annual assessment was conducted by Patricia Barbizet in her capacity as Lead Independent Director. She presented the results of this assessment to the Nominations and Governance Committee and the Board of Directors. The main findings of this assessment are as follows:

- The Board's culture is appreciated by all, and is considered to be collegial, dynamic and aligned with the Group's values, allowing for constructive exchanges between Board members.
- The Board's performance is enhanced by the profiles of its Directors, which are diverse and complementary.
- The Directors saw a continued improvement in the Board's performance over the year, but would still like to see more time devoted to in-depth thinking on forward-looking issues (such as geopolitical risks).

[1] *The Internal Rules and Regulations can be consulted on the Company's website (www.pernod-ricard.com). They may be amended at any time by the Board of Directors.*

2.1.4 Structure and operating procedures of the Board Committees

The Board of Directors delegates responsibility to its specialised Committees for the preparation of specific topics that are subject to its approval.

Five Committees handle subjects in their area of responsibility and submit opinions and recommendations to the Board: the Audit Committee; the Nominations and Governance Committee; the Compensation Committee; the Strategic Committee; and the CSR Committee.

2.1.4.1 Audit Committee



3
members



100%
independent Directors



5
meetings in FY 2025



100%
attendance rate

Composition	**At 31 August 2025, the Audit Committee comprised:** **Chair:** • Philippe Petitcolin (independent Director) **Members:** • Kory Sorenson (independent Director) • Max Koeune (independent Director) All of the Directors who are members of the Audit Committee are independent Directors (i.e., 100%), a higher proportion than the 67% recommended in the AFEP-MEDEF Code. The members of the Audit Committee were specifically chosen for their expertise in accounting and finance, based on their academic and professional experience. The Internal Regulations of the Audit Committee were revised and approved at the Board of Directors' meeting of 17 July 2024. **The Audit Committee met five times in FY 2025, with an attendance rate of 100%, including one joint meeting with the CSR Committee.**
Main activities in FY 2025	In accordance with its Internal Regulations and in conjunction with the Statutory Auditors and the Company's Consolidation, Treasury and Internal Audit Departments, the work of the Audit Committee focused primarily on the following issues: • review of the interim financial statements at 31 December 2024 during the meeting held on 11 February 2025; • review of the consolidated financial statements at 30 June 2025 (at the meeting held on 26 August 2025): the Audit Committee met with Management and the Statutory Auditors in order to discuss the financial statements and their reliability for the whole Group. In particular, it examined the conclusions of the Statutory Auditors and the draft financial reporting presentation to the markets; • review of the CSRD report at the Joint Committee meeting with the CSR Committee on 26 August 2025. The Joint Committee met with management and the Statutory Auditors to discuss the CSRD report. In particular, it examined the conclusions of the Statutory Auditors and their draft audit report; • monitoring of the Group's cash flows and debt; • risk management: review of the update to the Group's risk map. The Group's main risks were regularly presented in detail to the Audit Committee; • review of internal control: the Group sent its affiliates a self-assessment questionnaire to evaluate whether their internal control system is adequate and effective. Based on the Group's internal control principles and in compliance with the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) reference framework for risk management and internal control and its application guide, this questionnaire covers corporate governance practices, operational matters and IT support. Responses to the questionnaire were documented and reviewed by the Group's Internal Audit Department. An analysis of the responses was presented to the Audit Committee at its meeting held on 26 August 2025; • examination of the internal audit reports: in addition to the audits and controls carried out internally by the various affiliates, 39 affiliates were audited in FY 2025 by the Group internal audit teams (including IT audits). A full report was drawn up for each audit covering the types of risks identified – operational, financial, legal and strategic – and how they are managed. Recommendations are issued where deemed necessary. These are summarised for the Audit Committee, which is also regularly advised on the progress made in implementing the recommendations from previous audits; and • approval of the Group internal audit plan for FY 2026 at the meeting held on 24 June 2025. The audit plan was prepared and approved, taking into account the Group's main risks.

2.1.4.2 Nominations and Governance Committee

3 members | **67%** independent Directors | **4** meetings in FY 2025 | **100%** attendance rate

Composition	**At 31 August 2025, the Nominations and Governance Committee comprised:** **Chairwoman:** • Patricia Barbizet (Lead Independent Director) **Members:** • César Giron (Director) • Anne Lange (independent Director) Two out of the three Directors who are members of the Nominations and Governance Committee are independent Directors (67%), a higher proportion than the 50% recommended in the AFEP-MEDEF Code. Alexandre Ricard, Chairman & CEO, works in conjunction with the Committee on matters relating to the appointment of Directors, in accordance with the AFEP-MEDEF Code. **The Nominations and Governance Committee met four times in FY 2025, with an attendance rate of 100%.**
Main activities in FY 2025	The main activities of the Nominations and Governance Committee during the financial year included: • a review and recommendations to the Board of Directors on the composition of the Board and its Committees (appointments and reappointments); • annual review of the Board members' independence (questionnaires sent to each Director, review of the significance of disclosed business relationships); • annual review of the Group's Talent Management policy and presentation of the succession plans for Group Top Management; • annual review of Pernod Ricard SA's policy on diversity, gender equality in the workplace and fair pay; • monitoring and reporting of the annual assessment of the operating procedures of the Board of Directors and its Committees; • proposals to improve the operating procedures of the Board of Directors and its Committees; and • proposals to improve corporate governance information published in the Universal Registration Document.

2.1.4.3 Compensation Committee

4 members | **67%** independent Directors | **5** meetings in FY 2025 | **100%** attendance rate

Composition	**At 31 August 2025, the Compensation Committee comprised:** **Chairwoman:** • Kory Sorenson (independent Director) **Members:** • Ian Gallienne (Director) • Patricia Barbizet (Lead Independent Director) • Brice Thommen (Director representing employees) Two out of the three Directors who are members of the Compensation Committee(1) are independent Directors (67%), a higher proportion than the 50% recommended in the AFEP-MEDEF Code. **The Compensation Committee met five times in FY 2025, with an attendance rate of 100%.**
Main activities in FY 2025	Further details of the work of the Compensation Committee are provided in subsection 2.6 "Compensation report". During FY 2025, the members of the Compensation Committee analysed market practices and trends concerning the compensation of the Chairman & CEO and the Directors, ensured the consistency of the Group's overall compensation policy, and reviewed the variable compensation criteria and communication on the compensation policy.

(1) In accordance with the AFEP-MEDEF Code, the Directors representing employees are not taken into account for calculating the percentage of independent Directors on the Board of Directors or its Committees.

2.1.4.4 Strategic Committee

6 members | **50%** independent Directors | **2** meetings in FY 2025 | **100%** attendance rate

Composition	**At 31 August 2025, the Strategic Committee comprised:** **Chair:** • Alexandre Ricard (Chairman & CEO) **Members:** • Ian Gallienne (Director) • Anne Lange (independent Director) • Philippe Petitcolin (independent Director) • Société Paul Ricard represented by Patricia Ricard Giron (Director) • Virginie Fauvel (independent Director) Three out of the six Directors who are members of the Strategic Committee are independent Directors (50%) (the AFEP-MEDEF Code does not make any recommendations regarding the independence rate for strategic committees). **The Strategic Committee met twice in FY 2025, with an attendance rate of 100%.** Even if they are not members of the Committee, any Director may attend meetings of the Strategic Committee on request, and in FY 2025 all of the Directors attended when they were able to do so.
Main activities in FY 2025	During FY 2025, targeted presentations were given by certain departments, in particular the Operations Department, which presented its Operational Efficiency programme. The Committee was also given a wide-ranging update on innovation at Pernod Ricard.

2.1.4.5 CSR Committee

3 members | **67%** independent Directors | **3** meetings in FY 2025 | **100%** attendance rate

Composition	At 31 August 2025, the CSR Committee comprised: **Chairwoman:** • Patricia Barbizet (Lead Independent Director) **Members:** • Veronica Vargas (Director) • Namita Shah (independent Director) Two out of the three Directors who are members of the CSR Committee are independent Directors (67%) (the AFEP-MEDEF Code does not make any recommendations regarding the independence rate for CSR committees). **The CSR Committee met three times in FY 2025, with an attendance rate of 100%.**
Main activities in FY 2025	During FY 2025, the CSR Committee's main activities included: • update on the key non-financial performance indicators included in the Group's S&R roadmap; • update on the Strategy Refresh, due to be launched in FY 2026; • monitoring the methodology and governance put in place by the Group for CSRD disclosures. During the financial year, the CSR Committee and the Audit Committee jointly monitored the governance and methodology used by the Group for non-financial disclosures, published for the first time in this Universal Registration Document.

2.2 Financial authorisations and delegations

The following tables provide a summary of the financial authorisations and delegations in force granted to the Board of Directors by the Shareholders' Meetings of 10 November 2023 and 8 November 2024, and any use made thereof in FY 2025.

These authorisations and delegations were granted by the Shareholders' Meetings of 10 November 2023 and 8 November 2024 for periods of 18, 26 or 38 months. These authorisations will expire on either 9 January 2026 or 9 January 2028 (with the exception of the 23rd resolution which expired on 9 May 2025).

2.2.1 General financial authorisations and delegations

Type of delegation or authorisation	Maximum nominal amount of issue(s) of debt securities	Maximum nominal amount of capital increase(s) resulting from the issue(s), immediately or in the future (excluding adjustments)	Use of existing authorisations during FY 2025	Features/terms
Issue of ordinary shares and/or securities granting access to the share capital with preferential subscription rights (16th resolution of the 10/11/2023 AGM)	€12 billion*	€130 million	None	The amount of capital increases carried out under the 17th, 18th, 19th, 21st, 22nd and 23rd resolutions of the 10 November 2023 AGM will be included in the overall ceiling of €130 million set in this 16th resolution. The nominal amount of debt securities issued under the 17th resolution of the 10 November 2023 AGM will be included in the ceiling of €12 billion set in this 16th resolution. These amounts may be increased by a maximum of 15% if an issue is oversubscribed (18th resolution).
Issue of ordinary shares and/or securities granting access to the share capital, without Preferential Subscription Rights, by way of a public offer other than those referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code (17th resolution of the 10/11/2023 AGM)	€4 billion*	€39 million	None	Issues of shares and securities granting access to the share capital will be included in the ceilings provided for in the 16th resolution of the 10/11/2023 AGM. All of the capital increases carried out under the 18th, 19th, 20th, 21st, 22nd and 23rd resolutions will be included in the €39 million ceiling set in this 17th resolution. These amounts may be increased by a maximum of 15% if an issue is oversubscribed (18th resolution).
Issue of equity securities and/or securities giving access to equity securities to be issued, without Preferential Subscription Rights, by way of a public offer referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code (formerly referred to as a private placement) (19th resolution of the 10/11/2023 AGM)	€4 billion*	€39 million	None	Will be included in the ceilings set for capital increases in the 16th and 17th resolutions of the 10/11/2023 AGM. These amounts may be increased by a maximum of 15% if an issue is oversubscribed (18th resolution).
Issue of equity securities and/or securities granting access to the share capital as consideration for contributions in kind granted to the Company (20th resolution of the 10/11/2023 AGM)	N/A	10% of the share capital at the time of issue	None	Will be included in the ceilings set for capital increases in the 16th and 17th resolutions of the 10/11/2023 AGM.
Capitalisation of premiums, reserves, profits or other items (21st resolution of the 10/11/2023 AGM)	N/A	€130 million	None	Will be included in the overall ceiling set for capital increases in the 16th resolution of the 10/11/2023 AGM.

* *Maximum nominal amount of debt securities issued by the Company that may grant access to ordinary shares.*
N/A: Not applicable.

2.2.2 Specific authorisations and delegations in favour of employees and/or Executive Corporate Officers

Type of delegation or authorisation	Date of the delegation or authorisation (resolution)	Term	Expiry of the delegation or authorisation	Maximum amount authorised	Use of existing authorisations during FY 2025	Features/terms
Performance shares	08/11/2024 AGM (15th)	38 months	09/01/2028	1.5% of the share capital at the date of the Board of Directors' decision to grant	385,693 (0.15% of the share capital)	Independent ceiling (sub-ceiling for Executive Corporate Officers of 0.08% of the share capital, included in the 1.5% ceiling).
Grant of free shares to certain Group employees	08/11/2024 AGM (16th)	38 months	09/01/2028	0.5% of the share capital at the date of the Board of Directors' decision to grant	97 (0.00004% of the share capital)	Ceiling of 0.5% of the share capital.
Issue of shares or securities granting access to share capital, reserved for members of company saving plans, without Preferential Subscription Rights	10/11/2023 AGM (22nd)	26 months	09/01/2026	2% of the share capital at the date of the AGM, combined ceiling with the 23rd resolution of the 10/11/2023 AGM	None	Will be included in the ceilings set for capital increases in the 16th and 17th resolutions of the 10/11/2023 AGM.

2.2.3 Authorisations relating to the share buyback programme

Type of securities	Date of authorisation (resolution)	Term	Expiry of the authorisation	Maximum amount authorised	Use of existing authorisations during FY 2025	Features/terms
Share buybacks	08/11/2024 AGM (14th)	18 months	07/05/2026	10% of share capital	(1) €0m	Maximum purchase price: €250
Cancellation of treasury shares	10/11/2023 AGM (15th)	26 months	09/01/2026	10% of share capital	None	N/A

(1) A summary of the transactions carried out by the Company during FY 2025 as part of the share buyback programme is shown below in subsection 2.3 "Share buyback programme".

N/A: Not applicable.

2.3 Share buyback programme

The following paragraphs include the information that must be included in the Board of Directors' report pursuant to Article L. 225-211 of the French Commercial Code as well as a description of the share buyback programme as required in accordance with Article 241-2 of the French Financial Markets Authority (AMF) General Regulation.

Transactions carried out by the Company related to its own shares during FY 2025 (1 July 2024 to 30 June 2025)

Authorisations granted to the Board of Directors

At the Annual Shareholders' Meeting of 10 November 2023, the Company's shareholders authorised the Board of Directors to buy or sell the Company's shares for a period of 18 months as part of a share buyback programme. The maximum purchase price was set at €330 per share and the Company was not authorised to purchase any more than 10% of the shares making up its share capital. Additionally, the number of shares held by the Company could not, at any time, exceed 10% of the shares comprising its share capital.

At the Annual Shareholders' Meeting of 8 November 2024, the shareholders granted the Board of Directors a further 18-month authorisation to trade in the Company's shares under the same conditions with a maximum purchase price set at €250 per share. This new authorisation superseded the unused portion of the previous authorisation granted at the Shareholders' Meeting of 10 November 2023.

Pursuant to these authorisations, the liquidity agreement compliant with the AMAFI Code of Ethics, which was entered into with Rothschild Martin Maurel with effect from 1 June 2012 and replaced by the agreement signed on 23 September 2019, was tacitly renewed on 1 June 2025 for a period of one year. The funds initially allocated to the management of the liquidity agreement amounted to €5,000,000.

The authorisation granted by the Shareholders' Meeting of 8 November 2024, which was still in force at the date this document was filed, will expire on 7 May 2026. At the Shareholders' Meeting of 27 October 2025, the shareholders will be invited to authorise the Board of Directors to trade in the Company's shares under a new share buyback programme, as described below, under "Description of the new share buyback programme to be submitted for authorisation at the Annual Shareholders' Meeting of 27 October 2025".

Position at 30.06.2025	
% of Company shares held directly and indirectly	0.24
Number of shares held	613,885
Number of shares cancelled in the last 24 months	3,362,538
Par value	951,521.75
Gross carrying amount	€93,604,199.16
Portfolio market value*	€51,934,671.00

* *Based on the closing price at 30.06.2025, i.e., €84.60.*

SUMMARY AT THE FY 2025 REPORTING DATE

The following table details the transactions carried out by the Company in its own shares within the scope of the share buyback programme during FY 2025.

	Total gross movements from 1 July 2024 to 30 June 2025									Open positions at 30 June 2025			
	Liquidity agreement		Transactions carried out outside the scope of the liquidity agreement							Open purchase positions		Open sale positions	
Transactions	**Purchase**	**Sale**	**Purchase of securities**	**Call options purchased**	**Call options exercised**	**Exercise of the cancellation clause**	**Sale of securities**	**Sale and repurchase agreements**	**Transfers[1]**	**Call options[2]**	**Forward purchases**	**Put options**	**Forward sales**
Number of shares	454,714	444,414	58,028	333,000					421,903	541,000	-	-	-
Maximum term										21/10/2027	-	-	-
Average price *(€)*	112.13	112.19									-	-	-
Average strike price *(€)*			105.91	109.50					160.38	132.93	-	-	-
Amount *(€)*	50,986,847.89	49,857,903.22	6,145,838	36,463,500					67,664,521	71,915,750	-	-	-

(1) Transfers of treasury shares.
(2) American call options.

Pursuant to the authorisations granted at the Shareholders' Meeting of 8 November 2024, at its meeting on 10 November 2024, the Board of Directors set up a performance share plan. In connection with this plan, an option-based hedging arrangement was entered into for 333,000 shares by acquiring the same number of three-year American call options. The Company also purchased 58,028 shares at a price of €105.91.

A number of shares acquired on the stock market in previous financial years were reallocated to cover various stock option or performance share plans and the 333,000 American calls exercisable for the same number of Pernod Ricard shares were earmarked to cover a portion of these stock option and performance share plans.

Treasury shares constitute reserves covering the various stock option and performance share plans still in force. During the period, the following transfers were made within these reserves of treasury shares: 395,273 shares were granted to beneficiaries of the performance share plans dated 27 November 2020 (at the end of the four-year vesting period) and 10 November 2021 (at the end of the three-year vesting period), 25,632 shares were transferred to cover the rights of beneficiaries who had exercised stock options, and 998 shares were transferred to cover early release events as provided for by law.

Under the liquidity agreement signed with Rothschild & Cie Banque, during the period, the Company:

- purchased 454,714 shares for a total amount of €50,986,847.89; and
- sold 443,214 shares for a total amount of €49,857,903.22.

Distribution of treasury shares by purpose at 30 June 2025

All of the Company's treasury shares are allocated as reserves for its various stock option and performance share plans.

Description of the new share buyback programme to be submitted for authorisation at the Annual Shareholders' Meeting of 27 October 2025

The description of this programme set out below, which has been prepared in accordance with Article 241-3 of the AMF's General Regulation, will not be published separately.

As the authorisation granted by the Shareholders' Meeting of 8 November 2024 allowing the Board of Directors to trade in the Company's shares is due to expire on 9 May 2026, a resolution will be proposed at the Shareholders' Meeting of 27 October 2025 (14th resolution – see Chapter 8 "Annual Shareholders' Meeting" of this Universal Registration Document) to grant a further authorisation to the Board of Directors to trade in the Company's shares at a maximum purchase price of €210 per share, excluding acquisition costs.

This authorisation would enable the Board of Directors to purchase Company shares representing a maximum of 10% of the Company's share capital. Thus, in accordance with the law, the Company may not at any time hold a number of shares representing more than 10% of its share capital.

As the Company may not hold more than 10% of its share capital, and given that it held 613,885 shares (i.e., 0.24% of the share capital) at the time of the last declaration relating to the number of shares and voting rights held (i.e., at 30 June 2025), the maximum number of shares that could be bought back would be 24,613,035 (i.e., 9.76% of the share capital), unless it sells or cancels shares it already holds.

The purpose of the share buybacks and the uses that may be made of the shares repurchased in this manner are described in detail in the 14th resolution to be put to the vote of the shareholders on 27 October 2025. The share buyback programme would enable the Company to purchase its own shares, either directly or indirectly, for the purpose of:

(i) granting or selling the shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates under the terms and conditions provided for by law, in particular by granting stock options or as part of employee profit-sharing plans; or

(ii) fulfilling the Company's commitments under financial contracts or options with cash payments relating to changes in the stock market price of Company shares, granted to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates under the terms and conditions provided for by law; or

(iii) granting free shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates, in accordance with the provisions of Articles L. 225-197-1 *et seq.* and L. 22-10-59 *et seq.* of the French Commercial Code, it being specified that the shares may be allocated, in particular, to a company savings plan in accordance with the provisions of Article L. 3332-14 of the French Labour Code; or

(iv) retaining and subsequently tendering the shares (in exchange, as payment or otherwise) in connection with external growth transactions, subject to a limit of 5% of the number of shares comprising the share capital; or

(v) delivering the shares upon the exercise of rights attached to securities granting access to the share capital through redemption, conversion, exchange, presentation of a warrant or in any other manner; or

(vi) cancelling all or some of the shares bought back, under the conditions provided for in Article L. 22-10-62 paragraph 4 of the French Commercial Code and in accordance with the authorisation to reduce the share capital granted by the Shareholders' Meeting of 27 October 2025 in the 15th resolution; or

(vii) enabling an investment services provider to make a market for Company shares in accordance with liquidity agreements in line with the terms of a Code of Ethics approved by the French Financial Markets Authority (AMF).

This programme is also designed to enable the Company to trade in its shares for any other authorised or compliant purpose or any purpose that may be authorised or become compliant with the applicable regulations in the future or that may be permitted as a market practice by the AMF in the future. The Company will inform the shareholders in a press release prior to carrying out any such transactions.

The number of Company shares purchased may be such that:

- the Company does not purchase more than 10% of the shares comprising its share capital at any time during the term of the share buyback programme; this percentage applies to the share capital as adjusted to reflect any corporate actions carried out subsequent to this Shareholders' Meeting; in accordance with the provisions of Article L. 22-10-62 of the French Commercial Code, when shares are bought back to promote the liquidity of the shares under the conditions set out by the applicable regulations, the number of shares taken into account for calculating the 10% limit corresponds to the number of shares purchased less the number of shares sold during the authorisation period; and
- the number of shares held by the Company at any time does not exceed 10% of the shares comprising its share capital.

The shares may be purchased, sold, transferred, delivered or exchanged, on one or more occasions, by any means authorised, including via block purchases or sales, as part of sale and repurchase agreements or public purchase or exchange offers, through the use of financial derivatives, on a regulated market, a multilateral trading facility, from a systematic internaliser or over the counter, or by means of option strategies (purchases and sales of puts and calls and any combinations thereof in compliance with the applicable regulations). Transactions carried out by block purchases or sales may account for the entire share buyback programme.

The above transactions would be carried out during periods considered appropriate by the Board of Directors. However, during a public offer, buybacks may only be carried out provided that they:

- enable the Company to meet commitments made prior to the launch of the public offer;
- are undertaken to pursue a share buyback programme already in progress;
- fall within the scope of the objectives referred to in points (i) to (iii) above; and
- cannot cause the offer to fail.

The Board of Directors may also, in accordance with the applicable laws and regulations, allocate shares previously bought back to another objective (including shares bought back under a previous authorisation) or sell the shares (on- or off-market).

This authorisation would be valid for a period of 18 months from the Shareholders' Meeting of 27 October 2025 and would supersede, as from this same date, any unused portion of the authorisation to trade in the Company's shares granted to the Board of Directors in the 14th resolution of the Shareholders' Meeting of 8 November 2024.

2.4 Factors liable to have an impact in the event of a public offer

In accordance with Article L. 22-10-11 of the French Commercial Code, the factors liable to have an impact on the Company's securities in the event of a public offer are set out below.

2.4.1 Capital structure of the Company

The Company's capital structure is shown in the table "Changes in the breakdown of share capital and voting rights over the last three years" in Chapter 9 "Information on the Company and its share capital", subsection 9.2 "Information on the share capital".

Threshold crossings declared during FY 2025 are also shown in the table entitled "Changes in the breakdown of share capital and voting rights over the last three years" in Chapter 9 "Information on the Company and its share capital" of this Universal Registration Document, subsection 9.2 "Information on the share capital".

2.4.2 Restrictions on the exercise of voting rights provided for in the Company's Bylaws and double voting rights

The Company's Bylaws[1] provide for a limit on voting rights. This mechanism is described in subsection 2.5.3 "Voting conditions" below.

In addition, certain shares of the Company have double voting rights as described in subsection 2.5.3 "Voting conditions" below.

2.4.3 Agreements between shareholders of which the Company is aware

The shareholders' agreement between shareholders of the Company (agreement between Rafaël Gonzalez-Gallarza's heirs and Société Paul Ricard, owned by the Ricard family) is described under "Shareholders' agreements" in subsection 2.1.2.5.2 "Declarations by the members of the Board of Directors" of this Universal Registration Document and also appears on the AMF website (www.amf-france.org).

[1] *The Bylaws can be consulted on the Company's website (www.pernod-ricard.com).*

2.4.4 Agreements entered into by the Company which would be amended or terminated in the event of a change of control of the Company

The Company's financing agreements provide for the possibility of early repayment of its borrowings in certain conditions. A description of the change of control clauses in these agreements is provided in subsection 5.6 "Material contracts" in Chapter 5 "Management report" of this Universal Registration Document.

2.4.5 Other factors

Amendments to the Company's Bylaws[1] are made in accordance with the applicable legal and regulatory provisions in France.

There are no specific agreements providing for indemnities in the event of the termination of the position of Directors, with the exception of the commitments to the Executive Corporate Officer described in subsection 2.6.2 "Compensation policy for the Chairman & CEO", in the "Policy on deferred commitments" paragraph.

2.5 Shareholders' Meetings and attendance procedures

The procedures that shareholders are required to follow in order to attend Shareholders' Meetings are set out in Article 32 of the Company's Bylaws[1].

The shareholders meet each year at the Shareholders' Meeting.

2.5.1 Notice to attend meetings

Both Ordinary and Extraordinary Shareholders' Meetings are called, held and vote in accordance with the conditions provided for by law. They are held at the Company's registered office or at any other place stated in the notice of meeting.

Decisions by the shareholders are taken at Ordinary, Extraordinary or Combined Shareholders' Meetings depending on the nature of the resolutions they are asked to adopt.

2.5.2 Participation in Shareholders' Meetings

All shareholders have the right to attend Shareholders' Meetings of the Company and to participate in the deliberations, either in person or by proxy, regardless of the number of shares they hold. In order for a shareholder to have the right to participate in Ordinary or Extraordinary Shareholders' Meetings, the shares must be registered in the name of the shareholder or in the name of the financial intermediary acting on the shareholder's behalf at 00.00 (Paris time) two business days prior to the Shareholders' Meeting, either in the registered share accounts kept by the Company or in the bearer share accounts kept by the authorised financial intermediary.

The entry or recording of the shares in bearer share accounts kept by the authorised financial intermediary are acknowledged via a share certificate issued by the financial intermediary and attached as an appendix to the postal voting form, proxy form or application for an admission card made out in the name of the shareholder or on behalf of the shareholder represented by the registered financial intermediary. Any shareholder wishing to attend the Shareholders' Meeting in person who has not received their admission card by 00.00 (Paris time) two business days before the Shareholders' Meeting may also ask for such a certificate to be issued.

If a shareholder does not attend the Shareholders' Meeting in person, they may choose one of the following options:

- give a proxy to the Chairman of the Shareholders' Meeting;
- give a proxy to a spouse or partner with whom they have entered into a civil partnership agreement, or to any other person; or
- vote by post or via the Internet.

A shareholder who has already cast a postal or Internet vote, sent in a proxy form or applied for an admission card or a share certificate may sell all or some of their shares at any time. However, if the sale takes place before 00.00 (Paris time) on the second business day prior to the Shareholders' Meeting, the Company will invalidate or modify accordingly, as appropriate, the postal or Internet vote cast, proxy form, admission card or share certificate. For this purpose, the authorised financial intermediary in charge of the shareholder's account will inform the Company or its duly authorised agent of the sale and will provide it with the necessary information.

No sale or other form of transaction carried out after 00.00 (Paris time) on the second business day prior to the Shareholders' Meeting, regardless of the means used, will be notified by the authorised financial intermediary or taken into consideration by the Company, notwithstanding any agreement to the contrary.

[1] *The Bylaws can be consulted on the Company's website (www.pernod-ricard.com).*

2.5.3 Voting conditions

The voting right attached to the shares is proportional to the share capital they represent. Each share entitles its holder to at least one vote (Article L. 225-122 of the French Commercial Code).

Restriction on voting rights

Each member of a Shareholders' Meeting has as many votes as shares they possess and represent, up to 30% of the total voting rights.

Double voting rights

A double voting right compared to other shares (as regards the portion of the authorised share capital they represent) is given to all fully paid-up shares that can be shown to have been registered for at least ten years in the name of the same shareholder, as from 12 May 1986 inclusive (Article L. 22-10-46 of the French Commercial Code).

In the event of a share capital increase through the capitalisation of reserves, profits or share premiums, registered shares granted as bonus shares to a shareholder on the basis of existing shares for which they have double voting rights, will also have double voting rights as from their issuance (Article L. 22-10-46 of the French Commercial Code).

Any shares with double voting rights lose such double voting rights if they are converted into bearer shares or if their ownership is transferred. However, a transfer following the division of a deceased's estate or the liquidation of assets between spouses or an *inter vivos* donation to a spouse or relation close enough to inherit will not result in the loss of the acquired right and will not interrupt the aforementioned ten-year period.

Disclosure thresholds provided for in the Company's Bylaws

Any individual or legal entity that comes to hold an interest of more than 0.5% of the share capital must inform the Company of the total number of shares they own, by registered letter with recorded delivery, within four trading days of the date on which this threshold is exceeded. A further notification must be made, under the same conditions, each time any additional 0.5% threshold is exceeded, up to and including 4.5%.

In the event of non-compliance with the above-mentioned notification obligation, shares in excess of the undeclared amount will be stripped of their voting rights, at the request, as set forth in the minutes of the Shareholders' Meeting, of one or more shareholders holding at least 5% of the Company's share capital, for any Shareholders' Meetings held until the expiry of the period stipulated in Article L. 233-14 of the French Commercial Code following the date when the non-compliance is remedied and the required notification made.

2.5.4 Modification of shareholders' rights

The Extraordinary Shareholders' Meeting has the power to modify shareholders' rights, under the conditions defined by law.

2.6 Compensation report

This section was prepared with the assistance of the Compensation Committee in accordance with the applicable regulations, in particular the provisions of Order No. 2020-1142 of 16 September 2020 (hereinafter the "Order") supplemented by Decree No. 2020-1742 of 29 December 2020. The information provided also takes into account the provisions of the AFEP-MEDEF Code of Corporate Governance for listed companies.

The Company's compensation report for FY 2025 is presented below.

In FY 2025, Pernod Ricard achieved robust results within an environment of economic and geopolitical uncertainty amid the normalisation of the spirits market.

FY 2025 was characterised by a resilient financial performance, with a decline in net sales but strong growth in organic operating margin, strong discipline on costs and improved cash generation.

Despite the challenging environment, particularly in China, the United States and Travel Retail in Asia, Pernod Ricard maintained its market leading position and gained share in most of its priority markets.

The Group demonstrated its ability to adapt through strong cost discipline and improved operating efficiency, while continuing to make strategic investments in its brands to support sustainable long-term growth.

The role of the Compensation Committee is to review and propose to the Board of Directors the compensation to be paid to the Executive Corporate Officer(s), as well as measures relating to their retirement schemes and any other benefits granted to them. For this purpose, the Compensation Committee analyses the rules governing the determination of the variable portion of the compensation of the Executive Corporate Officer(s) annually to ensure that the criteria applied are in line with the Company's short-, medium- and long-term strategic goals. It also ensures consistency between the compensation policies of the Executive Corporate Officer(s) and members of the Executive Committee.

The Compensation Committee proposes to the Board of Directors the long-term incentive plan grant policy and, in particular, the conditions of these grants applicable to the Company's Executive Corporate Officer(s). Finally, it validates the information given to the shareholders on the compensation of the Executive Corporate Officer(s) (in particular the compensation policy and the components of compensation submitted to the vote of the shareholders as part of the "Say on Pay").

The compensation policy adopted by the Board of Directors on the proposal of the Compensation Committee includes incentives that reflect the Group's strategy focused on achieving long-term profitable growth by conducting business responsibly and in the interests of the Company and its shareholders, aligning compensation with the Company's short- and long-term performance by engaging executives with share-based incentives. This compensation policy, which reflects the interests of the Company, is in line with the Group's strategy and helps secure its long-term future. The performance conditions contained in the compensation policy for Corporate Officers are directly linked to the Group's performance metrics.

In FY 2025, the Compensation Committee met five times and examined the following matters:

- the compensation policy for the Chairman & CEO to be applied from FY 2025 in connection with the renewal of his term of office and a review of the *ex-ante* Say-on-Pay resolution to be recommended to the Board of Directors;
- the annual variable compensation due to the Chairman & CEO for FY 2024 and a review of the *ex-post* Say-on-Pay resolution to be recommended to the Board of Directors;
- annual variable compensation for FY 2025, including the determination of performance criteria for FY 2025;
- the Directors' compensation policy for FY 2025 to be recommended to the Board of Directors;
- long-term incentive plans, including determining whether the performance conditions underlying the 2021 plans had been met and the preparation of the 2024 performance share plan;
- a report on the meetings held with investors and proxy advisory firms about the compensation policy for the Chairman & CEO;
- gender pay equity and gender equality index.

Each year, the Board of Directors ensures that the three fundamental principles of Pernod Ricard's compensation policy are respected. For FY 2026, the Compensation Committee used an analysis carried out by an external firm to review the Chairman & CEO's compensation policy together with its competitiveness in relation to two comparison panels. At the same time, the Committee paid close attention to the comments received from shareholders and consulting agencies throughout the year.

The results of this analysis allowed the Board to assess that the compensation policy for the Chairman & CEO was in line with the three main compensation principles (rewarding performance, aligning the interests of the Chief Executive Officer with those of the shareholders and competitiveness).

In general, unless there is a significant change in the scope of responsibility, a significant gap in relation to the market or an overriding reason so requires, the possibility of revising the compensation policy for the Chairman & CEO is considered when his term of office is renewed.

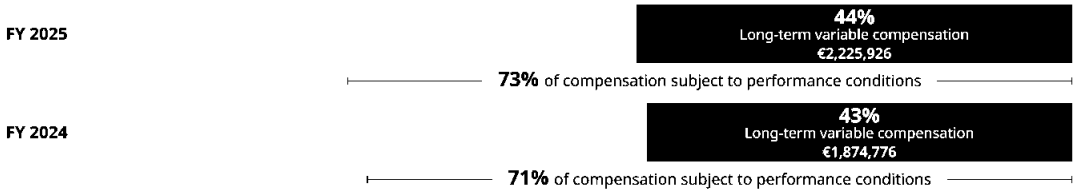
Following the review carried out by the Compensation Committee, the Board of Directors has decided not to make any substantial changes to the compensation policy for the Chairman & CEO, in order to ensure its stability and consistency. However, to ensure that his compensation is aligned with the Group's strategy, and in particular to take account of the updates made to the Sustainability & Responsibility (S&R) roadmap, the Board has proposed to:

- adjust the S&R strategy criteria of annual and long-term variable compensation;
- remove Suntory from the peer panel, as it did not reflect the spirits business.

These changes, together with the analysis on competitiveness, are described in more detail in subsection 2.6.2 of this Universal Registration Document. The other components of the compensation policy remain unchanged.

2.6.1 Components of compensation paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO (9th resolution)

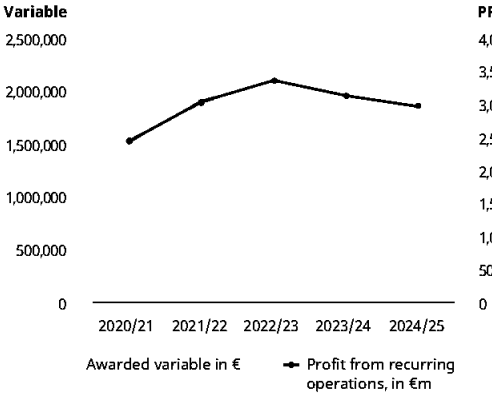
Compensation awarded: balanced compensation with over 70% subject to performance conditions



Compensation subject to ambitious short- and long-term performance objectives

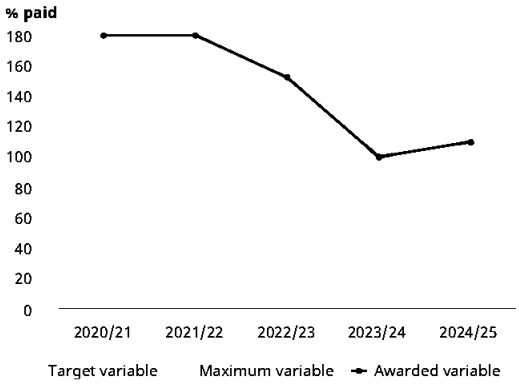
ANNUAL VARIABLE COMPENSATION

Past annual variable compensation



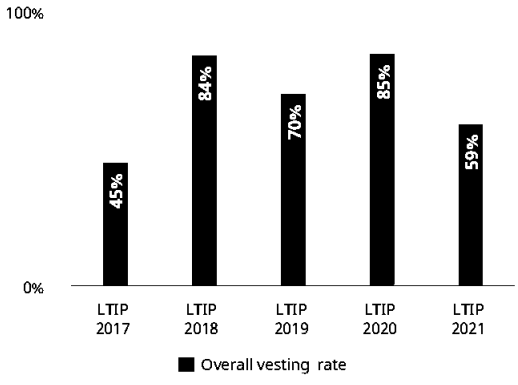
Past percentages of annual variable compensation paid

(in % of fixed compensation)

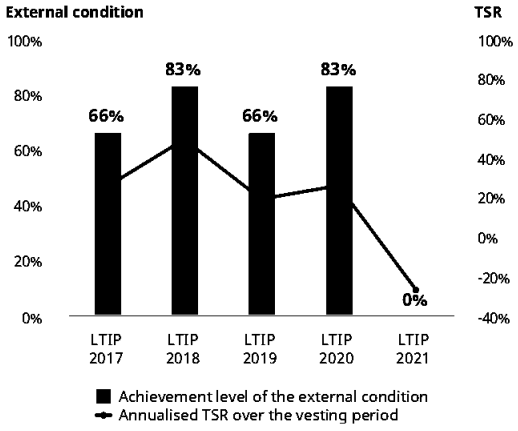


LONG-TERM VARIABLE COMPENSATION

Past vesting rates for long-term incentive plans (LTIP)



Past achievement levels of the external performance condition



Long-term incentive plan vesting rates that reflect challenging performance conditions and alignment with shareholders' interests.

The components of the compensation paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO, were approved by the Board of Directors at its meetings of 28 August 2024, 16 October 2024 and 27 August 2025 on the proposal of the Compensation Committee. The total compensation decided complies with the compensation policy as approved by the Shareholders' Meeting of 8 November 2024 (10th resolution), and in particular concerning the relationship between the amounts of variable compensation and the assessment of both the short- and long-term performance of the Company, to which the Chairman & CEO has made a significant contribution.

SUMMARY OF THE COMPENSATION PAID DURING OR AWARDED FOR FY 2025 TO THE CHAIRMAN & CEO

€1,325,000	€1,466,775	€2,225,926	€513,513	€5,916
Fixed compensation	Annual variable compensation	Long-term incentive plan(1)	Pension (50% in shares and 50% in cash)	Company car

(1) IFRS valuation.

"SAY ON PAY" TABLE RELATING TO THE COMPENSATION PAID DURING OR AWARDED FOR FY 2025 TO THE CHAIRMAN & CEO

Components of compensation	Amounts paid during FY 2025	Amounts awarded for FY 2025	Remarks
Fixed compensation	€1,325,000	€1,325,000	**Reminder of the FY 2025 policy:** At its meeting of 28 August 2024, the Board of Directors decided, on the recommendation of the Compensation Committee, to increase Alexandre Ricard's gross annual fixed compensation to €1,325,000 as from FY 2025, for the duration of his new term of office. **For FY 2025:** Alexandre Ricard received fixed compensation in the amount of €1,325,000.
Annual variable compensation	€1,243,125	€1,466,775	**Reminder of the FY 2025 policy:** The purpose of the annual variable compensation is to compensate the performance achieved during the financial year by the Chairman & CEO in terms of the annual performance objectives set by the Board of Directors in accordance with the Group's strategy. Its amount may vary between 0% and 110% of his fixed compensation if the financial, non-financial and qualitative objectives are achieved (target level) and may rise to a maximum of 180% in the event of exceptional financial and non-financial performance in relation to the objectives. **For FY 2025:** At its meeting on 27 August 2025, the Board of Directors, on the recommendation of the Compensation Committee and after approval of the financial elements by the Audit Committee, assessed the amount of the variable portion of Alexandre Ricard's compensation for FY 2025. Considering the financial, non-financial and qualitative criteria set by the Board on 16 October 2024 and the achievement levels recorded on 30 June 2025, the amount of this variable compensation was assessed as follows: • for the financial criteria, the variable compensation amounted to 80.70% of Alexandre Ricard's annual fixed compensation, versus a target of 80% (and a maximum of 135%); • for non-financial and qualitative criteria, the variable compensation was assessed as in line with the target, i.e. 30% of Alexandre Ricard's annual fixed compensation. Consequently, the total amount of Alexandre Ricard's variable compensation as Chairman & CEO was set at €1,466,775, i.e., 110.70% of his annual fixed compensation for FY 2025 (versus a target of 110%). This amount represents 100.64% of the target level. His variable compensation for FY 2024 and FY 2023 represented 99.45% and 151.25% of his annual fixed compensation, respectively (i.e., 90.41% and 137.5% of the target level).
Multi-year variable compensation	N/A	N/A	Alexandre Ricard does not receive any multi-year variable cash compensation.
Compensation as Chairman of the Board of Directors	N/A	N/A	Alexandre Ricard does not receive any compensation in his capacity as Chairman of the Board of Directors.
Exceptional compensation	N/A	N/A	Alexandre Ricard does not receive any exceptional compensation.

Components of compensation	Amounts paid during FY 2025	Amounts awarded for FY 2025	Remarks

Grant of performance shares		€2,225,926 (total IFRS value)	**Reminder of the FY 2025 policy:**
			The FY 2025 compensation policy provided for:
			• an annual grant of performance shares capped at 100% of the fixed and maximum annual variable compensation;
			• a grant subject to a three-year vesting period and the following performance conditions:
			  ◦ 50% of the grant (in value terms) subject to an internal performance condition based on a criterion relating to profit from recurring operations,
			  ◦ 30% of the grant (in value terms) subject to a relative external performance condition (TSR versus a panel of peers),
			  ◦ 20% of the grant (in value terms) subject to an internal performance condition based on four S&R criteria (water, carbon, responsible drinking and people).
			During FY 2025:
			In accordance with the policy put to the vote of the shareholders on 8 November 2024, the Board of Directors decided to grant performance shares to Alexandre Ricard with an IFRS value of €2,225,926.
			On the grant date of these shares, the grant corresponded to 60% of his fixed and maximum annual variable compensation, well below the maximum amount authorised under the compensation policy.
			The IFRS value of the annual share grant was determined by the Board of Directors, taking account of the following factors:
			• the Group's relative performance in a challenging environment;
			• the Chairman & CEO's excellent management performance;
			• the increased stringency of performance conditions attached to shares;
			• market practices (the IFRS value of the grant was just below the median of grants to CAC 40 Executive Corporate Officers in 2023); and
			• the overall consistency of the target compensation structure for the Chairman & CEO, with long-term compensation representing 44% of total target compensation at the grant date and over 73% of compensation being contingent on performance conditions.
			At its meeting on 8 November 2024, the Board of Directors decided, on the recommendation of the Compensation Committee, to grant Alexandre Ricard: 27,583 performance shares (i.e., approximately 0.011% of the Company's share capital), all subject to the performance conditions mentioned above and described in the 2023-2024 Universal Registration Document, paragraph "Performance conditions" of subsection 2.6.2 (page 80), of which:
			• 15,071 performance shares (i.e., approximately 0.006% of the Company's share capital) fully subject to internal performance conditions;
			• 12,512 performance shares (i.e., approximately 0.005% of the Company's share capital) fully subject to the external performance condition.
			The same presence condition applies to Alexandre Ricard as that applicable to the other beneficiaries of the Company's long-term incentive plans.
			It should be noted that the Executive Corporate Officer is subject to lock-in obligations in respect of shares resulting from the exercise of stock options and the vesting of performance shares (described in the 2023-2024 Universal Registration Document, in the paragraph "Lock-in period" in subsection 2.6.2 (page 80)).

Welcome bonus or compensation for termination of office	No payment	No payment	Details of the non-compete clause and the forced departure clause are set out in the 2023-2024 Universal Registration Document, in the paragraph "Policy on deferred commitments" in subsection 2.6.2 (page 81).

Supplementary pension scheme		€256,701 (total IFRS value of performance shares with internal and external performance conditions)
		€256,812.50 (payment in cash of 10% of the annual fixed and variable compensation)
			Reminder of the FY 2025 policy: at its meeting on 28 August 2024, the Board of Directors decided that the Executive Corporate Officer would receive additional annual compensation in respect of the supplementary pension scheme equal to 20% of his annual fixed and variable compensation, half of which in the form of a grant of performance shares (10%) and half in cash (10%).
			During FY 2025:
			• Grant of:
			  ◦ 1,738 performance shares, subject to internal performance conditions, and
			  ◦ 1,443 performance shares subject to an external performance condition.
			The performance and presence conditions applicable to these grants are the same as those provided for in the Group's overall performance share plan in force on the grant date (described in the 2023-2024 Universal Registration Document, in the paragraph "Performance conditions" of subsection 2.6.2 (pages 79 and 80)).
			Based on the same principle as for grants of performance shares, Alexandre Ricard is subject to lock-in obligations (see above);
			• €256,812.50 cash payment, which Alexandre Ricard has undertaken to invest, net of social security contributions and tax, in investment vehicles dedicated to financing his supplementary pension.

Collective healthcare and welfare schemes			Alexandre Ricard is covered by the collective healthcare and welfare schemes offered by the Company under the same terms as those applicable to the category of employees under which he is classified for the purposes of determining his welfare benefits and other additional components of his compensation.
Other benefits	€5,916		Alexandre Ricard has a company car.

N/A: Not applicable.

Breakdown of the achievement levels of the annual variable compensation criteria

FINANCIAL CRITERIA: TARGET 80% AND MAXIMUM 135%

Performance criterion	Target	Maximum	FY 2025 results	% paid	Board of Directors' assessment
Achievement of the annual target for Group profit from recurring operations (PRO)	20%	33.75%	€2,951m	0%	Not achieved
Achievement of the annual target for Group share of net profit from recurring operations (NPRO)	20%	33.75%	€1,829m	13.20%	Performance below target
Achievement of the annual target for Group recurring free cash flow (RFCF)	20%	33.75%	€1,348m	33.75%	Overperformance – Maximum achieved
Achievement of the annual target for the ratio of Group profit from recurring operations to net sales (PRO/NS)	20%	33.75%	+64 bps	33.75%	Overperformance – Maximum achieved
TOTAL				**80.70%**	

NON-FINANCIAL AND QUALITATIVE CRITERIA: TARGET 30% AND MAXIMUM 45%

Criterion	Target	Maximum	% paid	Board of Directors' assessment
S&R (Sustainability & Responsibility)	20%	30%	22.5%	
Diversity & Inclusion: increase in the gender equality ratio for Top Management	*5%*	*7.5%*	*7.5%*	*Overperformance – Maximum achieved*
Health & Safety: achievement of the targeted reduction in the frequency of workplace accidents with lost time	*5%*	*7.5%*	*5%*	*Performance at target*
Nature & Climate: in-house and external collaboration programmes on climate resilience and reducing carbon emissions	*5%*	*7.5%*	*5%*	*Performance at target*
Carbon impact: absolute reduction in carbon emissions	*5%*	*7.5%*	*5%*	*Performance at target*
Management/Transformation: development of a new strategic plan for the Group with a renewed long-term growth objective (3 to 10 years)	5%	7.5%	5%	Performance at target
Specific annual focus: implementation of the US strategy and meeting targets for recently acquired Strategic Brands	5%	7.5%	2.5%	Performance below target
TOTAL			**30%**	

Description of the criteria

Financial criteria

Achievement of the annual target for profit from recurring operations: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion, one of the key elements of the Group's decentralised structure, provides an incentive to exceed the target for profit from recurring operations. This principle of a commitment to the annual target for profit from recurring operations aligns the divisions. This criterion rewards the management performance of the Executive Corporate Officer.

Achievement of the annual target for Group share of net profit from recurring operations: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion takes into account the totality of the Group's financial elements that fall under the Executive Corporate Officer's responsibility for the financial year, aligning his compensation with that of the shareholders.

Achievement of the annual target for recurring free cash flow: adjusted for the effects of exchange rates. This criterion measures the Group's financial performance and value creation.

Achievement of the annual target for the ratio of Group profit from recurring operations to net sales: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion measures how effectively the Company generates profit from its operations and is aligned with the Group's commitment to improving its operating margin. The divisions are rewarded based on the achievement level of their own targets for the ratio.

Non-financial and qualitative criteria

S&R criteria	FY 2025 results at 30 June 2025
Diversity & Inclusion FY 2025 objective: Increase of 1.5 points in the gender equality ratio for Top Management Target: 39.5% women in Top Management	Overperformance: • 40% women in Top Management • Annual target exceeded • 2030 objective set at the launch of the "Good Times from a Good Place" S&R roadmap in 2019 achieved five years ahead of schedule
Health & Safety FY 2025 objective: 20% reduction in the frequency of workplace accidents with lost time Target: AFR: 1.6	Objective achieved: • AFR: 1.57 • 21.5% reduction in the frequency of workplace accidents with lost time compared to FY 2024. • Mobilisation of management and all employees
Nature & Climate FY 2025 objective: Deploy in-house and external collaboration programmes to promote progress in climate resilience and reduce carbon emissions	Objective achieved: The Group has made significant progress in terms of resilience and reducing carbon emissions, through the following key initiatives: • drawing up and validating regenerative agriculture roadmaps for six affiliates • an initiative to restore the La Voisine forest, helping to preserve biodiversity and capture carbon • formalising a regenerative agriculture project for French wheat with the agricultural cooperative Vivescia (covering 10,000 tonnes of French wheat per year) • developing the GAIA tool, dedicated to measuring the Group's Nature & Climate footprint, through close collaboration between internal teams (Global Digital Acceleration, S&R, Purchasing) and external partners (suppliers of agricultural raw materials, sustainability experts, etc.). This tool has enabled Pernod Ricard to better assess its environmental impact and build resilience models for 20 key terroirs
Carbon Impact FY 2025 objective: Absolute reduction in CO_2 emissions Target: maximum of 200,000 tonnes of CO_2 emissions in absolute terms	Objective achieved: 173,700 tonnes of CO_2 emissions in absolute terms, thanks to decarbonisation initiatives such as MVR (mechanical vapour recompression), energy efficiency and the transition to renewable energies, but a one-off reduction in distillation activities
MANAGEMENT/TRANSFORMATION CRITERION	
New organisation structure FY 2025 objective: Developing a new strategic plan for the Group with a renewed long-term growth objective (3 to 10 years)	Objective achieved: Establishing an ambitious Group wide strategic business plan in consultation with all stakeholders, and design of the target organisation to ensure its effective implementation from January 2026
SPECIFIC ANNUAL FOCUS CRITERION	
US market FY 2025 objective: Implementing the US strategy and meeting targets for recently acquired Strategic Brands	Objective partially achieved: Implementing planned resources in terms of strategy and organisation. Initial results are positive, but the gap with the market has not yet been fully bridged. Ambition for acquisitions partially fulfilled

Information relating to the 2021 long-term incentive plan (2021 LTIP) – Achievement of performance conditions in 2024

The achievement levels of the performance conditions for the 2021 LTIP were set by the Board of Directors at its meetings on 28 August 2024 and 16 October 2024. The achievement of these conditions was measured over the following three consecutive financial years: FY 2022, FY 2023 and FY 2024.

The shares allocated under the plan would only vest if the presence condition was met at the vesting date (12 November 2024).

The vesting rate for the 2021 LTIP was 59%, as the total shareholder return (TSR) of the Pernod Ricard share was positioned below the panel median over the reference period. The vesting rate reflects the stringency of performance conditions and demonstrates the alignment of the Chairman & CEO's interests with those of the shareholders.

Long-term incentive plan	Performance condition	Relative weighting	Description of the criterion	Performance assessment methods	Achievement level
Performance shares	PRO (profit from recurring operations)	50% of the grant (IFRS value)	Average annual achievement of the Group's profit from recurring operations (PRO) objective over FY 2022, FY 2023 and FY 2024, adjusted for the effects of exchange rates and changes in the scope of consolidation	• average ≥1: 100% of the shares • average between 0.95 and 1: straight-line increase between 0% and 100% of the shares • average ≤0.95: 0% of the shares	100%
	TSR (total shareholder return)	30% of the grant (IFRS value)	Positioning of the overall performance of the Pernod Ricard share (TSR) compared to that of the Panel of 12 peers[1] over a period of three years following the grant under the plan	• 1st, 2nd or 3rd position: 100% of the shares • 4th, 5th, or 6th position: 83% of the shares • at the median (7th position): 66% of the shares • below the median (8th to 13th position): 0% of the shares	0%
	S&R (Sustainability & Responsibility)	20% of the grant (IFRS value)	Carbon Water Responsible drinking People	• 4 objectives achieved: 100% of the shares • 3 objectives achieved: 75% of the shares • 2 objectives achieved: 50% of the shares • 1 objective achieved: 25% of the shares • none of the objectives achieved: 0% of the shares	100%

(1) The peer panel proposed by the Board of Directors comprises the following 12 companies in addition to Pernod Ricard: AB InBev, Brown Forman, Campari, Carlsberg, Coca-Cola, Constellation Brands, Danone, Diageo, Heineken, LVMH, PepsiCo and Rémy Cointreau.

Past vesting rates for long-term incentive plans applicable to the Executive Corporate Officer

LTIP 2017	LTIP 2018	LTIP 2019	LTIP 2020	LTIP 2021
45%	**84%**	**70%**	**85%**	**59%**

Number of shares vested divided by the number of instruments (shares/stock options) allocated, including shares allocated under the supplementary pension scheme.

Summary of components of the compensation paid or awarded to Alexandre Ricard during the financial year

SUMMARY TABLE OF COMPENSATION, STOCK OPTIONS AND SHARES AWARDED TO ALEXANDRE RICARD (TABLE 1 OF THE AMF TEMPLATE)

€	FY 2024	FY 2025
Compensation due for the financial year[1]	2,499,666	2,797,691[2]
Value of multi-year variable compensation awarded during the financial year	N/A	N/A
Value of options granted during the financial year[3]	N/A	N/A
Value of performance shares granted during the financial year	1,874,776	2,225,926
Value of performance shares granted during the financial year in respect of the supplementary pension scheme[4]	313,993	256,701
Supplementary cash payment in respect of the supplementary pension scheme[4]	314,062	256,812
TOTAL	**5,002,497**	**5,537,130[5]**

N/A: Not applicable.
(1) This total includes the benefit in kind related to the use of a company car.
(2) The amount of the annual variable compensation due for the year will be subject to the ex-post vote of shareholders.
(3) No stock options were granted in respect of FY 2025.
(4) Annual component equal to 10% of fixed and variable compensation.
(5) Climate-related considerations represent 4.7% of this compensation (Alexandre Ricard's total compensation).

SUMMARY TABLE OF COMPENSATION AWARDED TO ALEXANDRE RICARD (BY THE COMPANY, CONTROLLED COMPANIES AS DEFINED BY ARTICLE L. 233-16 OF THE FRENCH COMMERCIAL CODE AND THE CONTROLLING COMPANY OR COMPANIES) (TABLE 2 OF THE AMF TEMPLATE)

	FY 2024		FY 2025	
€	Amounts due	Amounts paid	Amounts due	Amounts paid
Fixed compensation	1,250,000	1,250,000	1,325,000	1,325,000
Annual variable compensation[1]	1,243,125	1,890,625	1,466,775[3]	1,243,125
Multi-year variable compensation	N/A	N/A	N/A	N/A
Exceptional compensation	N/A	N/A	N/A	N/A
Compensation as Chairman of the Board of Directors	N/A	N/A	N/A	N/A
Benefits in kind[2]	6,541	6,541	5,916	5,916
TOTAL	**2,499,666**	**3,147,166**	**2,797,691**	**2,574,041**

N/A: Not applicable.
(1) The annual variable compensation due in respect of the prior year is paid in the current year.
(2) Company car.
(3) The amount of the annual variable compensation due for the year will be subject to the ex-post vote of shareholders.

STOCK OPTIONS GRANTED TO ALEXANDRE RICARD BY THE COMPANY AND ANY GROUP COMPANIES DURING THE FINANCIAL YEAR (TABLE 4 OF THE AMF TEMPLATE)

Plan date	Type of options (purchase or subscription)	Value of shares according to the method used for the consolidated financial statements (IFRS)	Number of options granted during the financial year	Strike price	Performance conditions	Exercise period
-	-	-	-	-	-	-

STOCK OPTIONS EXERCISED BY ALEXANDRE RICARD DURING THE FINANCIAL YEAR (TABLE 5 OF THE AMF TEMPLATE)

Plan date	Number of options exercised during the financial year	Strike price
-	-	-

PERFORMANCE SHARES GRANTED TO ALEXANDRE RICARD BY THE COMPANY AND ANY GROUP COMPANIES DURING THE FINANCIAL YEAR (TABLE 6 OF THE AMF TEMPLATE)

No. 36 Plan date	Number of shares granted during the financial year	Value of shares according to the method used for the consolidated financial statements (IFRS)	Vesting date	Availability date	Performance conditions
08/11/2024	15,071	€1,558,161	09/11/2027	09/11/2027	Average achievement of the annual targets for profit from recurring operations (PRO) over three consecutive financial years, adjusted for the effects of exchange rates and changes in the scope of consolidation + achievement of the Group's S&R strategy criteria (water, carbon, responsible drinking and people).
08/11/2024	1,738[1]	€179,688	09/11/2027	09/11/2027	
08/11/2024	12,512	€667,765	09/11/2027	09/11/2027	Positioning of the overall performance of the Pernod Ricard share (TSR) compared with the TSR of a panel of nine companies[2], in addition to Pernod Ricard, over three years.
08/11/2024	1,443[1]	€77,013	09/11/2027	09/11/2027	

(1) Grant in respect of the supplementary pension scheme.
(2) For 2024, the peer panel proposed by the Board of Directors comprises the following nine companies in addition to Pernod Ricard: AB InBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken, Rémy Cointreau and Suntory. The composition of the Panel may be amended in the event of changes in the companies concerned, particularly in the event of an acquisition, absorption, dissolution, spin-off, merger or change of activity, subject to maintaining the overall consistency of the sample and enabling application of the external performance condition in accordance with the performance objective set at the grant date.

PERFORMANCE SHARES THAT BECAME AVAILABLE FOR ALEXANDRE RICARD DURING THE FINANCIAL YEAR (TABLE 7 OF THE AMF TEMPLATE)

As a result of the reduction in the vesting period for share plans with effect from FY 2022 – from four to three years – the performance shares granted in 2020 and assessed in 2023 and the performance shares granted in 2021 and assessed in 2024 became available during the financial year.

No. 32 Plan date	Number of shares that became available during the financial year	Vesting conditions
27/11/2020	3,726[1]	Average annual achievement of the target for Group profit from recurring operations (PRO) in the current and subsequent two years (three consecutive years), adjusted for the effects of exchange rates and changes in the scope of consolidation.
27/11/2020	237[2]	
27/11/2020	4,991[3]	Positioning of the overall performance of the Pernod Ricard share (TSR) compared to that of the Panel of 12 peers over a period of three years following the grant under the plan.
27/11/2020	317[4]	

(1) 3,726 shares were initially granted (the internal performance condition was 100% achieved).

(2) Granted under the supplementary pension scheme subject to an internal performance condition. 237 shares were initially granted (the internal performance condition was 100% achieved).

(3) 6,013 shares were initially granted (83% of these shares vested based on the external performance condition (fourth place in the panel)).

(4) Granted under the supplementary pension scheme subject to internal and external performance conditions. 382 shares were initially granted (83% of these shares vested based on the external performance condition (fourth place in the panel)).

No. 33 Plan date	Number of shares that became available during the financial year	Vesting conditions
10/11/2021	6,771[1]	Average achievement of the annual targets for profit from recurring operations (PRO) over a period of three consecutive financial years (years Y, Y+1 and Y+2), adjusted for the effects of exchange rates and changes in the scope of consolidation + achievement of the Group's S&R strategy criteria (water, carbon, responsible drinking and people).
10/11/2021	1,166[2]	
10/11/2021	0[3]	Positioning of the overall performance of the Pernod Ricard share (TSR) compared to that of the Panel of 12 peers over a period of three years following the grant under the plan.
10/11/2021	0[4]	

(1) 6,771 shares were initially granted (the internal performance conditions were 100% achieved).

(2) Granted under the supplementary pension scheme subject to internal performance conditions. 1,166 shares were initially granted (the internal performance conditions were 100% achieved).

(3) 4,763 shares were initially granted (the external performance condition (tenth place in the panel) was not met, resulting in the forfeiture of these shares).

(4) Granted under the supplementary pension scheme subject to an external performance condition. 820 shares were initially granted (the external performance condition (tenth place in the panel) confirmed the forfeiture of the shares initially granted).

EMPLOYMENT CONTRACT/CORPORATE OFFICE (TABLE 11 OF THE AMF TEMPLATE)

	Employment contract		Defined-benefit supplementary pension scheme		Indemnities or advantages due or liable to be due by virtue of the discontinuance of or change in their positions		Indemnities relating to a non-compete clause	
Executive Corporate Officers	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
Alexandre Ricard, Chairman & CEO[1]		X		X	X		X	

(1) Alexandre Ricard resigned from his employment contract on 11 February 2015 when he was appointed Chairman & CEO. Previously, his employment contract with Pernod Ricard had been suspended since 29 August 2012.

2.6.2 Compensation policy for the Chairman & CEO (10th resolution)

Presented below, in accordance with Article L. 22-10-8 of the French Commercial Code, is the report of the Board of Directors on the compensation policy for the Chairman & CEO (also referred to as the "Executive Corporate Officer"), which will be submitted to shareholders for their approval.

The Board of Directors draws on the general guiding principles of the AFEP-MEDEF Code for the purpose of defining, reviewing and implementing its compensation policy (compliance, comparability, competitiveness, completeness, incentivisation, performance, clarity and proportionality).

Pernod Ricard's compensation policy is based on the following three fundamental principles:

- aligning the interests of the Executive Corporate Officer with those of the shareholders;
- pay for performance;
- ensuring that the Executive Corporate Officer's compensation is market-competitive.

Each year, the Board of Directors ensures that these three fundamental principles are respected and the Board carries out an in-depth review of the policy at the time of the renewal of the Executive Corporate Officer's term of office. It's in this context that the Board of Directors proposed several changes to the compensation policy for the Executive Corporate Officer at the time of the renewal of his term of office last year, in order to ensure his compensation better reflects the principles of the policy.

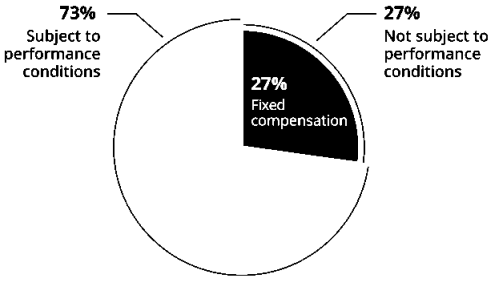
WHAT WE DO

- Align the compensation of the Executive Corporate Officer with the short- and long-term interests of shareholders
- Balance short- and long-term compensation, discouraging short-term risk-taking, which could compromise long-term results
- Monitor the compensation levels and structures observed in CAC 40 companies and our main competitors on an annual basis
- Seek the assistance of external specialists who understand market and industry trends
- Implement performance criteria linked to the Group's long-term strategy, taking S&R strategy topics into account
- Ensure that the Executive Corporate Officer's compensation policy is consistent with the compensation policy for Group employees, and in particular that of Executive Committee members

Fundamental principles

PAY FOR PERFORMANCE

FY 2026 target compensation structure



* *Estimated IFRS value of performance shares to be granted in respect of FY 2026.*

ALIGNING THE INTERESTS OF THE EXECUTIVE CORPORATE OFFICER AND SHAREHOLDERS

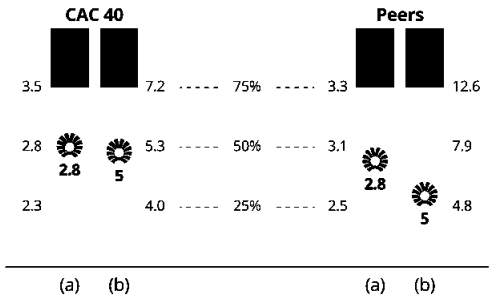
Substantial proportion of compensation in the form of shares

Alignment of short- and long-term performance conditions with the strategic priorities

Value creation (TSR) accounting for 30% of the long-term incentive plan

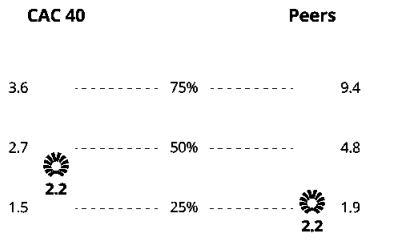
ENSURING THE EXECUTIVE CORPORATE OFFICER'S COMPENSATION IS MARKET-COMPETITIVE

In € thousands



(a) Fixed compensation and target annual variable compensation
(b) Fixed compensation, target annual variable compensation and long-term incentive plan granted

Focus on long-term compensation *(in € thousands)*



Grant level of long-term incentive plans

Compared with the CAC 40 panel: The Executive Corporate Officer's total target compensation (fixed and annual variable) is positioned at the median, and his overall target compensation, including the performance shares granted in 2024 is slightly below median. His compensation structure is in line with French market practices, with the majority of his compensation subject to performance conditions (73%).

Compared with the peer panel: the Executive Corporate Officer's total target compensation is between the 1st quartile and the median, and his overall target compensation sits very slightly above the 1st quartile.

The Board of Directors considers that the positioning of the Executive Corporate Officer's compensation compared with these two panels is therefore consistent, given the size of the Group, the complexity of its activities, its international footprint and the difference in compensation structures between companies in France and those in Anglo-Saxon companies.

COMPARISON PANELS
CAC 40 panel: comprising all CAC 40 companies.
Peer panel (international companies): ABInBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken and Rémy Cointreau.

This year, the Board of Directors decided not to make any significant changes to the Executive Corporate Officer's compensation policy, in the aim of consistency and stability.

However, to ensure that the Executive Corporate Officer's compensation remains in line with the Company's long-term strategy, the Board of Directors, on the recommendation of the Compensation Committee, is proposing the following adjustments to the compensation policy:

Performance criteria for annual variable compensation	For FY 2026, the Board of Directors, on the recommendation of the Compensation Committee, has decided not to renew the criterion relating to the gender balance in Top Management, given that this target was achieved five years ahead of schedule. It will be replaced by a strategic objective linked to the Group's priorities. As in previous years, for confidentiality reasons regarding the Group's strategy, details of the non-financial and qualitative objectives may only be disclosed after the event and after assessment of their achievement levels by the Compensation Committee and the Board of Directors. The other criteria will be maintained.
Performance conditions in long-term variable compensation	**External performance condition (TSR)** The Board of Directors considered it appropriate to remove Suntory from the panel this year in order to strengthen the link between Pernod Ricard's share performance and that of comparable companies intrinsically tied to the alcoholic beverages sector. Although there is a strong correlation between the performance of Suntory's Food & Beverage and Spirits divisions, the fact that only the Food & Beverage business is publicly listed in Japan did not justify its inclusion in a TSR panel now focused exclusively on the alcoholic beverages sector. The new peer panel will therefore comprise the following eight companies in addition to Pernod Ricard: ABInBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken and Rémy Cointreau. The applicable vesting scale will remain unchanged, with 50% of the shares vesting if Pernod Ricard's TSR is fifth place in the panel. **Internal performance condition linked to S&R strategy** People criterion: • In view of the progress made by the Group on diversity aspects, with 40% of women in Top Management at 30 June 2025, the Board of Directors, on the recommendation of the Compensation Committee, has decided not to renew this target for the long-term variable compensation plans to be granted from FY 2026 onwards. • It will be replaced by a criterion linked to people development, in line with the Group's revised S&R roadmap and HR challenges. Criterion related to responsible drinking: On the recommendation of the Compensation Committee, the Board of Directors has decided to update this criterion to reflect the Group's revised S&R roadmap. The other criteria, their individual weighting and the vesting scale will remain unchanged.

The other components of the compensation policy will remain unchanged.

In the 10th resolution of the Shareholders' Meeting of 27 October 2025 (see Chapter 8, Shareholders' Meeting, of this Universal Registration Document) the shareholders will be asked to approve the following changes to the compensation policy for the Executive Corporate Officer.

Compensation structure

The structure of the Executive Corporate Officer's compensation consists mainly of:

- cash compensation comprising a fixed portion and an annual variable portion directly related to his individual performance and contribution to the Group's performance; and
- stock compensation in the form of a grant of shares whose vesting is notably subject to the achievement of performance conditions, with a view to aligning the Executive Corporate Officer's interests with those of the shareholders.

Fixed compensation	€1,325,000
Annual variable compensation	Target: 110% of fixed compensation Maximum: 180% of fixed compensation Performance conditions • Financial criteria: target 80% and maximum 135% of fixed compensation • Non-financial and qualitative criteria: target 30% and maximum 45% of fixed compensation
Long-term variable compensation	Maximum amount: 100% of fixed and maximum annual variable compensation, subject to performance conditions
Supplementary pension scheme	20% of annual fixed and variable compensation (10% in performance shares and 10% in cash)
Deferred commitments	Non-compete clause + forced departure clause: combined maximum of 24 months' compensation (fixed and variable)
Multi-year/exceptional variable compensation	Any multi-year variable compensation or exceptional compensation must be precisely communicated and justified. No such compensation currently exists.
Other	Company car/collective healthcare and welfare schemes

Annual fixed compensation

The fixed portion of the Executive Corporate Officer's compensation is determined based on:

- the level and complexity of his responsibilities;
- his experience and career history, particularly within the Group;
- his individual performance; and
- market analyses for comparable functions (study conducted with the help of specialised firms on the positioning of the compensation of the Executive Corporate Officer in relation to the practices of CAC 40 companies and international companies in the beverages sector for similar positions).

The possibility of a review of fixed compensation is analysed in detail whenever the Executive Corporate Officer's term of office is renewed. However, an early review may take place in the event of significant changes in the Executive Corporate Officer's scope of responsibilities, the emergence of a significant gap between his compensation and the market positioning, or an exceptional event. In these specific situations, any adjustments made to his fixed compensation and the reasons for such adjustments would be made public.

Finally, in the event of the appointment of a new Chairman & CEO, Chief Executive Officer or Deputy Chief Executive Officer(s), these same principles will apply.

As a reminder, on 28 August 2024, on the recommendation of the Compensation Committee, the Board of Directors proposed increasing Alexandre Ricard's annual fixed compensation to €1,325,000 as from FY 2025 until the end of his term of office, to take account of high inflation since the previous increase, and to better align his compensation with the median compensation of CAC 40 companies.

Compensation as Chairman of the Board of Directors

The Executive Corporate Officer does not receive any compensation for offices he holds in the Company or other Group companies.

Annual variable compensation

The purpose of annual variable compensation is to reward the performance achieved during the financial year by the Executive Corporate Officer based on the annual performance objectives set by the Board of Directors in accordance with the Group's strategy.

The Board of Directors and the Compensation Committee strive to strengthen the link between performance and variable compensation and ensure that corporate social responsibility criteria are included in its calculation.

The variable portion of the Chairman & CEO's compensation is expressed as a percentage of annual compensation.

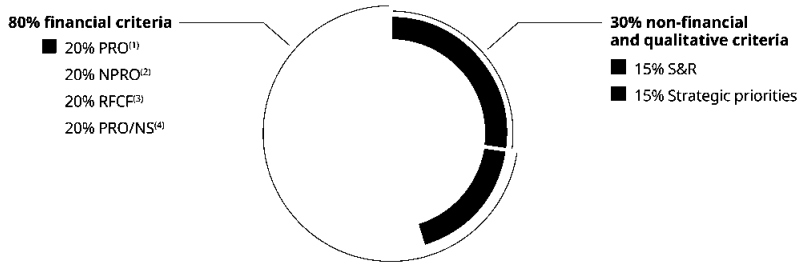
It may vary between 0% and 110% of the fixed compensation if the objectives are achieved (target level) and may rise to a maximum of 180% in the event of exceptional performance in relation to the objectives.

The variable portion is determined on the basis of financial, non-financial and qualitative criteria, in line with the Company's strategy.

Pursuant to the provisions of Article L. 22-10-34 of the French Commercial Code, the payment of annual variable compensation is subject to its prior approval by shareholders at the Ordinary Shareholders' Meeting (*ex-post* vote).

Performance criteria

The performance criteria are reviewed regularly to ensure they are in line with the Company's long-term strategy and may be amended on an occasional basis. For FY 2026, the Board of Directors, on the recommendation of the Compensation Committee, proposed that the following criteria be defined:



(1) Achievement of the annual target for Group profit from recurring operations. (2) Achievement of the annual target for Group share of net profit from recurring operations. (3) Achievement of the annual target for Group recurring free cash flow. (4) Achievement of the annual target for the ratio of Group profit from recurring operations to net sales.

FINANCIAL CRITERIA: TARGET 80% AND MAXIMUM 135%

	Target	Maximum
Achievement of the annual target for Group profit from recurring operations (PRO)	20%	33.75%
Achievement of the annual target for Group share of net profit from recurring operations (NPRO)	20%	33.75%
Achievement of the annual target for Group recurring free cash flow (RFCF)	20%	33.75%
Achievement of the annual target for the ratio of Group profit from recurring operations to net sales (PRO/NS)	20%	33.75%

NON-FINANCIAL AND QUALITATIVE CRITERIA: TARGET 30% AND MAXIMUM 45%

	Target	Maximum
S&R (Sustainability & Responsibility)	15%	22.5%
Health & Safety	*5%*	*7.5%*
Nature & Climate	*5%*	*7.5%*
Carbon Impact	*5%*	*7.5%*
Strategic priorities	15%	22.5%
Strategic priority no. 1	*5%*	*7.5%*
Strategic priority no. 2	*5%*	*7.5%*
Strategic priority no. 3	*5%*	*7.5%*

Description of the criteria

Financial criteria

Achievement of the annual target for profit from recurring operations: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion, one of the key elements of the Group's decentralised structure, provides an incentive to exceed the target for profit from recurring operations. This principle of a commitment to the annual target for profit from recurring operations aligns the divisions. This criterion rewards the management performance of the Executive Corporate Officer.

Achievement of the annual target for Group share of net profit from recurring operations: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion takes into account the totality of the Group's financial elements that fall under the Executive Corporate Officer's responsibility for the financial year, aligning his compensation with that of the shareholders.

Achievement of the annual target for recurring free cash flow: adjusted for the effects of exchange rates. This criterion measures the Group's financial performance and value creation.

Achievement of the annual target for the ratio of Group profit from recurring operations to net sales: adjusted for the effects of exchange rates and changes in the scope of consolidation. This criterion measures how effectively the Company generates profit from its operations and is aligned with the Group's commitment to improving its operating margin. The divisions are rewarded based on the achievement level of their own targets for the ratio.

Non-financial and qualitative criteria

As in previous years, for confidentiality reasons regarding the Group's strategy, details of the non-financial and qualitative objectives may only be disclosed after the event and after assessment of their achievement levels by the Compensation Committee and the Board of Directors.

Performance levels

The achievement levels of the applicable objectives are disclosed on a criterion by criterion basis, once the performance assessment has been carried out.

Termination of office

If the Executive Corporate Officer leaves during the financial year, the amount of the variable portion of his compensation for the current year will be determined pro rata to his time in service during that year, based on the performance level recorded and assessed by the Board of Directors for each of the criteria initially adopted. However, it should be noted that no compensation will be paid if the Executive Corporate Officer is dismissed for gross negligence or with good cause or by way of a decision of the Board of Directors.

Payment method

In accordance with the law, the payment of annual variable compensation will be subject to prior approval by shareholders at the Ordinary Shareholders' Meeting.

Long-term variable compensation: grant of performance shares

Performance share grants have made up the long-term component of the Chairman & CEO's compensation package since stock option grants were no longer awarded in FY 2022. These grants are designed to incentivise the Chairman & CEO to achieve the Group's long-term goals and to more closely align the Company's best interests with those of its shareholders.

For the reasons above, the vesting of the shares is subject to (i) the achievement of performance conditions related to the Group's strategic priorities and (ii) the Chairman & CEO still holding his position (presence condition) at the end of the three-year vesting period.

Since FY 2025, the annual grant of shares to the Chairman & CEO has been capped at 100% of his fixed and maximum annual variable compensation. This maximum amount was introduced to take account of the need to support the Group's new growth phase, to underpin Pernod Ricard's goals and to motivate the Chairman & CEO by providing an incentive to achieve the Group's long-term targets.

For FY 2026, the Board intends to grant the Chairman & CEO the same amount of long-term incentive plan than in FY 2025, i.e., a total of €2,226,000 in IFRS value (i.e., 60% of the maximum amount), in order to:

- the Group's strong relative performance;
- the leadership demonstrated by Alexandre Ricard in a difficult and volatile environment;
- the launch of a new strategic plan;
- the successful implementation of short- and long-term operational efficiency measures.

This amount also takes account of the following factors:

- the stringency of the performance conditions, as demonstrated by historical vesting rates;
- the overall consistency of the Chairman & CEO's compensation structure, with a performance share grant representing 44% of his target overall compensation and of the compensation awarded in respect of the previous financial year;
- the grant value, stable compared with the previous financial year, but still significantly below the median grant of CAC 40 companies in 2024;
- the consistent positioning of the overall target compensation of the Chairman & CEO, including this grant, compared with companies on the CAC 40 panel (around 95% of the median) and with companies on the international panel (between the 1st quartile and the median), which takes into account the size of the Group, the complexity of its activities, its international footprint and the difference in compensation structures between companies in France and those in Anglo-Saxon companies.

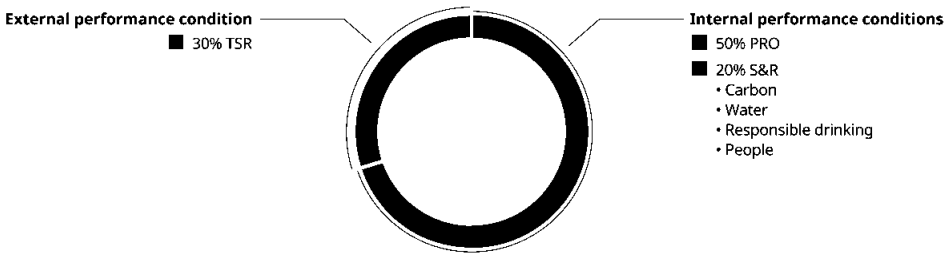
The maximum amount of performance shares granted to the Executive Corporate Officer is limited to 0.08% of the Company's share capital on the grant date of the performance shares, as indicated in the resolution that will be submitted to shareholders for their approval at the Shareholders' Meeting of 27 October 2025 (10th resolution).

In addition and as explained in the introductory note to this section, on the recommendation of the Compensation Committee, the Board of Directors has decided to amend the performance conditions in the long-term incentive plan, by:

- external condition: removing Suntory from the peer panel;
- removing the criterion relating to the gender balance in Top Management and replacing it with a criterion relating to employee development;
- updating the criterion relating to responsible drinking.

The performance shares granted to the Chairman & CEO will therefore be subject to the following performance conditions:

BREAKDOWN OF PERFORMANCE CONDITIONS BY VALUE



Performance condition	Relative weighting	Description of the criterion	Performance assessment methods
PRO (profit from recurring operations)	50% of the grant (IFRS value)	Average annual achievement of the Group's profit from recurring operations (PRO) objective over three consecutive financial years, adjusted for the effects of exchange rates and changes in the scope of consolidation	• average ≥1: 100% of the shares • average between 0.95 and 1: straight-line increase between 0% and 100% of the shares • average ≤0.95: 0% of the shares
TSR (total shareholder return)	30% of the grant (IFRS value)	Positioning of the overall performance of the Pernod Ricard share (TSR) compared to that of the Panel of eight peers(1) over a period of three years following the grant	• 1st or 2nd position: 100% of the shares • 3rd or 4th position: 85% of the shares • 5th position: 50% of the shares • 6th to 9th position: 0% of the shares
S&R (Sustainability & Responsibility)	20% of the grant (IFRS value)	Achievement of the following criteria assessed over a period of three consecutive financial years (including that during which the shares were granted): • **carbon:** implementation of the roadmap to reduce direct CO_2 emissions generated by our sites (Scopes 1 and 2) in order to reduce carbon emissions by 54% in absolute terms by 2030; • **water:** implementation of the roadmap aimed at reducing water consumption in our distilleries by 20.9% by 2030; • **responsible drinking:** Pernod Ricard's strategic brands will be used to embody moderate alcohol consumption in order to highlight the positive contribution of these products in society; • **people:** striving to provide equal opportunities for professional development for all (increasing the proportion of employees with an annual development plan).	• 4 objectives achieved: 100% of the shares • 3 objectives achieved: 75% of the shares • 2 objectives achieved: 50% of the shares • Less than 2 objectives achieved: 0% of the shares

(1) The peer panel proposed by the Board of Directors comprises the following eight companies in addition to Pernod Ricard: AB InBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken and Rémy Cointreau. The composition of the Panel may be amended in the event of changes in the companies concerned, particularly in the event of an acquisition, absorption, dissolution, spin-off, merger or change of activity, subject to maintaining the overall consistency of the sample and enabling application of the external performance condition in accordance with the performance objective set at the grant date.

While the Board determines the performance conditions for each grant and promotes their stability, they may in some cases be adjusted.

The vesting of the performance shares is also subject to a presence condition (at the vesting date) which applies for all beneficiaries including the Executive Corporate Officer, subject to the exceptions specified in the plan regulations (notably in cases of death or disability) or decided by the Board of Directors. In the case of the Executive Corporate Officer, the Board of Directors may decide to remove the presence condition on a pro rata basis if it deems fit, but any such decision must be communicated and justified. The performance shares held will remain subject to all applicable plan regulations, particularly with regard to the calendar and performance conditions.

The Board of Directors requires the Executive Corporate Officer:

- to hold a number of shares in registered form until the end of his term of office, corresponding to:
  - in respect of stock options: 30% of the acquisition gain, net of social security contributions and taxes, resulting from the exercise of the stock options, and
  - in respect of performance shares: 20% of the volume of the performance shares that actually vest;
- to undertake to buy, when the performance shares vest, a number of additional shares corresponding to 10% of the vested performance shares; and
- once the Executive Corporate Officer holds a number of registered Company shares that matches more than three times his gross annual fixed compensation, the above-mentioned lock-in obligation will be reduced to 10% for both stock options and performance shares and the Executive Corporate Officer will no longer be required to acquire additional shares. If, in the future, the registered holdings fall below the ratio of three times, the above-mentioned lock-in and acquisition requirements will once more apply.

In accordance with the Code of Ethics, (the latest version of which was approved by the Board of Directors on 14 February 2024), and the AFEP-MEDEF Code, the Executive Corporate Officer has formally undertaken not to use hedging mechanisms either for stock options granted under previously established plans or shares resulting from the exercise of these options, or for performance shares received from the Company, until the end of the lock-in period set by the Board of Directors.

Supplementary pension scheme

The supplementary pension scheme supplements the retirement schemes provided under compulsory basic and complementary schemes.

The Executive Corporate Officer therefore receives additional annual compensation equal to 20% of his fixed and variable annual compensation, paid each year as follows:

- half (corresponding to 10% of his annual compensation) in the form of the grant of performance shares, the number of which is determined based on the IFRS value of the shares on the grant date and which must be approved by the Board of Directors each year. The performance, presence and lock-in conditions that will apply to these grants are the same as those provided for in the Group's general performance share plan in effect on the grant date; and
- half (corresponding to 10% of his annual compensation) in cash. It is specified that the Executive Corporate Officer will undertake to invest the cash component of this additional compensation, net of social security contributions and tax, in savings products dedicated to financing his supplementary pension.

Policy on deferred commitments

Forced departure clause

In the event of the Executive Corporate Officer's forced departure due to a change in the Group's control or strategy, he would be eligible for a severance payment representing a maximum of 12 months' compensation (most recent annual fixed and variable compensation set by the Board of Directors) subject to performance conditions. Such payment would not be due, however, in the event of (i) non-renewal of the Executive Corporate Officer's term of office, (ii) departure at the Executive Corporate Officer's initiative, (iii) a change of position within the Group or (iv) if he is able to claim his pension within a short period of time.

The severance payment provided for in the forced departure clause is subject to the following three performance criteria:

- criterion 1: rate of annual variable compensation achieved over the Executive Corporate Officer's term(s) of office: this criterion will be considered as met if the average annual variable compensation paid over the entire duration of the term(s) of office is no less than 90% of the target variable compensation;
- criterion 2: growth rate of profit from recurring operations over the term(s) of office: this criterion will be considered as met if the average growth rate of profit from recurring operations versus the annual target for each year over the entire duration of the Executive Corporate Officer's term(s) of office is more than 95% (adjusted for the effects of foreign exchange rates and changes in the scope of consolidation); and
- criterion 3: average growth in net sales over the term(s) of office: this criterion will be considered as met if the average growth in net sales over the entire duration of the Executive Corporate Officer's term(s) of office is greater than or equal to 3% (adjusted for the effects of foreign exchange rates and changes in the scope of consolidation).

The amount of the severance payment that may be received under the forced departure clause will be calculated according to the following scale:

- if all three criteria are met, payment of 12 months' compensation[1];
- if two of the three criteria are met: payment of eight months' compensation[1];
- if one of the three criteria is met: payment of four months' compensation[1]; and
- if none of the criteria are met: no payment.

[1] *Most recent annual fixed and variable compensation set by the Board of Directors.*

Non-compete clause

The signing of this non-compete clause for a period of one year is intended to protect the Group by preventing the Executive Corporate Officer from performing duties for a competitor, in return for an indemnity corresponding to 12 months' compensation (most recent annual fixed and variable compensation, set by the Board of Directors).

In accordance with the AFEP-MEDEF Code:

- the indemnity will be paid monthly during the applicable payment period;
- the clause provides that the Board of Directors may waive its application when the Executive Corporate Officer leaves;
- the indemnity will not be paid if the Executive Corporate Officer leaves the Group to retire or if the Executive Corporate Officer is over 65 years old; and
- the aggregate maximum amount of the indemnity under the non-compete clause and the forced departure clause (sum of both) is capped at 24 months' compensation (most recent annual fixed and variable compensation set by the Board of Directors).

Multi-year compensation

The Board of Directors has decided not to use this type of long-term cash compensation mechanism, preferring to favour a share-based instrument more closely aligned with shareholders' interests.

However, such a mechanism might be envisaged if regulatory changes or any other circumstance were to make the use of a share-based instrument restrictive or impossible. In this event, the principles and criteria for the determination, distribution and maximum grant of shares stipulated in the policy relating to share plans will be used in the structuring of such multi-year variable compensation using the most similar appropriate procedures possible.

Exceptional compensation

In accordance with the AFEP-MEDEF Code (Article 26.3.4), the Board of Directors has adopted the principle whereby the Executive Corporate Officer may receive exceptional compensation in certain circumstances (particularly in the case of transformational transactions), which must be explicitly disclosed and justified.

Also in accordance with the AFEP-MEDEF Code (Article 26.4), if a new Executive Corporate Officer is recruited externally, the Board of Directors may also decide to pay an amount (in cash or shares) to compensate the new Executive Corporate Officer for all or part of any loss of compensation (excluding retirement benefits) related to leaving their previous position. This compensation may not exceed the amount lost by the person in question.

In all cases, the payment of such compensation may only be made subject to the prior approval of the shareholders in an Ordinary Shareholders' Meeting pursuant to Article L. 22-10-34 of the French Commercial Code.

Other benefits

Company car

For fulfilling his duties as a representative of the Company, the Executive Corporate Officer has the use of a company car. Insurance, maintenance and fuel costs are borne by the Company.

Collective healthcare and welfare schemes

The Executive Corporate Officer is a member of the collective healthcare and welfare schemes offered by the Company under the same terms as those applicable to the category of employees under which he is classified for the purposes of determining his welfare benefits and other additional components of his compensation.

Exception to the implementation of the compensation policy for the Chairman & CEO

In accordance with the second paragraph of Section III of Article L. 22-10-8 of the French Commercial Code, in the event of exceptional circumstances, the Board of Directors may depart from applying elements of the compensation policy, provided that such a departure is temporary, is in the Company's interest and is necessary to ensure the Company's continued existence or viability. Any such departure will be decided by the Board of Directors, on the recommendation of the Compensation Committee and after obtaining the opinion, where necessary, of an independent consulting firm. Reasons must be given for the departure.

Any departure from the policy may only be temporary and in exceptional circumstances, such as in the case of a major event affecting markets in general or that of wines & spirits in particular.

The compensation elements that may be departed from, in either a positive or negative sense, are the annual or long-term variable compensation (but with no amendments to the applicable caps).

Potential change of governance

If a new Chairman & CEO, Chief Executive Officer or Deputy Chief Executive Officer(s) were to be appointed, the compensation components, principles and criteria provided for in the compensation policy for the Chairman & CEO would also apply to them on a pro rata basis. In such a case, the Board of Directors, on the recommendation of the Compensation Committee, would then determine the objectives, performance levels, parameters, structure and maximum percentages of their variable compensation based on their annual fixed compensation, by adapting them to the situations of the parties concerned. These metrics may not be higher than those applicable to the Chairman & CEO.

Furthermore, regarding the annual variable compensation policy, in the event of the arrival of a new Executive Corporate Officer during the second half of a financial year, the Board of Directors will conduct a performance assessment at its discretion based on a proposal from the Compensation Committee and, in that case, the new Executive Corporate Officer will receive variable compensation corresponding to the prorated amount of the variable portion approved by the shareholders.

2.6.3 Components of compensation paid during or awarded for FY 2025 to Corporate Officers (11th resolution)

ALLOCATION OF THE DIRECTORS' COMPENSATION BUDGET

Of the €1,350,000 authorised by the Shareholders' Meeting of 10 November 2023, total compensation of €1,301,917 was awarded to the Directors in respect of FY 2025, in accordance with the rules set out in subsection 2.6.4 "Methods for allocating the compensation budget for FY 2026 to individual Directors".

TABLE OF COMPENSATION RECEIVED (€) BY NON-EXECUTIVE CORPORATE OFFICERS (TABLE 3 OF THE AMF TEMPLATE)

	FY 2024		FY 2025	
Board members	**Amounts awarded**	**Amounts paid**	**Amounts awarded**	**Amounts paid**
Patricia Barbizet	193,000	186,500	185,000	189,000
Wolfgang Colberg[1]	107,500	103,500	49,417	96,417
Virginie Fauvel	82,000	75,500	78,000	78,000
Ian Gallienne	110,000	104,000	103,000	107,000
César Giron	90,000	87,500	86,000	86,000
Max Koeune	54,667	13,667	121,000	106,500
Anne Lange	118,000	110,000	126,000	120,000
Philippe Petitcolin	118,000	111,500	118,000	114,000
Société Paul Ricard, represented by Patricia Ricard Giron[2]	82,000	75,500	78,000	78,000
Namita Shah	74,000	75,500	70,000	70,000
Kory Sorenson	128,500	128,000	154,500	139,500
Veronica Vargas	99,500	95,500	103,000	100,000
Carla Machado Leite	15,000	15,000	15,000	15,000
Brice Thommen	15,000	15,000	15,000	15,000
TOTAL	**1,287,167**	**1,196,667**	**1,301,917**	**1,314,417**

N/A: Not applicable.
(1) Until 8 November 2024, i.e., the expiry date of his term of office.
(2) Permanent representative of Société Paul Ricard, Director.

Other components of the compensation of Corporate Officers performing management or executive roles within the Group

In addition to compensation received in respect of their office as Directors of the Company, César Giron and Patricia Ricard Giron received compensation in their respective capacities as Chairman and CEO of Martell Mumm Perrier-Jouët and Chairwoman of the Paul Ricard Oceanographic Institute.

A summary statement of the compensation and other benefits received by each of these Non-Executive Corporate Officers from companies controlled by Pernod Ricard SA, within the meaning of Article L. 233-16 of the French Commercial Code, is drawn up pursuant to Article L. 22-10-9, I-5° of said Code and is set out below.

César Giron, member of the Board of Directors and Chairman and CEO of Martell Mumm Perrier-Jouët

Fixed compensation

César Giron receives gross fixed compensation for his duties as Chairman and CEO of Martell Mumm Perrier-Jouët which amounted to €560,592 for FY 2025.

Variable compensation

In his capacity as Chairman and CEO of Martell Mumm Perrier-Jouët, César Giron receives gross variable compensation for which the collective criteria are based on (i) the performance of the entity he manages and, (ii) the Group's results, with a view to strengthening solidarity and collegiality within top management.

César Giron is also assessed on the basis of individual criteria.

The variable portion of his compensation is expressed as a percentage of the annual fixed portion. It may reach 70% of his gross fixed compensation if the collective and individual objectives are achieved (target level) and can rise to a maximum of 126% in the event of exceptional performance in relation to the objectives. The criteria are reviewed regularly and may be amended on an occasional basis.

During FY 2025, he received gross variable compensation of €361,404 in October 2024 relating to FY 2024, i.e., 66.08% of his fixed compensation for FY 2024.

Exceptional compensation

No exceptional compensation was paid during or awarded for FY 2025.

Grant of performance shares

On 8 November 2024, the Board of Directors authorised a global performance share plan.

Under this plan, César Giron received the following grant:

- 2,585 shares subject to an external performance condition (IFRS value: €137,961.45); and
- 3,114 shares subject to internal performance conditions (IFRS value: €321,950.23).

Details of the overall performance share grant policy are provided below in subsection 2.6.5 of this Universal Registration Document.

Severance benefits

César Giron is not eligible for any severance or termination benefits.

Supplementary pension scheme

César Giron is a member of a conditional defined-benefit supplementary pension scheme (Article 39) under Article L. 137-11 of the French Social Security Code, under which beneficiaries must:

- have at least ten years' seniority within the Group when they retire (voluntary or compulsory retirement);
- be at least 60 years of age when they retire (voluntary or compulsory retirement);
- have claimed their basic and complementary French social security pensions (ARRCO, AGIRC);
- permanently end their professional career; and
- end their professional career within the Group. In accordance with the applicable regulations, employees aged over 55 whose contract is terminated and who do not take up another job are deemed to have retired. The aim of the scheme is to supplement the pension provided by France's mandatory state-run pension scheme. It offers retired beneficiaries a life annuity that can be passed on to their spouse and/or ex-spouse in the event of death.

Pensions are proportionate to the beneficiary's length of service, capped at 20 years. They are calculated on the basis of the beneficiary's average compensation (fixed and variable) over the three years preceding their retirement.

The amount of the supplementary annuity is calculated by applying the following coefficients to the basis of calculation:

- for the portion of the compensation between 8 and 12 times France's annual social security ceiling, the coefficient is 2% multiplied by the number of years' service (capped at 20 years, i.e., 40%);
- between 12 and 16 times France's annual social security ceiling, the coefficient is 1.5% per year of service (capped at 20 years, i.e., 30%); and
- in excess of 16 times France's annual social security ceiling, the coefficient is 1% per year of service (capped at 20 years, i.e., 20%).

The supplementary annuity equals the sum of the three amounts above.

In addition, the rights granted under this plan, added to those of other pensions, cannot exceed two-thirds of the amount of the beneficiary's most recent annual fixed compensation.

A provision is recognised on the balance sheet during the accrual phase and, when the beneficiary claims their pension, the capital is transferred to an insurer and thus entirely outsourced.

Funding for this scheme is the responsibility of Pernod Ricard, which pays premiums to a third-party insurer to which it has entrusted management of the scheme.

In accordance with the provisions of Article D. 22-10-16 of the French Commercial Code, at 30 June 2025, the estimated gross amount of the annuity potentially paid under the defined-benefit supplementary pension scheme for César Giron would amount to €165,135 per year.

The related social security contributions payable by Pernod Ricard correspond to 24% of the contributions transferred to the insurer.

Furthermore, in accordance with French government order 2019-697 of 3 July 2019:

- the scheme has been closed since 2016;
- no additional rights may vest in respect of periods of employment after 1 January 2020.

Collective healthcare and welfare schemes

César Giron is a member of the collective healthcare and welfare schemes offered by Martell Mumm Perrier-Jouët under the same terms as those applicable for the category of employees under which he is classified for the purposes of determining his welfare benefits and other additional components of his compensation.

Other benefits

César Giron had the use of a company car in FY 2025.

Patricia Ricard Giron, permanent representative of Société Paul Ricard, member of the Board of Directors and Chairwoman of the Paul Ricard Oceanographic Institute

Fixed compensation

Patricia Ricard Giron receives gross fixed compensation for her position as Chairwoman of the Paul Ricard Oceanographic Institute, which amounted to €88,712 for FY 2025.

Variable compensation

Patricia Ricard Giron is eligible for annual variable compensation equal to 10% of her fixed compensation if the (individual) qualitative objectives are achieved.

During FY 2025, Patricia Ricard Giron received gross variable compensation of €8,638 for FY 2024.

Amounts received in respect of employee profit-sharing plans

Patricia Ricard Giron is eligible for the voluntary profit-sharing plan (*intéressement*) and statutory profit-sharing plan (*participation*) in force at Pernod Ricard France.

During FY 2025, Patricia Ricard Giron received €8,808 under the voluntary profit-sharing plan and €8,408 under the statutory profit-sharing plan.

Collective healthcare and welfare schemes

Patricia Ricard Giron is a member of the collective healthcare and welfare schemes offered by Pernod Ricard France under the same terms as those applicable to the category of employees under which she is classified for the purposes of determining her welfare benefits and other additional components of her compensation.

Other components of compensation

During FY 2025, Patricia Ricard Giron received a gross collective bonus of €1,800 for the performance of Pernod Ricard France in respect of the first half of the year.

No grants of stock options and/or performance shares/No severance or termination benefits/No supplementary pension scheme/No benefits in kind.

2.6.4 Compensation policy for the members of the Board of Directors (12th resolution)

The conditions governing Directors' compensation allocated out of the total annual amount of Corporate Officer compensation authorised by the Shareholders' Meeting are determined by the Board of Directors on the basis of a recommendation from the Compensation Committee.

With the exception of the Executive Corporate Officer, the Directors receive fixed compensation for their duties, which may be increased for Committee members.

A proposed budget of €1,450,000 for FY 2026 will be put to the vote at the Annual General Meeting.

Methods for allocating the compensation budget for FY 2026 to individual Directors

	Fixed portion				Variable portion per meeting[1]	Distance allowance per meeting (for in-person attendance)	
	Chairmanship (by Committee)	Member (by Committee)	Lead Independent Director (additional sum)	Directors representing employees (fixed annual amount)[2]	Chair/ Member/ Lead Independent Director	Directors who reside in Europe (excluding France)	Directors who reside outside Europe
Board of Directors	N/A[3]	€25,000	€40,000	€15,000	€4,000	€3,000	€6,000
Audit	€14,000	€6,000	N/A	N/A			
Strategic	N/A[3]	€5,000					
Compensation	€8,500	€5,000					
Nominations and Governance	€8,500	€5,000					
CSR	€8,500	€5,000					

(1) Variable, based on attendance at Board and Committee meetings.
(2) Directors representing employees do not receive a variable portion or distance allowance.
(3) The Chairman & CEO does not receive compensation in respect of his office as a Director.

The breakdown of the total budget described above remains unchanged. Directors who participate in a Board and/or Committee meeting by videoconference or conference call do not receive the distance allowance.

Potential change of governance

If a new Director were to be appointed, the compensation components, principles and criteria provided for in the compensation policy for Corporate Officers would also apply to them on a pro rata basis.

Other components of the compensation of Corporate Officers performing management or executive roles within the Group

In addition to the compensation provided for in the compensation policy for Directors, César Giron and Patricia Ricard Giron received compensation in their respective capacities as Chairman and CEO of Martell Mumm Perrier-Jouët and Chairwoman of the Paul Ricard Oceanographic Institute, the main characteristics of which are detailed in section 2.6.3 of this report.

2.6.5 Other aspects of the compensation policy (not subject to the shareholder vote)

Global long-term incentive policy

In FY 2025, the Board of Directors reaffirmed its commitment to giving key employees a stake in the performance of Pernod Ricard shares, and decided to set up a performance share plan for the members of the Executive Committee and other senior managers.

The Board's aim is to continue to align the interests of Pernod Ricard employees with those of its shareholders by encouraging them to hold shares of the Company. In FY 2025, more than 500 employees were granted performance shares under this plan.

The Board of Directors confirmed the following plan features on the recommendation of the Compensation Committee:

- for senior managers other than Executive Committee members: grants of shares subject to internal performance conditions. The conditions applicable to these grants in FY 2025 were as follows:

Performance condition	Description of the criterion	Performance assessment methods
PRO (profit from recurring operations)	Average annual achievement of the Group's profit from recurring operations (**PRO**) objective over three consecutive financial years, adjusted for the effects of exchange rates and changes in the scope of consolidation	• average ≥1: 100% of the shares • average between 0.95 and 1: straight-line increase between 0% and 100% of the shares • average ≤0.95: 0% of the shares
S&R (Sustainability & Responsibility)	Achievement of the following criteria assessed over a period of three consecutive financial years (including that during which the shares were granted): • **carbon:** implementation of the roadmap to reduce direct CO_2 emissions generated by our sites (Scopes 1 and 2) in order to reduce carbon emissions by 54% in absolute terms by 2030; • **water:** implementation of the roadmap aimed at reducing water consumption in our distilleries by 20.9% by 2030; • **responsible drinking:** Pernod Ricard's strategic brands will launch marketing campaigns focused on responsible drinking, with the aim of ramping them up each year over the next five years; • **people:** objective of achieving gender balance in our Top Management (at least 40% of each gender) by 2030.	• 4 objectives achieved: 100% of the shares • 3 objectives achieved: 75% of the shares • 2 objectives achieved: 50% of the shares • 0 or 1 objectives achieved: 0% of the shares

- for the members of the Executive Committee: grants subject to the same performance conditions as the Chairman & CEO. The performance shares granted in FY 2025 were subject to two internal performance conditions (described above) and one external performance condition, as described below:

Performance condition	Description of the criterion	Performance assessment methods
TSR (total shareholder return)	Positioning of the overall performance of the Pernod Ricard share (TSR) compared to that of the Panel of nine peers[1] over a period of three years following the grant under the plan	• 1st or 2nd position: 100% of the shares • 3rd or 4th position: 85% of the shares • at the median (5th position): 50% of the shares • 6th to 10th position: 0% of the shares

(1) The peer panel proposed by the Board of Directors comprises the following nine companies in addition to Pernod Ricard: AB InBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken, Rémy Cointreau and Suntory. The composition of the Panel may be amended in the event of changes in the companies concerned, particularly in the event of an acquisition, absorption, dissolution, spin-off, merger or change of activity, subject to maintaining the overall consistency of the sample and enabling application of the external performance condition in accordance with the performance objective set at the grant date.

For all beneficiaries of the long-term incentive plan, the vesting period of the shares is three years.

Grant of performance shares with an external performance condition

The number of performance shares with an external performance condition granted by the Board of Directors on 8 November 2024 (including the Executive Corporate Officer) amounted to 43,532 (excluding shares linked to the supplementary pension scheme).

Grant of performance shares with internal performance conditions

The total number of performance shares granted by the Board of Directors on 8 November 2024 was 369,744 (excluding shares linked to the supplementary pension scheme) and they were all subject to the two internal performance conditions described above: one relating to profit from recurring operations (PRO) and the other to the Group's S&R strategy.

Grant of shares without performance conditions

The number of shares without performance conditions granted by the Board of Directors on 8 November 2024 was 97.

STOCK OPTION GRANT HISTORY – SITUATION AT 30 JUNE 2025 (TABLE 8 OF THE AMF TEMPLATE)

	LTIP 2015	LTIP 2016	LTIP 2017	LTIP 2018	LTIP 2019	LTIP 2020
Plan number	27B	28B	29B	30B	31B	32B
Date of authorisation by Shareholders' Meeting	06/11/2015	06/11/2015	06/11/2015	06/11/2015	08/11/2019	08/11/2019
Date of Board of Directors' meeting	06/11/2015	17/11/2016	09/11/2017	21/11/2018	08/11/2019	27/11/2020
Type of options	Purchase	Purchase	Purchase	Purchase	Purchase	Purchase
Total number of shares that can be subscribed or purchased	278,575	150,008	124,050	109,492	131,864	136,711
of which by Corporate Officers of Pernod Ricard SA	28,200	39,445	32,050	32,006	28,831	29,891
of which by Alexandre Ricard	20,700	31,400	25,050	26,143	22,545	23,374
of which by César Giron	7,500	8,045	7,000	5,863	6,286	6,517
Commencement date for exercise of options	07/11/2019	18/11/2020	10/11/2021	22/11/2022	09/11/2023	28/11/2024
Expiry date	06/11/2023	17/11/2024	09/11/2025	21/11/2026	08/11/2027	27/11/2028
Subscription or purchase price (€)[1]	102.80	105.81	126.53	137.78	162.79	154.11
Number of shares subscribed or purchased	182,507	97,794	42,233	11,882	0	0
Total number of stock options cancelled or lapsed[2]	96,068	52,214	46,797	23,483	48,980	23,242
of which those of Alexandre Ricard	7,038	5,338	8,517	4,444	7,665	3,974
of which those of César Giron	2,550	1,368	2,380	997	2,137	1,108
Stock options outstanding	0	0	35,020	74,127	82,884	113,469

N/A: Not applicable.

(1) The purchase price of the shares by the beneficiaries corresponds to the average of the closing prices recorded during the 20 trading sessions preceding the date on which the options were granted.

(2) Options cancelled after the beneficiaries failed to meet the presence and/or performance conditions.

At 30 June 2025, there were 305,500 stock purchase options outstanding, representing approximately 0.12% of the Company's share capital. There are currently no stock subscription options outstanding, i.e., options exercisable for new Pernod Ricard shares.

STOCK OPTIONS GRANTED TO AND EXERCISED BY THE TEN EMPLOYEES (OTHER THAN CORPORATE OFFICERS) RECEIVING AND EXERCISING THE HIGHEST NUMBER OF OPTIONS DURING FY 2025 (TABLE 9 OF THE AMF TEMPLATE)

	Number of options granted/shares subscribed or purchased	Weighted average price (€)	Plans
Options granted during the financial year by the issuer and any other Group company to the ten employees of the issuer and any such Group company, receiving the highest number of options	No stock options were granted in FY 2025		
Options granted by the issuer or any other Group company exercised during the financial year by the ten employees of the issuer and any such Group company exercising the highest number of options	5,977	105.81	17/11/2016

PERFORMANCE SHARE GRANT HISTORY – SITUATION AT 30 JUNE 2025 (TABLE 10 OF THE AMF TEMPLATE)

	LTIP 2020	LTIP 2021	LTIP 2022	LTIP 2023	LTIP 2024
Plan number	32A, 32C	33A, 33B, 33C	34A, 34B, 34C	35A, 35C	36A, 36B, 36C
Date of authorisation by Shareholders' Meeting	08/11/2019	10/11/2021	10/11/2021	10/11/2021	08/11/2024
Date of Board of Directors' meeting	27/11/2020	10/11/2021	10/11/2022	10/11/2023	08/11/2024
Number of performance shares granted	270,838	237,306	284,951	281,919	416,554
of which to Corporate Officers of Pernod Ricard SA	12,436	16,349	18,704	21,766	36,463
of which to Alexandre Ricard	10,358	13,520	15,500	17,986	30,764
of which to César Giron	2,078	2,829	3,204	3,780	5,699
Vesting date of the performance shares	28/11/2024	12/11/2024	11/11/2025	11/11/2026	09/11/2027
End date of share lock-in period	28/11/2024	12/11/2024	11/11/2025	11/11/2026	09/11/2027
Performance condition	Yes	Yes except plan 33B	Yes except plan 34B	Yes	Yes except plan 36B
Number of performance shares cancelled(1)	51,623	58,276	81,988	139,115	5,056
of which those of Alexandre Ricard	1,087	5,583	2,001	4,504	0
of which those of César Giron	-	1,168	414	947	0
Number of performance shares vested(2)	219,215	179,030	1,786	533	0
Number of performance shares not vested(3)	0	0	201,177	142,271	411,498

The shares granted are subject to performance conditions (with the exception of those granted under plans 33B, 34B and 36B) and a presence condition. The vesting of the shares is subject to the achievement of the performance conditions and the presence of the beneficiaries within the Group at the vesting date.

(1) Performance shares cancelled after the beneficiaries ceased to meet the presence condition (through resignation or redundancy) or failed to meet the performance conditions. During FY 2025, 100% of the shares granted under the 2021 plan were confirmed. The shares subject to an external performance condition granted in 2021 to Alexandre Ricard were cancelled, as the external performance condition was not met.

(2) Granted shares that have vested and been transferred to the beneficiaries. For plans still in the vesting period, the number of vested shares indicated corresponds to shares transferred in advance to the heirs of deceased beneficiaries.

(3) For the 2020 and 2021 plans, the internal and external performance conditions were assessed in full. For the 2022 plan, the internal performance conditions were assessed in August 2025 and the external performance condition applicable to the Executive Corporate Officer will be assessed in October 2025. For the 2023 and 2024 plans, the performance conditions will be assessed at the end of FY 2026 and FY 2027 respectively.

PERFORMANCE SHARES GRANTED TO THE TEN EMPLOYEES (OTHER THAN CORPORATE OFFICERS) RECEIVING THE MOST PERFORMANCE SHARES AND SHARES VESTING FOR THOSE EMPLOYEES IN FY 2025

	Number of shares granted/vested	Value of the shares[1] (€)	Plans
Shares granted during the financial year by the issuer and any other Group company to the ten employees of the issuer and any such Group company receiving the highest number of shares	50,428	53.37 (external condition) 103.39 (internal condition)	08/11/2024
Shares vested during the financial year for the ten employees of the issuer and any such Group company for whom the highest number of shares vested	22,098	91.46 (external condition) 147.60 (internal condition)	27/11/2020
	14,492	118.08 (external condition) 193.82 (internal condition)	10/11/2021

(1) Value of shares according to the method used for the consolidated financial statements (IFRS).

Pernod Ricard has not issued any other options exercisable for shares to its Executive Corporate Officers or the top ten employees of the Company and any other Group companies granting options.

Employee profit-sharing plans

Employees of the Group's French companies are covered by statutory and voluntary profit-sharing agreements based on the results of each specific entity. In line with the Group's decentralised structure, the terms and conditions of each of these agreements are negotiated at the level of each entity concerned.

Similarly, outside France, the Group encourages all of its affiliates to implement local agreements enabling employees to share in the profits of the entity to which they belong.

Profit-sharing agreements of this type exist in countries including Ireland and the United Kingdom: in each of these countries, employees may potentially receive Pernod Ricard shares based on their entity's annual results.

Provisions for pension benefits

Details of the total amounts recorded as provisions or otherwise recognised by the issuer for the payment of pensions are set out in Note 4.7 – *Provisions* to the consolidated financial statements.

Equity ratios between the compensation of Alexandre Ricard, Chairman & CEO, and the average and median compensation of the Company's employees

Information concerning the ratios between the compensation of the Chairman & CEO and the average and median compensation of the Company's employees is presented below in accordance with the provisions of Article L. 22-10-9 of the French Commercial Code.

Calculation method

The average and median compensation amounts were calculated on a full-time equivalent basis for the Company's employees other than the Chairman & CEO.

This compensation, taken into account on a gross basis, includes the following components: fixed compensation, annual variable compensation paid, additional payments under the defined contribution supplementary pension scheme, employee savings schemes, benefits in kind and long-term incentive plans valued at their fair value at the grant date, as recognised in the consolidated financial statements in accordance with IFRS 2. This valuation corresponds to a historical value at the grant date as calculated for accounting purposes. It does not represent a current market value, nor the value that could be received by the beneficiary if the shares granted to them vest, especially in view of the fact that it is possible that the performance conditions will not be met.

The scope of employees included only covers employees who were present continuously for two consecutive financial years. For part-time employees, compensation has been calculated on the basis of full-time equivalents.

The ratios and annual changes in compensation were calculated on the basis of the gross compensation components paid during or awarded for the current year (and therefore include the variable compensation and profit-sharing due in respect of the prior year). The legal scope of this information covers Pernod Ricard SA. In addition, in accordance with recommendation 27.2 of the AFEP-MEDEF Code, the ratios are also disclosed for a broader scope, representative of the Group's business in France and including Pernod Ricard SA and all direct and indirect affiliates located in France.

The table below was drawn up taking into account the template issued by the AFEP in its guidelines updated in February 2021.

TABLE OF RATIOS DISCLOSED IN ACCORDANCE WITH SECTIONS I.6° AND 7° OF ARTICLE L. 22-10-9 OF THE FRENCH COMMERCIAL CODE

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Change (%) in the compensation of Alexandre Ricard, Chairman & CEO[1]	-33%	+80%	+6%	-7%	-6%
INFORMATION FOR THE SCOPE OF THE LISTED COMPANY					
Change (%) in average employee compensation	+2.9%	+18.5%	+10.1%	-11%	-12.2%
Change (%) in median employee compensation	+2.1%	+18.5%	+7.8%	+1.7%	-6.3%
Ratio compared to average employee compensation	25.38	38.60	37.02	38.66	41.42
Change (%) compared to the previous financial year	-35.1%	+52.1%	-4.1%	+4.4%	+7.1%
Ratio compared to median employee compensation	44.31	67.38	66.02	60.32	60.54
Change (%) compared to the previous financial year	-34.5%	+52%	-2%	-8.6%	+0.4%
ADDITIONAL INFORMATION FOR THE EXTENDED SCOPE					
Change (%) in average employee compensation	+0.6%	+4.5%	+8.9%	+0.8%	+2.2%
Change (%) in median employee compensation	+4.2%	+6.1%	+6.1%	+8.4%	+1.6%
Ratio compared to average employee compensation	42.24	72.87	70.65	65.12	59.89
Change (%) compared to the previous financial year	-33.7%	+72.5%	-3%	-7.8%	-8%
Ratio compared to median employee compensation	57.58	97.81	97.41	83.48	77.26
Change (%) compared to the previous financial year	-36.0%	+69.9%	-0.4%	-14.3%	-7.5%
COMPANY PERFORMANCE					
Profit from recurring operations	2,423	3,024	3,348	3,116	2,951
Change (%) compared to the previous financial year[2]	+18.3%	+19.0%	+11.3%	+1.5%	-0.8%

NC: Not calculable.

(1) Factors related to the compensation of the Chairman & CEO explaining the changes in the ratios:

- *FY 2021: impact of the Covid-19 crisis on the FY 2020 variable compensation paid during FY 2021;*
- *FY 2022: increase in the fixed compensation and payment of the annual variable compensation for FY 2021 for which the achievement rate was 180% of the fixed compensation;*
- *FY 2023: payment of the annual variable compensation for FY 2022 for which the achievement rate was 180% of the fixed compensation;*
- *FY 2024: payment of the annual variable compensation for FY 2023 for which the achievement rate was 151.25% of the fixed compensation;*
- *FY 2025: increase in the fixed compensation and the grant of long-term incentive plans; decrease in the annual variable compensation for FY 2024 for which the achievement rate was 99.45% of the fixed compensation.*

(2) Organic growth, adjusted for the effects of exchange rates and changes in the scope of consolidation.

Compensation of Executive Committee members

The Compensation Committee is kept regularly informed of changes in the compensation of the Group's key executives. The Committee ensures consistency between the compensation policy applicable to the Executive Corporate Officer and the policy applicable to the Group's key executives in France and abroad. It also makes sure that CSR criteria are included in these executives' variable compensation.

The Chairman & CEO is assisted by the Executive Committee and an Executive Leadership Team (ELT), which bring together the heads of the Group's key corporate functions and key business leaders from its main markets and brands.

The compensation of the members of the Executive Committee (excluding the Chairman & CEO), which is set by General Management, comprises an annual fixed portion, plus a highly incentivising variable portion, for which the criteria are based on both the Group's financial and non-financial performance, as is the case for the Executive Corporate Officer.

The members of the Executive Leadership Team and all of the Group's senior managers have a similar pay structure, based on the same Group financial performance indicators as those applicable to the Executive Committee, and they are all assessed based on CSR criteria. They are also assessed on the performance of their entity/market.

Total fixed compensation awarded to the members of the Executive Committee, including the Executive Corporate Officer, amounted to €5.4 million for FY 2025 (versus €5.5 million for FY 2024). In addition to this, total variable compensation of €3.7 million was paid in FY 2025 in respect of FY 2024 (versus €5.4 million paid in FY 2024).

The total recurring expense in respect of pension obligations for members of the Executive Committee, including the Executive Corporate Officer, was €2.9 million in the financial statements for FY 2025 (versus €2.8 million in FY 2024).

2.7 Non-discrimination policy and diversity in Top Management

The non-discrimination policy is part of our social and equal opportunity policy. As a skills- and performance-based organization, we have well-established equitable, transparent and consistent global HR and Talent management processes applicable to all our affiliates around the world, powered by a centralized HR information system.

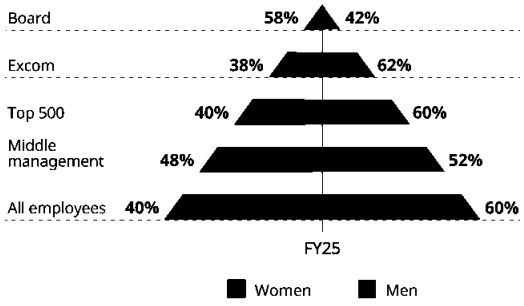
Talent & compensation decisions are based on performance, merit and experience. Pernod Ricard's affiliates follow the same global performance & talent assessment & development process, and we monitor the number of employees who have had a performance and potential review and been given an individual development objective to ensure they receive adequate development. The annual global strategic talent review process and succession planning are a strategic business priority for senior management and across the business. These talent processes focus on assessing, identifying and growing internal talents globally while also preparing the future leaders in the business. These processes aim to ensure the right talent at the right place at the right time while providing the greatest possible consistency across all affiliates worldwide regarding the methodology and tools on performance assessment, personal development, and career advancement of all Group employees.

In 2019, the Pernod Ricard Board of Directors, on the recommendation of the Nominations and Governance Committee, set ambitions as part of its Sustainability & Responsibility roadmap regarding positions at the Group's leadership bodies.

Thus, we have been committed to a talent management roadmap aimed at providing advancement to leadership positions based on performance, merit and experience. As a responsible employer, we respect two applicable French laws:

- Law of 27 January 2011 known as the "Copé-Zimmermann Law" that requires listed companies and companies with more than 250 employees or with net sales exceeding €50 million to comply with this specific legislation.
- Article 14 of Law No. 2021-1774 of 24 December 2021, aimed at accelerating economic and professional equality, establishes an obligation for balanced representation of women and men among senior executives and members of the governing bodies of large companies, accompanied by a transparency obligation in this regard.

As a result, Pernod Ricard compiles statistics to comply with French legal requirements and as reflected below:



Calculation based on Board composition at 30 june 2025.

While any HR decisions are based on performance, merit and experience we constantly challenge our internal processes every time needed to continue providing or improving fair access to opportunities to our talents. Pernod Ricard is currently reviewing its People and Equal Opportunities KPIs, with the intention to evolve future performance metrics in light of shifting strategic priorities and an evolving legal and regulatory landscape. In doing so, starting from next fiscal year, we are going to disclose two new commitments regarding recruitment and development with:

- equal opportunities for career & development;
- fair access to internal job opportunities.

The Board of Directors oversees senior management in all of the aforementioned efforts. The diversity policy and the results obtained are presented annually to the Board of Directors by General Management.



3.

AT A GLANCE

A strategy built on a long-standing commitment

Pernod Ricard's commitment to Sustainability and Responsibility (S&R) is deeply rooted in the Group's history. Its founder, Paul Ricard, was an early philanthropist who created the Paul Ricard Oceanographic Institute in 1966 in response to rising industrial pollution in the Mediterranean Sea. The Group has carried its founder's vision from the outset, taking a proactive stance to address social and environmental challenges, both present and future.

Doing so requires a holistic approach, as environmental, social and governance (ESG) challenges are inherently interconnected. Launched in 2019, the Pernod Ricard 2030 S&R roadmap, "Good Times from a Good Place", operates on this principle, embedding sustainable and responsible thinking at the core of the Group's *modus operandi*.

In times of "polycrisis" – shaped by climate change and extreme weather events, pandemics, economic and financial instability, political and social conflicts around the world – this approach is more vital than ever to ensure Pernod Ricard's business resilience.

Today, Pernod Ricard is committed to investing in a net-zero future and accelerating the transition to regenerative agriculture while innovating to adopt more circular solutions. In tackling these challenges, the Group puts equal opportunities and fairness first, empowering people across its supply chain while pursuing wide-ranging actions to promote responsible alcohol consumption.

Nurturing terroir

We nurture every terroir – its biodiversity and communities – and are responding to the challenges of climate change to ensure quality ingredients now and for generations to come.

GHG Emissions
-10%
decline in FLAG Scopes 1 & 3 absolute emissions[1][2]

8
regenerative agriculture pilots launched in wine regions

39%
of all key raw agricultural materials[3] are sustainability sourced

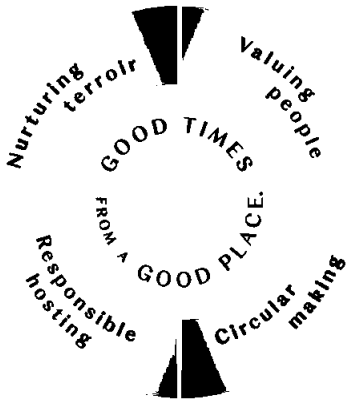
Valuing people

We provide equal opportunities and foster a respectful, fair and safe work environment where everyone can be their true selves and thrive, within our company and beyond.

100%
of employees completed at least one training course in FY25

-55%
reduction in lost time accident frequency rate since FY22

40%
Women among Top Management[4]



927M
Reached by our Drink More Water campaign[8]

100%
of our bottles have a digital label[9]

13
Responsible drinking brand campaigns launched since FY22

GHG Emissions:

-42%[2]
decline in non-FLAG[1] Scopes 1 & 2 absolute emissions

-13%[2]
decline in non-FLAG[1] Scope 3 absolute emissions[5]

99%
Recyclable, reusable or compostable packaging

-15%[6]
Reduction in water consumption (intensity[7])

Responsible hosting

We champion moderation as a conscious and aspirational choice. Together with our partners, we're shaping a convivial world where alcohol is enjoyed responsibly and harm is avoided.

Circular making

We minimise the use of natural resources at every step by imagining, producing and distributing our products and experiences in ways that reduce carbon emissions and waste.

(1) Forest, Land and Agriculture (FLAG) framework. (2) Compared to FY22 SBT baseline. (3) Defined by annual spend (4) Targets linked to LTIP, talent & compensations decisions are based on performance, merit and experience, and data collected as per French legal requirements. Top Management includes Bands C and above. (5) SBT reporting scope. (6) Compared to FY18 baseline. (7) Per unit of distilled alcohol. (8) Cumulative figure since 2010. (9) Informing consumers on product contents, potential health risks, and how to enjoy them responsibly. Excluding India and China due to local regulatory restrictions.

PERNOD RICARD'S MANIFESTO

Créateurs de convivialité: true to Pernod Ricard's founding spirit, the Group has been bringing people together since its beginning, inviting them to share privileged moments and forge new friendships every day through our world-class portfolio of premium wines and spirits.

We are passionate hosts, a family of exceptional people who are promoting moderation and creating a better way of living and working together, bringing good times today and for generations to come.

We are respectful guests who care for and strive to protect and nurture the terroirs and environments in which we live. We partner with local farmers and respect local communities to benefit our planet, our consumers and business.

We bring good times from a good place to create a more convivial world, a world without excess.

A year of S&R at Pernod Ricard

Nurturing Terroir

Pernod Ricard's brands originate from nature and come from 350 terroirs around the world. They are highly dependent on well-balanced ecosystems and natural ingredients. The Group is therefore committed to **nurturing every terroir – its biodiversity and communities – and responding to the challenges of climate change to ensure quality ingredients now and for generations to come.** In FY25, the Group took significant steps to turn its commitments into action. We conducted a biodiversity and ecosystem resilience analysis at key sourcing and production sites using the Science Based Targets for Nature framework, contributing to the development of tailored transition and mitigation plans that integrate climate, biodiversity and community priorities. Priority terroirs and biodiversity hotspots were identified to focus resources where the Group can have the most impact.

Valuing People

Pernod Ricard is committed to **providing equal opportunities and fostering a respectful, fair and safe work environment where everyone can be their true selves and thrive, within our company and beyond**. In FY25, the Group established a five-year Global Disability Framework to ensure employees feel supported, regardless of health conditions or disabilities, and launched a campaign, It's all about Conviviability, to help increase awareness across the organisation. Its Be the One campaign continued to promote shared responsibility health and safety, and the Care by Learning programme supported the development of a consistent safety culture throughout the organisation. This year, the Group also conducted its first upstream, corporate-level Human Rights Impact Assessment to identify potential impacts on workers and communities across selected procurement categories and to strengthen its human rights due diligence process.

Circular Making

We minimise the use of natural resources at every step by imagining, producing and distributing our products and experiences in ways that reduce carbon emissions and waste. As climate change and resource scarcity intensify, the Group continues to invest in reducing its environmental footprint while building long-term operational resilience. In FY25, the Group continued to pursue its SBTi carbon reduction targets across its operations and value chain, reaching its 2025 target to source renewable electricity for all its sites. With its suppliers, it improved Scope 3 carbon data collection, strengthening the foundation for carbon reduction across the value chain. Circularity efforts advanced through eco-design initiatives in packaging, as well as local reuse pilots and the development of recycling infrastructure. Water remained a strategic focus, with enhanced risk mapping and new systems deployed to monitor and prevent water-related incidents at production sites.

Responsible Hosting

Pernod Ricard is committed to **championing moderation as a conscious and aspirational choice. Together with its partners, the Group is shaping a convivial world where alcohol is enjoyed responsibly and harm is avoided.** In FY25, responsible drinking practices were further embedded across consumer engagement, marketing and experiences. Digital labelling now covers approximately 1.3 billion bottles in 176 markets, providing consumers with accessible information to help them make informed choices. All public-facing Brand Homes were certified as Responsible Hosts, with local teams implementing tailored action plans to ensure safe and mindful experiences, reaching over one million guests with responsible drinking messages. Promoting responsible drinking also remained central to marketing – with moderation campaigns reaching 127 million people – and to employee training, reinforcing a shared culture of care. Since its launch, the Drink More Water campaign has reached over 870 million people online and a further 56.7 million on the ground.

A S&R strategy embedded in the Group's business

The Pernod Ricard S&R roadmap covers all Group activities, from grain to glass. The Group's S&R ambition is at the heart of its mission to craft premium spirits and inspire authentic moments of sharing, and to create long-term value for all our stakeholders, from grain to glass. For Pernod Ricard, S&R is a key business driver and is proving an important lever to accelerate our transformation by driving innovation, giving purpose to our brands, attracting talent, and bringing to life a vision of a more convivial world.

We closely monitor our commitments, objectives and performance indicators. We continually review, challenge and adapt our strategy and related roadmap based on progress and external conditions. This ensures long-term consistency between our growing ambition and our impact, while enabling new, more effective monitoring tailored to the expectations of the various stakeholders.

While Pernod Ricard continued to make strong progress on its roadmap in FY25, it also focused this year's efforts on preparing the next chapter. By measuring progress, engaging stakeholders and integrating evolving regulatory and consumer expectations, we have been refreshing our S&R strategy and will unveil updates in FY26.

ABOUT THIS SECTION

In line with Pernod Ricard's commitments to transparency and accountability, it features a comprehensive dashboard of ESG indicators, most notably those pertaining to the Group's S&R roadmap commitments. These indicators are put into context with further detail provided in the subsequent subsections, which follow an Environmental, Social and Governance structure. The care taken in presenting this information reflects the Group's ongoing efforts to implement best practices wherever possible, including in disclosure.

Building sustainable & responsible relationships with our stakeholders across the value chain

Pernod Ricard's 2030 S&R roadmap addresses the material risks facing its business along with consumer concerns and is aligned with the United Nations (UN) Sustainable Development Goals (SDGs).

The Group's roadmap sets ambitious commitments aligned with the SDGs based on a 2030 timeline with key milestones in 2025. While the strategy primarily advances eight SDGs, it addresses 14 SDGs across the Group's entire value chain.

The S&R roadmap is the result of a long process of interviews and consultations with over 300 internal and external stakeholders and experts globally. Over 20 workshops were held with representatives of Brand Companies, Market Companies, different regions, HQ and the Top Management team.

JOINING FORCES WITH OTHER LEADERS

In FY25, Pernod Ricard joined the World Business Council for Sustainable Development (WBCSD), a coalition of global businesses working together to limit the climate crisis, restore nature and tackle inequality. WBCSD's vision is to build a world where nine billion people live well, within planetary boundaries, by 2050. As part of this membership, Pernod Ricard has also joined One Planet Business for Biodiversity (OP2B) – an international, cross-sectoral and action-oriented business coalition focused on biodiversity, with a specific emphasis on advancing regenerative agriculture.

Strategy refresh

FY25 was a year of continued progress in Pernod Ricard's S&R roadmap, laying the ground for its next chapter. Since 2019, the Group has built a solid foundation by accelerating key enablers such as aligning with peers, fostering a sense of pride, and strengthening its reputation. Work is now underway to shape a refreshed strategy that will deepen impact, accelerate delivery and sharpen the focus on long-term business resilience. Fully embedded in the Group's global strategy, S&R plays a central role in supporting resilience through risk management, operational efficiency and value creation. This evolution will enable us to respond effectively to an ever-changing landscape shaped by accelerating climate change, regulatory reform, global instability and increasing stakeholder expectations. The refreshed strategy will be announced in autumn 2025.

The process of refreshing the strategy is driven by the belief that engaging with all stakeholders across the value chain is key to achieving a significant and lasting impact. Building on the initial engagement of over 300 stakeholders during the initial phase, we gathered new insights by consulting 30 individuals representing consumers, customers, suppliers, affiliates, experts and employee representatives. We also conducted an internal survey to understand how employees perceive Pernod Ricard's ambitions and progress, and how they can contribute to achieving impact.

In shaping this next phase, we are drawing on a broad set of strategic considerations. These include compliance with evolving regulatory requirements – such as the CSRD and Duty of Vigilance – as well as a review of current performance to identify targets already achieved and commitments potentially at risk. Feedback from ESG rating agencies helps highlight areas for improvement, and we have factored in the latest external frameworks, including those from SBTn and TNFD. We are also exploring opportunities for collaboration aligned with emerging industry ambition on ESG issues.

Making the roadmap more actionable at local level is also a priority. During FY25, a co-construction process has helped affiliates define focused priorities adapted to their specific context. In parallel, we are developing new tools to better support implementation, monitor progress and accelerate impact at both global and local levels.

S&R Dashboard

The dashboard below lists Pernod Ricard's various S&R commitments and provides KPIs relating to each target. For more information on a given commitment, associated policies and KPIs, refer to the relevant subsection of the sustainability statement.

ESG KPIS DASHBOARD

Commitment	Target year	Performance target	Performance in FY24	Performance in FY25	Progress status
NURTURING TERROIR					
Cover all key agricultural raw materials[1] by risk mapping	Every 3 years	100%	100%	100%	
Source sustainably key raw materials[1]	2030	100%	39%	39%	
Implement in all direct affiliates a regenerative agriculture or biodiversity programme linked to priority terroirs[2]	2030	100%	100%	100%	
Test local models for regenerative farming systems in the Group's vineyards in 8 wine regions[3]	2025	8	8	100%	
Empower, train or support farmers	2030	5,000[2]	11,000+	11,000+	
VALUING PEOPLE					
Ensure gender pay equity across the business	Ongoing	~1%[4]	1.6%	1.6%	
Achieve a gender balanced[5] Top Management[6]	2030	40-60%	38%	40%	
Offer all employees at least one training session during the FY	Ongoing	100%	99%	100%	
Become "best in class" in the Wines & Spirits industry for Health & Safety: moving towards zero accidents[7]	Ongoing	Towards 0 accidents	44	33	
Support all medium- and high-risk suppliers through a mitigation plan[8]	2025	Mitigation plans	In progress	In progress	
Align with the United Nations Guiding Principles (UNGPs) on Human Rights[9]	2025	Alignment	In progress	In progress	
CIRCULAR MAKING (E)					
Reduce Scopes 1 and 2 non-FLAG GHG emissions by 54% (in absolute value) vs FY22	2030	-54%	-30%	-42%	
Use only renewable electricity on production sites and in administrative offices	2025	100%	91%	100%	
Reduce Scope 1 and 3 FLAG GHG emissions by 30.3% (in absolute value) vs FY22	2030	-30.3%	-9%	-10%	
Reduce Scope 1 and 3 non-FLAG (purchased goods and services, upstream transportation and distribution) GHG emissions by 25% (in absolute value) vs FY22	2030	-25%	-6%	-13%	
Reduce Scopes 1 and 2 GHG non-FLAG GHG emissions by 90% (in absolute value) vs FY22	2050	-90%	-30%	-42%	
Reduce Scopes 1 and 3 non-FLAG GHG emissions by 90% (in absolute value) vs FY22	2050	-90%	-6%	-13%	
Reduce Scopes 1 and 3 FLAG GHG emissions by 72% (absolute value) vs FY22	2050	-72%	-9%	-10%	
Reduce overall water consumption intensity (per unit of distilled alcohol) by 20% vs FY18	2030	-20%	-11.8%	-15%	
Replenish water in watersheds for production sites and dedicated co-packers located in high-risk areas	2030	100%	73.6%	68%	
Apply eco-design principles to all New Product Development	Ongoing	Compliance	In progress	Compliance	
Ensure all packaging is recyclable, reusable, or compostable[10]	2025	100%	99%	99%	
Reach 50% of post-consumer recycled content for glass[11]	2025	50%	37%	40%	
Reach 25% of post-consumer recycled content in PET bottles[12]	2025	25%	20%	21%	
Certify 100% of cardboard and paper used according to standards ensuring sustainable forest management[13]	2025	100%	74%	98%	

Commitment	Target year	Performance target	Performance in FY24	Performance in FY25	Progress status
Reduce by 5% the weight of virgin plastic used vs FY21	2025	-5%	-29%	-32%	
Pilot R&D projects on circular distribution of Wine & Spirits	2030	5	2	3	
Support recycling in key markets with low recycling rates[14]	2030	9	4	5	
Ban single-use plastic in point of sale materials	Ongoing	100%	100%	100%	
Ensure all point of sale material spend is recyclable, reusable or compostable[15]	2025	100%	99%	99%	
RESPONSIBLE HOSTING (S)					
Maintain all Group employees trained on alcohol & responsible drinking (through MOOC)	Ongoing	100%	96%	98%	
Train sales staff and brand ambassadors on responsible sale of alcohol[16]	2025	100%	27%	69%	
Train bartenders on all aspects of S&R through the Group's Bar World of Tomorrow programme	2030	10,000	18,057	21,306	
Feature a digital label alongside the three responsible drinking logos on all Pernod Ricard products informing consumers about product contents, potential health risks, and how to enjoy them responsibly	2024	100%	95%[17]	100%	
Have no complaint upheld against Group marketing campaigns	Ongoing	0	0	1	
Comply with the IARD Digital Guiding Principles (DGPs)	Ongoing	95%	98.6%	98.6%	
Reach full completion rate on the e-learning[18] for the Code for Commercial Communications	Ongoing	100%	90.6%	95%	
Implement age-gating on direct to consumer Pernod Ricard websites	Ongoing	100%	98%	98%	
Roll out at least 12 marketing campaigns[3] (by strategic brands) to promote responsible drinking behaviour among consumers	2027	12	10	13	
Contribute to at least one global or local responsible drinking initiative to fight alcohol misuse in all Group markets	2025	100%	94%	97%	
Certify our Group Brand Homes as Responsible Host	2025	100%	53%	100%	
Raise awareness of responsible drinking for visitors through Responsible Host certified brand homes	2030	10M	280,374	1,052,915	

In progress *On plan* *Achieved*

(1) Defined by annual spend.

(2) For comparability purpose, this KPI was calculated using the same scope and Group structure as for the FY23 reporting.

(3) Cumulative figures.

(4) External service providers consider a < 1% pay gap to be equivalent to 0 and in line with best practices.

(5) A team is considered balanced when it achieves a 40% to 60% share of men/women.

(6) Internal definition: Band C and above. Targets linked to LTIP, talent & compensations decisions are based on performance, merit and experience, and data collected as per French legal requirements.

(7) Employees and interim staff.

(8) The internal risk mapping tool is used for all suppliers providing dry goods (packaging), wet goods (agricultural raw material), point of sale material and the terroirs risk mapping tool for key agricultural raw materials and priority terroirs. We are working to redefine this target in light of our new sustainable procurement process and recent regulations (CSDDD) so as to better reflect our ambition.

(9) We are working to redefine this target in light of our new sustainable procurement process and recent regulations (CSDDD) so as to better reflect our ambition.

(10) We consider this target is achieved in time, but as there is always room for progress, we maintain an 'on plan' status in a spirit of continuous improvement.

(11) This target is not yet achieved mainly due to the lack of available cullet in the different markets where we operate. We are working to improve this by actioning different levers, including collaboration with suppliers and local authorities, as well as investing in recycling infrastructures and colour switch.

(12) This target is not yet achieved due to the time involved in switching materials and to restrictive regulations in some geographies on the limited use of recycled PET.

(13) We have made very strong progress on this target and have identified opportunities to close the remaining gaps.

(14) USA, Canada, China, France, Brazil, Spain, South Africa, UK and Mexico.

(15) We consider this target is achieved in time, but as there is always room for progress, we maintain an 'on plan' status in a spirit of continuous improvement.

(16) We did not meet this target by the end of the financial year due to organizational changes, which led to the postponement of several training sessions to the first half of FY26. However, we are committed to achieving this objective by the end of FY26.

(17) Performance excluding India and China (due to local regulatory restrictions), where we are progressively rolling out this solution as regulatory approvals are granted.

(18) Employees with a permanent contract, at least three months' seniority and belonging to a relevant job family.

SUSTAINABILITY STATEMENT

3.1 ESRS 2 - General disclosures

3.1.1 Basis for preparation

3.1.1.1 General Basis for Preparation of the Sustainability Statement

This Sustainability Statement has been prepared in line with the expectations of the European Corporate Sustainability Reporting Directive (CSRD). It has been drawn up in accordance with applicable requirements set out in the European Sustainability Reporting Standards (ESRS) and Article 8 of Regulation (EU) 2020/852 related to Taxonomy information. Where applicable, this Sustainability Statement sets out the recommendations followed under the TCFD (Taskforce on Climate-Related Financial Disclosures) framework.

The Sustainability Statement is part of the Group's management report, in line with Article L.233-28-4 of the French Commercial Code. It reflects Pernod Ricard's understanding of the ESRS at the date of publication and has been prepared in the context of the first year of CSRD application. The report is based on the best available information and methodologies at the time of preparation.

To improve readability and avoid duplication, some disclosures are incorporated by reference to other sections of this report, where relevant information is already presented in detail.

The implementation of the CSRD across a global organization like Pernod Ricard, with a varied portfolio of brands and operations in numerous countries, has significantly strengthened ESG reporting, the development of new reporting and consolidation tools and a reinforced process governance, including ESG data production and consolidation. It has also allowed us to embed the results of the double materiality assessment into both strategic and operational decision-making.

3.1.1.2 Reporting Scope and Specific Exclusions

The Sustainability Statement is based on the scope of consolidation of the Group's financial statements as of 30 June 2025, covering all the Group's activities, to the best of the Group's ability. Where the Group makes exclusions, the information is specified at the level of the indicator concerned in the methodological note.

More specifically, Pernod Ricard ceased operations of Pernod Ricard Winemakers in Spain, New Zealand and Australia on 30 April 2025 following a divestment announced in June 2024. These affiliates are included in the reporting scope and considered for a period of nine months, unless specified otherwise. Other legal entities discontinued during the financial year that are not considered material for the Group are either excluded or partially consolidated within the Group reporting scope.

The Sustainability Statement covers Pernod Ricard's upstream and downstream value chain. The Group's upstream value chain primarily relies on agriculture resources and the sourcing of raw materials, especially for packaging. Its downstream value chain relies on management of logistics and a diversified distribution model adapted to the needs of different markets.

Please refer to Section 3.6 Methodological Note for more information on scope exclusions and reporting boundaries by disclosure requirement, and for published indicators.

3.1.1.3 Changes compared with the previous reporting

The presentation and content of this report significantly differ from previous years because it has been prepared in accordance with the requirements of the European CSRD and the ESRS (European Sustainability Reporting Standards). We also performed a double materiality assessment to estimate Pernod Ricard's environmental, social and governance impacts on the one hand, and the financial risks and opportunities associated with each sustainability theme on the other. This assessment has allowed the Group to identify its material ESG topics and therefore define the scope of this report.

The Group is applying the ESRS standards for the first time and approached this reporting exercise with a focus on continuous improvement and comparability with historical performance. Historical values are provided for certain entity-specific indicators already published in FY23-24. Where methodological changes have required a revision of the historical values for FY23-24, this is clearly indicated in the presentation of the indicator concerned. Please refer to Section 3.6 Methodological Note for more information.

3.1.1.4 Limitations in Data Availability

As this is the Group's first Sustainability Statement, certain qualitative and quantitative data points required for disclosure in the first year of CSRD application are not yet available:

- Financial resources allocated to action plan - CapEx and OpEx (E1-1_05/06);
- Pollutants above EU thresholds (E2-4_28.a.);
- Water recycled and reused, (E3-4_28.c.);
- Sites located near biodiversity sensitive areas (E4.IRO-1_19.a.);
- Percentage of people in own workforce who are covered by health and safety management system (S1-14_01);
- Severe human rights issues and incidents connected to own workforce, as well as fines, penalties and compensation (S1-17_104);
- Percentage of payments aligned with standard payment terms (G1-6_03).

Some may also be disclosed on a limited scope, such as:

- Annual total remuneration ratio (S1-16).

Pernod Ricard is committed to progressively addressing these topics to ensure it increases significantly the coverage of the KPIs as of FY26, in order to produce and disclose representative information within the next two years, where applicable and relevant to the Group's material sustainability topics. The Group is constantly improving its reporting processes to close disclosure gaps related to current tool configurations, the need to formalise Group definitions to ensure comparability and consolidation of information and new legal requirements.

For this reporting year, the Group has chosen not to disclose financial quantitative data associated with sustainability action plans (i.e., minimum disclosure requirements). This decision is due to the ongoing development of internal systems and processes to track sustainability-related spend, as well as the need for further clarity on current ESRS guidance, in order to promote transparency and comparability among companies, especially within our industry.

3.1.1.5 Use of Transitional Provisions

As part of the first-time application of the ESRS, Pernod Ricard has made use of the transitional provisions provided under ESRS 1. These include:

- The non-disclosure of most indicators and information subject to phased-in application;
- The use of estimates for certain indicators, particularly those related to the value chain, where primary data is not yet available or systems are still being developed.

The table below summarizes the phased-in disclosure requirements not included in this statement:

ESRS	Disclosure Requirement
ESRS E1	E1-9. Anticipated financial effects from material physical and transition risks and potential opportunities related to climate change
ESRS E2	E2-6. Anticipated financial effects from risks and opportunities related to pollution
ESRS E3	E3-5. Anticipated financial effects from risks and opportunities related to water and marine resources
ESRS E4	E4-6. Anticipated financial effects from risks and opportunities related to biodiversity and ecosystems
ESRS E5	E5-6. Anticipated financial effects from risks and opportunities related to resource use and circular economy
ESRS S1	S1-7. Characteristics of non-employee workers in the undertaking's own workforce
ESRS S1	S1-11. Social protection
ESRS S1	S1-14. Health and safety (days lost, ill health and non-employee related KPIs)
ESRS S1	S1-15. Work-life balance

3.1.1.6 Methodological Limitations and Uncertainties

The Group is committed to continuously improving the accuracy and transparency of its sustainability data.

This report is based on the best available information as of the reporting date. Some data points remain subject to limitations, notably due to unavailable consolidated data for recent acquisitions or disposals as indicated in Section 3.1.1.2, the absence of standardized sector methodologies, and varying levels of system maturity across the Group. Where primary data is lacking – particularly in the upstream and downstream value chain – Pernod Ricard uses estimates derived from the most reliable proxies and recognized methodologies, including the GHG Protocol.

Indicators with a high level of uncertainty	Assumptions, approximations and judgements	Source of uncertainty
Greenhouse gas emissions - Scope 3, categories 1 & 2	Monetary emission factors, which have a high level of uncertainty, are used to calculate GHG emissions associated with purchased services and CapEx.	Uncertainty linked to monetary emission factors
Greenhouse gas emissions - Scope 3, category 1	For certain categories of products, generic emission factors –less accurate than category-specific emission factors – are used to calculate GHG emissions.	Uncertainty linked to generic emission factors
Greenhouse gas emissions - Scope 3, category 4	There is very little uncertainty regarding activity data. However, we do not have access to EcoTransit transport parameters, models and thus emission factors when the transportation data (e.g. truck type) is unavailable.	Uncertainty linked to EcoTransit model when no transport parameter is accessible

3.1.1.7 Time Horizons

In accordance with ESRS 1, Pernod Ricard applies the following time horizons:

- Short-term: within the current financial year;
- Medium-term: between one and five years;
- Long-term: beyond five years.

3.1.2 Pernod Ricard Governance

3.1.2.1 Presentation and role of governance bodies

Pernod Ricard is a French limited company (*Société Anonyme*). It has a two-tier governance system consisting of the Board of Directors and the Executive Committee.

3.1.2.1.1 Board of Directors

Composition of the Board and its committees

Pernod Ricard's Board of Directors comprises 14 Directors (the Chairman & CEO and 13 non-executive members, including 2 Directors representing the employees and 7 Independent Directors). The Board of Directors is supported by 5 committees assisting the Board in the presentation of its work: the Audit Committee, the Nominations & Governance Committee, the CSR Committee, the Compensation Committee and the Strategic Committee.

BOARD COMPOSITION METRICS AT A GLANCE (FY2024/25)

	Number of individuals*	Percentage (%)
Executive members	1	7.0
Non-executive members	13	93.0
Women	8	57.1
Men	6	42.8
Independent Directors	7	50.0
Non-independent Directors	7	50.0
French nationals	8	57.1
Non-French nationals	6	42.8
Employee representatives	2	14.2

** Employee representatives are included in the calculation of indicators.*

Gender diversity
Our Board of Directors comprises 7 women (58.3%)[1].

Age of Directors
The composition of the Board is balanced in terms of profiles, experience and age. In accordance with the Company's bylaws, no more than one-third of Directors may be older than 70 – this condition was met on 30 June 2025. At that date, the average age was 57.40. The youngest Director is 44 and the oldest is 73.

Percentage of independent Board members
On 16 July 2025, after reviewing the AFEP-MEDEF Code's independence criteria and following the recommendation of the Nominations & Governance Committee, the Board confirmed that 7 of its 12 Directors (excluding the Directors representing employees) are considered independent. This means that more than half of the Board of Directors (58.3%) is independent, as required by the Code with which the Company complies.

For a complete overview of the Board of Directors and Pernod Ricard's corporate governance, please refer to Chapter 2 of this 2024/25 Universal Registration Document.

BOARD GOVERNANCE INFORMATION

	FY24	FY25
Percentage of women Board members	53.8%	58.3%
Percentage of independent Board members	61.5%	58.3%

Experience relevant to the sectors, products and geographic locations of the undertaking
The Board of Directors selects its members very carefully. In addition to their ability to consider the interests of all stakeholders, each director is selected for their expertise, experience and understanding of the Group's strategic challenges and its global footprint. Information about Board members' experience can be found in Section 2.1.2 - Composition of the Board of Directors.

Nationality of Directors
The Board of Directors' composition tends to represent the Group's global footprint: on 30 June 2025, six Directors (42.9%) were non-French nationals (including the Directors representing employees).

Expertise of Directors
With support from its Nominations & Governance Committee, the Board of Directors regularly assesses its composition and identifies expertise that could enhance its current setup. The chart below highlights the most relevant expertise within the Board of Directors as of 30 June 2025.



This year, new profiles with additional expertise, including expertise in the spirits and consumer goods industry as well as financial, international and geopolitical experience, are being submitted for shareholder approval. For more information, please refer to Chapter 2 of this 2024/25 Universal Registration Document (URD).

[1] *Directors representing employees are not included when calculating the percentage of women on the Board, in accordance with Article L. 225-27-1 of the French Commercial Code.*

Ensuring Board members have the appropriate sustainability skills and expertise, or can acquire them

The Board of Directors maintains a high level of sustainability competence, requiring that Board members continuously expand their knowledge and are equipped to oversee the Group's environmental and social performance effectively. In addition, all the Board members met in summer 2023 for a full-day session to discuss forward-looking sustainability topics. Directors receive regular updates on industry trends and Group developments, as well as tailored training on the specific features of the company's business and sector. This commitment to continuous learning enables them to stay ahead of emerging sustainability challenges and opportunities.

To reinforce this sustainability expertise, the Board established a CSR Committee in 2020 to support its oversight on all Sustainability and Responsibility (S&R)-related topics, including reviewing the Group's S&R strategy, assessing risks and opportunities regarding S&R performance, and monitoring reporting systems and the information disclosed in the URD. Regarding the Sustainability Statement, the Board introduced an annual joint session of the Audit and CSR Committees dedicated to its review.

In short, the Board of Directors ensures its members possess robust sustainability expertise tailored to the Group's impacts, risks and opportunities – and regularly assesses and strengthens this capacity over time. Pernod Ricard regulations recognize Directors as having the requisite sustainability and Human Resources skills if they have:

- Held a senior executive position, as by its very nature, this exposes them to the sustainability issues at the heart of a company's strategy, including environmental and social issues, human rights and anti-corruption efforts.
- Sat on the CSR Committee of a listed company's Board of Directors.
- Held or hold one or several electoral or trade union mandates, thus acquiring experience of social issues.
- Held or hold a position related to sustainability activities in the wider economy.

3.1.2.1.2 Executive Committee

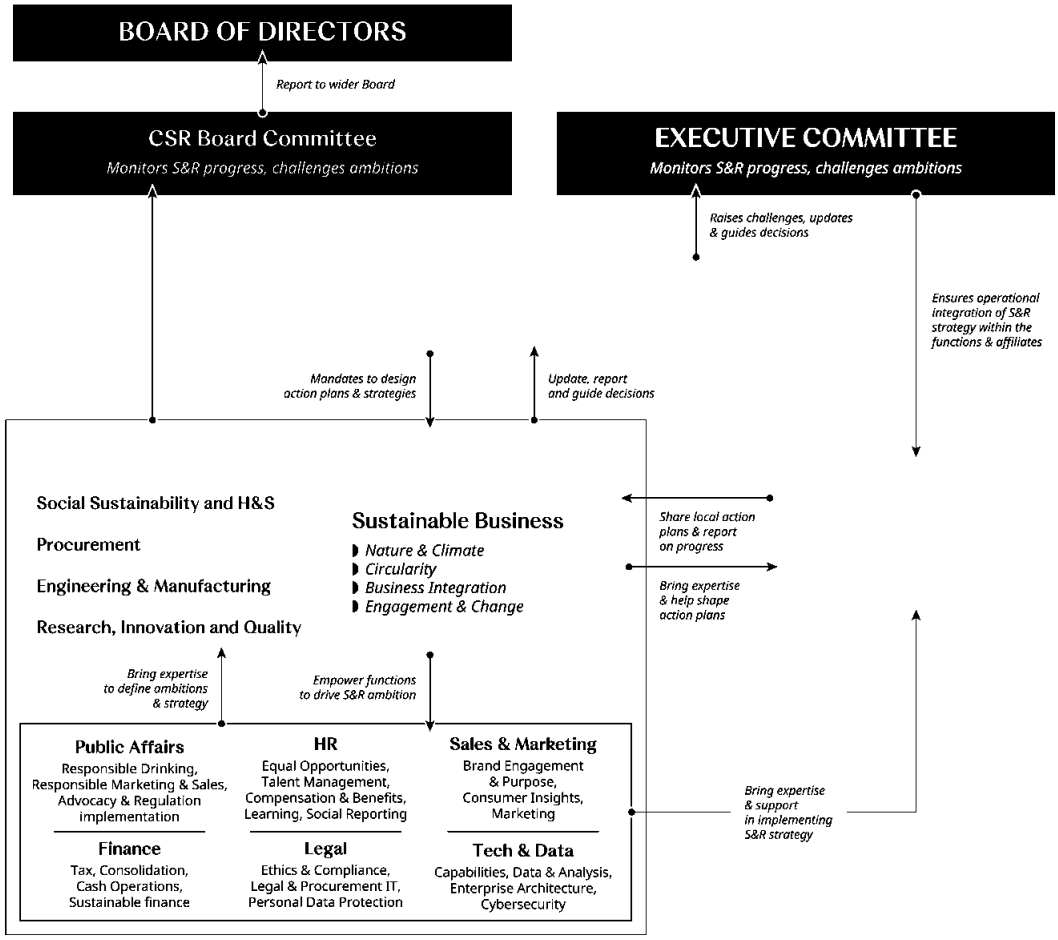
The Executive Committee is the permanent body responsible for coordinating and managing the Group. It helps the Chairman & CEO carry out his duties and responsibilities. Most notably, the Executive Committee sets strategic objectives in line with the priorities decided by the Board of Directors, coordinates their implementation and steers overall performance. It comprises eight members who are the global heads of corporate functions, operational divisions and geographic regions. Of the eight members, three are women and three are non-French nationals. So that it can make informed decisions, the Executive Committee also regularly improves its CSR expertise through presentations from internal experts. In FY2025, members received an update of our S&R strategy, with a strong focus on climate and nature-related issues.

Please refer to Chapter 2 – Section 2.1.2.4 An independent Board of Directors with varied and complementary skills, ensuring effective decision-making to meet the Group's challenges – of this Universal Registration Document for detailed information on Group governance.

3.1.2.2 Integrated Sustainability Governance

3.1.2.2.1 Sustainability information provided to and addressed by supervisory bodies

GROUP S&R GOVERNANCE – AN INTEGRATED GOVERNANCE STRUCTURE



How our governance bodies are informed of and address sustainability matters

The Executive Committee and the Board of Directors are informed of all the Group's material impacts, risks and opportunities, including those related to S&R. Internal experts from Integrated Operations (including Sustainability, Procurement, Health & Safety, Manufacturing & Engineering, etc.), as well as those from the HR and Public Affairs functions, provide updates on the S&R strategy and progress towards targets, at least three times a year.

How the Board and its committees consider Impacts, Risks and Opportunities (IROs) when overseeing the Company's strategy, major transactions and the risk management process

We have established a robust governance structure to ensure the S&R roadmap – and thus management of impacts, risks and opportunities – is fully implemented Group-wide. We have set specific responsibilities and clear reporting lines at each level, from the affiliates right up to the Board of Directors' CSR Committee.

Responsibility for overseeing Pernod Ricard's material impacts, risks and opportunities is organised as follows:

- Within the Board of Directors, the CSR Committee oversees progress on the S&R strategy and roadmap implementation. In addition, the members of the Audit Committee and CSR Committee meet once a year as a joint committee to review sustainability reporting and ensure Group compliance. Both committees, reporting to the Board of Directors, oversee the management of ESG impacts, risks and opportunities.
- Since 2024, information on sustainability reporting and CSRD implementation are regularly provided to the EVP Finance & IT and the EVP Integrated Operations and S&R. This ensures strong governance and prioritization across the Group. The impacts, risks and opportunities are also presented to the Chairman and CEO and all the Executive Committee members to ensure they understand the issues and can make informed decisions. Three times a year, the full Executive Committee receives a progress report on the S&R strategy and key programmes.

How management contributes to the governance process and procedures used to monitor and oversee impacts, risks and opportunities

As of January 2024, Maria Pia De Caro – previously EVP Integrated Operations – is also head of Sustainability. Her new title is EVP, Integrated Operations and S&R. This change embeds sustainability squarely within Operations and the company's governance framework.

IROs are monitored and managed through a specific process:

- Executive oversight: Under this governance model, sustainability questions and IROs are handled at the highest decision-making level.
- Operational management: As part of the Integrated Operations team, Pernod-Ricard's Chief Sustainability Officer oversees a Global Sustainable Business team that brings together specialists in climate action, regenerative agriculture, water stewardship, circularity, reporting and engagement.
- Cross-functional collaboration: The Global Sustainable Business team collaborates continuously with experts in other key functions so it can design, implement and report on the S&R roadmap across the business and within our affiliates. In addition, the Sustainable Business CODI, composed of different functions (Sustainable Business, Social Sustainability and H&S, Finance, Procurement, Public Affairs, Manufacturing and Engineering, as well as Human Resources), meets every month to oversee the implementation of the S&R strategy and coordinate cross-functional projects. To prepare for the Corporate Sustainability Reporting Directive (CSRD), the Sustainable Business & Finance and Tech & Data teams joined forces, combining their expertise to align financial and non-financial reporting standards and ensure smooth integration in company reporting tools and data management.

How governance bodies oversee target setting and monitor progress related to material impacts, risks and opportunities

IRO management targets are defined and monitored in various ways:

Within the Board of Directors:

- The CSR Committee receives regular updates on the S&R strategy pillars and progress towards targets, if any. It shares relevant information with the Board of Directors.
- The joint Audit and CSR Committees meet annually to review the Sustainability Statement, in line with CSR requirements, and share their conclusions with the Board.

Within the Executive Committee:

- The EVP Integrated Operations and S&R provides regular progress reports on S&R strategy, and together with the EVP Finance & IT shares progress on CSRD reporting. They may suggest that new indicators and targets be set to improve IRO management. If the Chairman & CEO approves these suggestions, they are presented to the Board of Directors and relevant Board committee(s).

As part of its IRO management, Pernod Ricard implements specific controls and procedures to manage impacts related to duty of vigilance and anti-corruption efforts. These controls and procedures are integrated into the operating systems of the functional and operational departments concerned (e.g., Procurement). As part of its risk management, the Group also considers sustainability risks and opportunities. For more information about the Group's main risks, please refer to Chapter 4 – Risk Management of this Universal Registration Document.

List of material impacts, risks and opportunities addressed by the Board and its committees

Of the 132 IROs identified, 77 have been considered material and 55 non-material. Of the 77 material IROs, the following were addressed by the Board and its committees in FY25:

BOARD GOVERNANCE INFORMATION

Board governance information

Material IRO addressed	Action taken	Governance body	Date
All IROs - Double Materiality Assessment	Presentation on the CSRD material topics and IROs identified	Executive Committee	April 2024
All IROs	Presentation and onboarding on the CSRD regulation	Board of Directors	June 2024
All IROs - Double Materiality Assessment	Joint meeting on the implementation of the CSRD directive and appointment of sustainability auditors	Audit and CSR Committees	July 2024
Environmental IROs	Presentation of the S&R strategy performance FY24	CSR Committee	October 2025
Social IROs	Presentation of the S&R strategy performance FY24	CSR Committee	October 2025
All IROs	CSRD implementation update	CSR Committee	February 2025
All IROs	CSRD implementation update	Audit Committee	February 2025
Environmental IROs	Presentation of the evolution of the S&R strategy	Executive Committee	March and June 2025
Social IROs	Presentation of the evolution of the S&R strategy	Executive Committee	March and June 2025
All IROs	CSRD implementation update	Audit Committee	June 2025
All IROs	CSRD implementation update	CSR Committee	July 2025

3.1.2.2.2 Sustainability-related incentive schemes

Sustainability targets are used to determine the annual variable remuneration of executive corporate officers and the attribution of long-term incentives, as S&R is a key priority for the Group. Non-executive Board member remuneration does not have a sustainability component.

Executive remuneration related to climate change performance

The qualitative criteria of the Chairman & CEO's annual variable compensation include effective implementation of the Good Times from a Good Place strategy and S&R projects.

In terms of Long-Term Incentives, the internal performance conditions that must be met for performance shares to vest include a non-financial criterion in addition to the internal financial performance criterion. One of the four components of this criterion is implementation of the roadmap for achieving SBT-aligned Scopes 1 and 2 GHG emissions reduction targets at our own sites by 2030. This criterion applies to performance shares granted to the Chairman & CEO and to all the top executives.

Proportion of variable remuneration dependent on sustainability-related targets and/or impacts

Annual variable remuneration

For FY25, 18% of the Chairman & CEO's target annual variable compensation and 20% of the Executive Committee members' is allocated to sustainability-related targets.

For the Chairman & CEO, these targets are split between four areas: Equal Opportunities, Health & Safety, Nature & Climate and Carbon Impact.

The annual variable compensation of all top executives also includes sustainability-related criteria, aligned with the Chairman & CEO's targets and adapted to their respective entity or market scope.

Long-term variable remuneration

The Chairman & CEO's compensation package includes an annual grant of performance shares designed to incentivize the Chairman & CEO to achieve the Group's long-term goals and align the Company's best interests more closely with those of its shareholders. Since FY22, 20% of the grant (IFRS value) is contingent upon meeting sustainability-related targets in four areas: Carbon, Water, Responsible Drinking and People. These criteria also apply to performance shares awarded to all top executives.

Level at which the incentive schemes are approved

The Compensation Committee reviews and proposes compensation for Executive Corporate Officers to the Board of Directors. Every year, it analyses the rules for determining the variable compensation to ensure alignment with Pernod Ricard's short-, medium- and long-term strategic goals. The Compensation Committee also ensures consistency between the compensation policies for Executive Corporate Officers and members of the Executive Committee.

The compensation policy incorporates incentives that reflect the Group's strategy. It is proposed by the Compensation Committee, endorsed by the Board of Directors, and formally adopted by the Annual General Assembly. This strategy prioritizes achieving long-term profitable growth by conducting business responsibly and in the interests of Pernod Ricard and its shareholders. The policy links compensation to the Group's short- and long-term performance by engaging executives with share-based incentives.

Please refer to Chapter 2, Section 6 of this Universal Registration Document for detailed information on executive compensation.

3.1.2.2.3 Due-Diligence

Since 2017, Pernod Ricard has implemented processes and measures in compliance with France's Duty of Vigilance Law (see Section 3.8 Vigilance Plan) to identify, prevent, mitigate and account for the environmental and social impacts of its operations and value chains. These include assessing and addressing risks related to human rights, environmental protection and good governance. The table below shows where information about our due diligence process can be found in this Sustainability Statement.

Core elements of due diligence	Paragraphs in the sustainability report
Embedding due diligence in governance, strategy and business model	S&R at a glance
Engaging with affected stakeholders in all key steps of the due diligence	3.1.3.2 Dialogue with stakeholders
Identifying and assessing negative impacts	3.1.4 Management of impacts, risks & opportunities
Taking actions to address those negative impacts	3.2 Environmental information 3.3 Social information
Tracking the effectiveness of these efforts and communicating	3.4 Governance information

3.1.2.2.4 Management process of sustainability reporting

Description of risk management and internal controls for sustainability reporting

Pernod Ricard's internal control mechanism for sustainability reporting, which covers data collection, validation and reporting, is overseen by the Global Sustainable Business team with the aim of preventing and mitigating risk. We clearly define roles and responsibilities within the control mechanism and regularly review procedures to ensure our data are accurate and reliable. Data are collected through various tools managed by internal experts, ensuring the reliability and robustness of the data reported by affiliates. The processes of collection, reporting, consolidation and controls are defined in shared instructions for affiliates and subject-specific reporting protocols. The information reported in this statement is validated locally by affiliates before being reviewed, consolidated and approved by the central functions. The Board of Directors assigns specific tasks related to sustainability reporting to its CSR Committee, which provides its opinions and recommendations to the Board and prepares topics for its approval.

Risk assessment approach

As of FY24, we identify and assess risks by:

- **Conducting an annual review** of the Group risk map and considering major changes in the risk environment
- **Tightening internal controls**
- **Implementing a self-assessment questionnaire** on internal control and risk management in compliance with the AMF reference framework
- **Conducting audits** of some affiliates to ensure proper application of our internal control principles and review their processes, best practices, and potential areas for improvement

Our risk map presents and classifies risks based on their potential impact and probability of occurrence. Some of these risks are related to sustainability. We have a specific methodology to ensure these risks and any opportunities are properly identified and mapped. Any non-financial risks and opportunities that we identify are subsequently presented to and validated by the Executive Committee and the Board of Directors' CSR Committee.

Main risks identified and mitigation strategies

The table below lists the key risks Pernod Ricard has identified and the strategies we are pursuing to mitigate them.

Risk identified	Mitigation strategy
Reliability and robustness of the data collected locally	• More frequent reporting to the Group HQ • Controls performed by Global functional experts • Webinars on reporting expectations and dissemination of topical reporting instructions • Local sign-off of the data submitted for S&R reporting
Errors in calculating the consolidated KPIs	• Implementation and roll-out of a new consolidation tool and data repository at Group level to automate most calculations • Use of tech tools to collect, aggregate and calculate some data, such as Scopes 1 and 2 emissions, to avoid manual inputs and calculations • Formalisation of reporting protocols to detail calculation methods and process, as well as roles and responsibilities

Integration of risk assessment and internal control findings into the sustainability reporting process

Pernod Ricard proactively incorporates the results of its risk analyses and internal controls into the sustainability reporting process to ensure continuous improvement. The Group verifies that the results of its assessments and audits are accurate and make corrections where necessary. Pernod Ricard also monitors developments in this space to keep abreast of current best practices, laws and regulations, and applies them to its procedures. This year, we formalized local controls within affiliates to enhance S&R reporting as part of our Internal Control Principles. These guidelines will be updated for the next financial year to reflect new policies from the first CSRD reporting cycle and ensure seamless local implementation. In addition, these principles will evolve to become more prescriptive, progressively enhancing reporting accuracy through the locally developed controls.

Periodic reporting of risk assessment findings to the Board or its Committees

Risk assessments, internal controls and continuous improvement procedures are regularly reported to the CSR Committee, which then informs the Board of Directors. In addition, a joint committee composed of members of the Audit and CSR Committees meets annually to review potential findings and risks related to reporting.

3.1.3 Strategy

3.1.3.1 Strategy, business model and value chain

Pernod Ricard does not sell products and services that are banned in certain markets, and its activities and revenue are not based on the following elements:

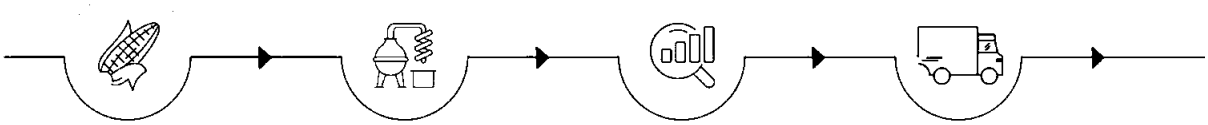
- fossil fuel (coal, oil and gas) sector
- chemicals production
- controversial weapons
- cultivation and production of tobacco

	FY24	FY25
Total number of employees (head count) *	19,557	18,224
Total revenue	€11,598,401	€10,959,464

* *FY25 change of scope as per CSRD requirements is not applicable for FY24 published data.*

Pernod Ricard's strategy, presented in Chapter 1, aims to generate sustainable, profitable and responsible growth. In a rapidly transforming sector, this involves instilling a collective culture rooted in conviviality. Since 2015, Pernod Ricard has therefore been deploying its Mindset for Growth: Conviviality (See Section 1.5.1.1), so that every employee finds concrete meaning in their work while contributing to the Group's performance.

A player rooted in its terroirs, the Group is also proactive in responding to the social and environmental challenges of today and tomorrow. With this in mind, we launched the Sustainability & Responsibility (S&R) roadmap Good Times from a Good Place in 2019, placing sustainability and social responsibility at the heart of the Group strategy.



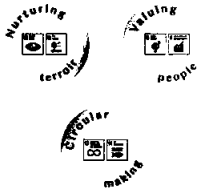
Sourcing

We work hand-in-hand with farmers and suppliers in 60+ countries to safeguard the long-term future of more than 350 terroirs producing some 100 natural ingredients that we use to make our products.

IROs*

1 4

Main levers of action



Main stakeholders

- Academics, Research & Innovation
- Communities
- Peers
- Planet
- Regulators, civil society
- Suppliers

Manufacturing

We draw on our unique know-how to develop high-quality products and apply circular design from manufacturing to packaging, while ensuring all health, safety and environmental standards are met.

IROs*

2

Main levers of action



Main stakeholders

- Academics, Research & Innovation
- Communities
- Employees
- Planet
- Regulators

Marketing & sales

We leverage data and new technologies to market and sell our products effectively and responsibly. We aim to offer our consumers a memorable experience, while raising awareness about responsible consumption and combating harmful drinking.

IROs*

3

Main levers of action



Main stakeholders

- Consumers
- Employees
- Planet
- Regulators, civil society
- Suppliers

Distribution

We work closely with transport and distribution partners to deliver our brands to consumers via channels that we are constantly diversifying and optimizing.

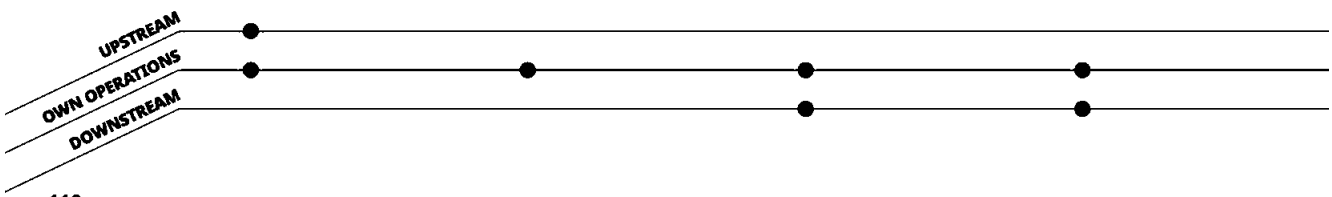
IROs*

Main levers of action



Main stakeholders

- Communities
- Planet
- Regulators
- Suppliers



Moment of convivialité

We unlock the magic of human connection by bringing good times from a good place.
We want to create sustainable, responsible connections that respect people and the planet.

IROs*

3

Main levers of action



Main stakeholders

- Consumers
- Customers (on and off-trade)
- Planet
- Regulators, civil society

End of life

We aim to reduce waste and reuse our products throughout their lifecycle so that the value created is not lost.
We do this, for example, by transforming by-products from the distillation process or through developing recycling infrastructure.

IROs*

1

Main levers of action



Main stakeholders

- Academics / Research & Innovation
- Consumers
- Peers
- Planet
- Regulator, Civil society
- Suppliers

MAIN ESG IMPACTS, RISKS AND OPPORTUNITIES

Positive impacts

1. Developping by-product reuse within circularity models
2. Fostering equal opportunities for all through effective actions
3. Raising awareness on responsible drinking and moderation
4. Positive influence of ethical practices

Negative impacts

- Contribution to global greenhouse gas effect
- Agricultural and industrial activities' pollution, biodiversity and water impacts
- Waste generation
- Deterioration in mental and physical health of workers
- Defective or sub-standard quality products
- Lack of access to quality information on responsible drinking

Risks

- Scarcity of essential raw materials
- Decreasing attractiveness and talent retention
- Irresponsible or inappropriate advertising & marketing practices
- Poor management of our supply chains

Opportunities

- Leveraging responsible drinking into a differentiating factor for our brands
- Increasing engagement and efficiencies through our corporate culture

** Imparts, Risks and Opportunities.*

This roadmap, which covers all the Group's activities, from grain to glass, is based on four pillars and relies on key performance indicators described in Section S&R Strategy at a Glance:

Pillar	Description of the pillar, in relation to Pernod Ricard's products / services	Associated stakeholders	Link with Pernod Ricard's geographical areas	Corresponding section(s)
Nurturing terroir	Pernod Ricard products draw their character from the territory from which they originate. With over 100 ingredients spread over 150 key terroirs, this pillar responds in particular to the challenge of climate change and the imperative of preserving each terroir and the communities that occupy it.	• Biodiversity / Environment • Local communities	All areas where Pernod Ricard operates and sources its raw materials	3.2.1 Climate 3.2.2 Pollution 3.2.3 Water 3.2.4 Biodiversity
Valuing people	Pernod Ricard's culture of conviviality continues to be a major anchor for combining well-being at work, performance and innovation. This includes a health and safety program deployed at all sites, programs dedicated to equity, and training plans in line with the Group's strategy.	• Employees	All areas where Pernod Ricard operates	3.3.1 Own workforce
Circular making	No resource is inexhaustible, and planetary resources are under immense pressure. Faced with this pressure, Pernod Ricard is moving towards a less carbon-intensive, more circular production and distribution model, which aims to respect ecosystems and planetary limits.	• Biodiversity / Environment • Employees • Suppliers • Customers	All areas where Pernod Ricard operates and sells its products	3.2.1 Climate 3.2.3 Water 3.2.5 Circular economy
Responsible Hosting	Pernod Ricard is committed to championing moderation as a conscious and aspirational choice to shape a convivial world where alcohol is enjoyed responsibly and harm is avoided. This includes training, awareness campaigns and responsible marketing practices, as well as guidance on our bottles to empower informed decisions.	• Employees • Customers and consumers	All areas where Pernod Ricard sells its products	3.3.4 Consumers

The S&R strategy is thus fully integrated into the Group's overall strategy in several respects. In line with its Responsible Hosting pillar and the Group's premiumization strategy, Pernod Ricard hopes to encourage more responsible alcohol consumption, targeting consumers who are above all looking for quality. In addition, the Group's digitalization strategy and the integration of Know Your Customer (KYC) AI tools support both a forward-looking training plan and the ambition to better understand its consumers, in order to deliver the right product at the right time. Lastly, the Nurturing our Terroirs and Circular Making pillars are closely linked to the Group's ambition to reconcile growth, sustainability and responsibility – by preserving know-how while fostering innovation to respect ecosystems, planetary limits and local communities.

All the Group's S&R targets presented in the different ESRS sections were set based on internal expertise and approved by Top Management in 2019. The S&R strategy and associated commitments were established following extensive consultation of over 300 internal and external stakeholders. In FY25, the Group launched an initiative to revise and update its targets, which will be communicated in the coming months.

To date, Pernod Ricard has not carried out an assessment of its products, markets or major customer groups with regard to its sustainability objectives.

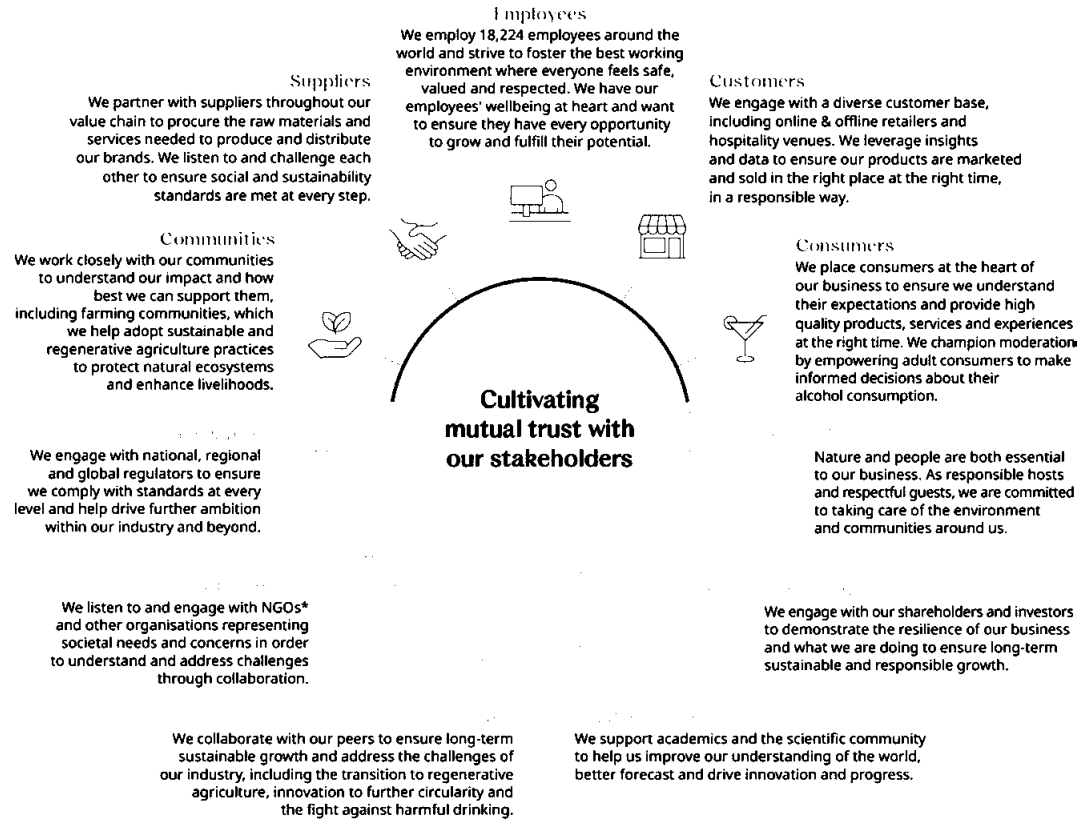
3.1.3.2 Dialogue with stakeholders

At Pernod Ricard, we believe that long-term value creation is rooted in a deep understanding of our stakeholders – their interests, views, challenges and expectations in relation to our strategy and business model. While there is no single global approach to stakeholder engagement across the Group, Pernod Ricard actively engages with stakeholders through targeted and meaningful interactions at global and local levels. These engagements are designed to ensure that a range of perspectives inform our sustainability journey. For example, as part of the FY25 refresh of our Sustainability & Responsibility (S&R) strategy, we conducted a dedicated consultation with around 30 stakeholders representing civil society, customers, experts, peers, suppliers and the investment community. We also ran an internal survey open to all our employees, which received more than 220 responses. The objective was to gather their views on our current strategy, commitments and targets, and use their insights to help update our S&R strategy and manage our impacts, risks, and opportunities (IROs).

Stakeholder Identification and Mapping

Our stakeholders are identified across the entire value chain, both upstream and downstream. They include, but are not limited to: employees, consumers, customers, suppliers (including farmers), local communities, NGOs, shareholders, public authorities, academic partners and industry associations. This mapping is updated as part of our double materiality assessment, in line with CSRD requirements.

PERNOD RICARD'S STAKEHOLDERS



* *Non-Governmental Organizations.*

Engagement

Engagement takes place through various channels, including thematic consultations, partnerships, surveys, and participation in industry coalitions. It takes various forms, often initiated by local teams or brand-level initiatives. These include:

- Targeted consultations on specific topics (e.g., biodiversity, responsible consumption)
- Partnerships with NGOs and academic institutions
- Participation in sectoral coalitions, e.g., International Alliance for Responsible Drinking (IARD), Beverage Industry Environmental Roundtable (BIER) and World Business Council for Sustainable Development (WBCSD)
- Dialogue with local communities in the context of agricultural or manufacturing projects
- Internal and external surveys to capture social and environmental expectations

These interactions help us identify key sustainability issues and adjust our policies accordingly, particularly within the framework of our Good Times from a Good Place roadmap, which is structured around four pillars: Nurturing Terroir, Valuing People, Circular Making, and Responsible Hosting.

Strategic Integration and Recent Initiatives

Throughout our value chain, the discussions with our stakeholders help us to adjust and revise our sustainability strategy to ensure the resilience of our business model. In FY25, as part of the refresh of our Sustainability & Responsibility (S&R) strategy, we conducted a dedicated consultation with approximately 30 stakeholders – including civil society representatives, customers, experts, peers, suppliers and the investment community. This initiative aimed to gather their views on our current strategy, commitments and targets, and to incorporate their feedback into the updated S&R roadmap validated by the Executive Committee, which will be communicated in autumn 2025.

These insights have helped us refine our strategic priorities and ensure that our sustainability actions are aligned with stakeholders' expectations. We also maintain transparent and trust-based relationships with investors, including through sustainability-focused discussions and disclosures.

Continuous Improvement

As our sustainability journey evolves, we are exploring ways to enhance the consistency and depth of our stakeholder engagement practices. This may include expanding our participation in multi-stakeholder platforms and public-private partnerships, with the aim of co-developing solutions to shared sustainability challenges and reinforcing our role as a responsible industry actor.

PERNOD RICARD STAKEHOLDER ENGAGEMENT CHANNELS

Stakeholder Group	How We Engage	Key Topics Discussed	Outcomes
Employees	• Annual global engagement survey (I Say) • Internal platforms and networks • Leadership town halls and local listening sessions • Online and classroom sessions • Annual appraisal and regular discussions • Regular dialogue with employee representative bodies & unions (French & UE Works Council, etc.) • Whistleblowing mechanism	• Career development • Equal opportunities • well-being • Health & Safety • Work-life balance • Responsible drinking culture	• Internal charters and policies (incl. Code of Business Conduct, Global Social Policy, Health & Safety, etc.) • Collective agreements • Employee benefits • Integrated sustainability into business performance and incentives • Signed UN Women Empowerment principles • Employee Representative Groups (ERG) • E-learnings
Consumers & Customers	• Brand and Brand Home activations and experiences • Digital platforms and social media • Market research and feedback loops • Regular meetings with business development teams • Complaint mechanisms	• Product quality and innovation • Transparency and traceability • Sustainability • Responsible marketing & consumption • Consumer trends	• Expanded low/no alcohol portfolio • QR codes on bottles for product information and responsible drinking guidelines • Responsible drinking initiatives and partnerships (incl. Tomorrowland) • Launched "Bar World of Tomorrow" bartender training
Shareholders & Investors	• Annual General Meeting • Quarterly results broadcast • Annual governance roadshow • Topic-specific meetings • ESG disclosures and sustainability reporting • Written questionnaires	• Financial performance • Market trends • Long-term strategy & outlook • ESG integration & performance • Governance	• Strengthened ESG reporting in line with ESG reporting frameworks and regulations • Demonstrated operational efficiencies and business resilience
Suppliers & Partners	• Buyer and supplier questionnaires • Regular meetings with business partners • Audits and sustainability assessments • Joint innovation and sourcing programs	• Supply strategy • Procurement standards (i.e., ethical sourcing, human rights, environmental impact, etc.) • Legal frameworks	• Supplier Standards • Ecovadis & SMETA analysis • Promoted and helped implement regenerative agriculture practices • Supported decarbonisation roadmaps • Co-developed eco-packaging solutions • Alliances for carbon reduction (REfresh, ZEMBA, etc.)
Communities	• Local partnerships and initiatives with NGOs* and non-profit organisations • Community outreach • Employee volunteering	• Agriculture practices • Access to clean water • Manufacturing sites • Livelihoods	• Funded community initiatives (e.g., foundations in India and South Africa) • Long-term partnership with Erasmus Student Network to fight binge drinking (i.e., Responsible Party, Drink More Water, etc.) • Partnership with Young One World • Organised Responsib'All Day since 2011
Regulators & Policymakers	• Regional authorities and government bodies • Industry and trade associations (e.g., IARD, Spirits Europe) • Public policy consultations	• Marketing & sales • Alcohol regulation • Taxation and trade • Sustainability standards	• Registered by the High Authority for Transparency in Public Life (HATVP) • Adopted common responsible marketing principles • Contributed to food safety and trade policy discussions
Planet & Society	• Strategic coalitions and memberships (WBCSD, BIER, UN Global Compact, etc.) • Participation in global forums and conferences • Regular meetings with academics and field experts	• Climate action • Water stewardship • Circular models • Social equity & human rights • Responsible consumption • Equal opportunities	• Global partnership with ecoSpirits • Joint awareness programmes • Responsible drinking initiatives • SBTi targets • Supported human rights advocacy

* *Non Governmental Organisation.*

3.1.3.3 Material impacts, risks and opportunities (IROs) and link with Pernod Ricard Strategy & Business Model

As part of its double materiality analysis, and considering both its own operations and those across its upstream and downstream value chain, Pernod Ricard has identified several material impacts, risks and opportunities (IROs). To refine the rating of these IROs, and in line with ESRS 1 expectations on the definition of materiality, the Group has also specified:

- whether the effect of these IROs is proven or potential,
- whether these IROs affect people or the planet,
- whether there are links between these IROs and Pernod Ricard's strategy or business model, and
- the time horizons associated with these IROs.

We carried out this exercise bearing in mind Pernod Ricard's business model and strategy. The IROs and topics were rated using estimates, and the Group is already addressing some of them through policies and actions presented in the thematic ESRS disclosures.

We conducted an internal analysis to review the current financial impacts of environmental risks and opportunities for the Group. Currently, the analysis doesn't show any material impact on the Group's Financial Statements. However these risks may influence the Group's strategic decisions. For further information, please refer to the risk section in Chapter 6.

To make it easier to understand the link between the IROs and our associated policies, actions, targets and indicators, we have included them in the thematic ESRS disclosures throughout this report. In addition to these tables, the CSRD requires a number of narrative elements relating to the IROs identified for ESRS disclosures E1, E4, S1, S2, S3 and S4. These elements can be found in the following ESRS sections:

- **ESRS E1**: Section 3.2.1.3.2 - Climate related material impacts, risks and opportunities and their interaction with the strategy
- **ESRS E4**: Section 3.2.4.2.2 - Nature-related material impacts, risks and opportunities, and interactions with strategy
- **ESRS S1**: Section 3.3.1.2 Strategy – Description of own workforce-related material social impacts, risks and opportunities and impact on the strategy
- **ESRS S2**: Section 3.3.2.3 Strategy – Description of social material impacts, risks and opportunities related to the value chain and their interaction with the strategy
- **ESRS S3**: Section 3.3.3.2.1 Presentation of Pernod Ricard's affected communities and associated potential material impacts – Description of affected communities related material impacts, risks and opportunities
- **ESRS S4**: Section 3.3.4.2 – Strategy and Section 3.3.4.3 - Description of material impacts, risks and opportunities.

3.1.4 Management of impacts, risks and opportunities

3.1.4.1 Identification of impacts, risks and opportunities (IROs) and Double Materiality Assessment (DMA)

Methodologies and assumptions

In FY24, Pernod Ricard performed its first double materiality assessment (DMA), which included identifying IROs to align with CSRD requirements and determine the materiality of its impacts on society and the environment as well as the financial risks or opportunities for value creation. The work covered environmental, social and governance topics, based on the European sustainability reporting standards (ESRS).

The aim of the DMA is to identify sustainability issues that reflect:

- Impact materiality: The material potential or actual, positive or negative impacts on people and the environment of the Group's activities and value chain, also known as inside-out impacts.
- Financial materiality: The material potential or actual, positive (opportunities) and negative (risks) financial effects of sustainability issues on the Group's financial performance, also known as outside-in impacts.

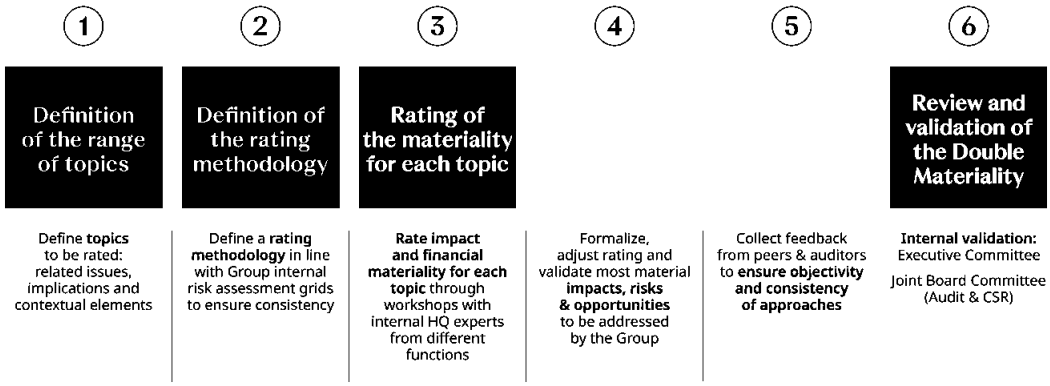
Scope of the double materiality assessment

The double materiality assessment was conducted at Pernod Ricard Group level. It considered the entire value chain, dividing it into three areas: upstream, own operations and downstream. It also considered all stakeholders who may be affected, directly or indirectly, by the Group's activities. The assessment focused on the risks and opportunities, and positive and negative impacts of each stage of the value chain, considering all Group activities for each topic included in the range of topics prepared for the CSRD.

General process to identify impacts, risks and opportunities (IROs)

The double materiality assessment, which included identifying, assessing, prioritizing and monitoring material IROs, followed a six-step process to meet the CSRD requirements outlined in ESRS 2 – General Principles. The project was managed by a team composed of representatives from all of Pernod Ricard's departments and led by the Sustainability & Responsibility (S&R) and Finance teams.

THE DOUBLE MATERIALITY ASSESSMENT – A SIX-STEP PROCESS



Step1: Defining the topics

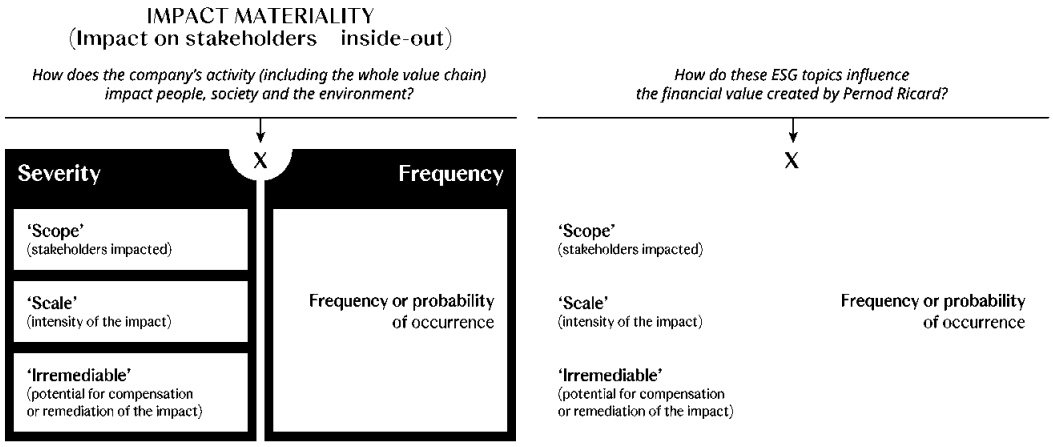
In the first step, we identified a total of 48 topics after screening the CSRD's list of sustainability sub-sub topics (ESRS 1, Appendix 1, Table "Sustainability matters covered in topical ESRS"). Each topic was defined based on definitions provided by the CSRD regulation and adapted to Pernod Ricard's context. Based on the definitions, we grouped topics together to highlight the most relevant ones, and thus exclude those we deemed non-material. We used various resources to inform this due diligence process, including databases (ENCORE, Aqueduct Water Risk Atlas, etc.), in-house and external scientific studies, and MSCI and SASB tools.

Step 2: Defining the rating method

The second step consisted of establishing the rating methodology aligned with the Group's internal risk assessment grid to ensure consistency. We defined two rating scales: one for financial materiality and one for impact materiality. Both scales have four levels: Minor, Moderate, Critical, and Strategic. These scales were used to assess the severity of impacts, risks and opportunities, as well as the likelihood of occurrence. The impact materiality scale was created by the Group and aligns with CSRD requirements. The financial materiality scale was developed by Pernod Ricard's Risk team to ensure consistency with future risk analyses and the Group's global risk mapping.

Criteria used to assess positive and negative impacts, risks and opportunities

In line with the CSRD, impact materiality and financial materiality are rated as follows:



Materiality thresholds: A topic (and IRO) is considered material if it is rated as "Strategic" or "Critical" in either impact materiality or financial materiality. This means that on a scale of 0 to 4, it scores above 2. Topics and IROs are considered non-material if they are rated as "Minor" or "Moderate" (i.e., they score 2 or less).

Steps 3 and 4: Rating the topics and dividing them into impacts, risks and opportunities (IROs)

In the third step, the CSRD Steering Committee rated the gross materiality of the topics. Then, in the fourth step, we held a series of workshops on each sustainability area (Environmental, Social and Governance). During these workshops, a panel of raters – including top management and experts selected from various Pernod Ricard departments for their topical knowledge and experience, seniority and level of governance – scored the IROs against the rating grid. After many discussions, we rated 38 topics out of 48 as material, refined the IROs down to 132 and reached consensus on all IRO ratings.

Step 5: Gathering and analysing stakeholder inputs

Once we had defined and rated the IROs internally, we consulted external stakeholders. We collected feedback from peers to ensure objective and consistent approaches. We also took the opportunity during a refresh of our S&R Strategy to consult other external stakeholders (investors, suppliers, customers, etc.) to make sure our double materiality assessment was consistent with their expectations and needs. This consultation, which involved around 30 stakeholders, was conducted separately from our double materiality exercise, but was used to inform its results. Discussions focused on what they considered to be our priorities and key commitments, what they felt was missing from our strategy, and how they envisioned our future engagements. No changes were made after our exchanges with these stakeholders, confirming the relevance of our approach.

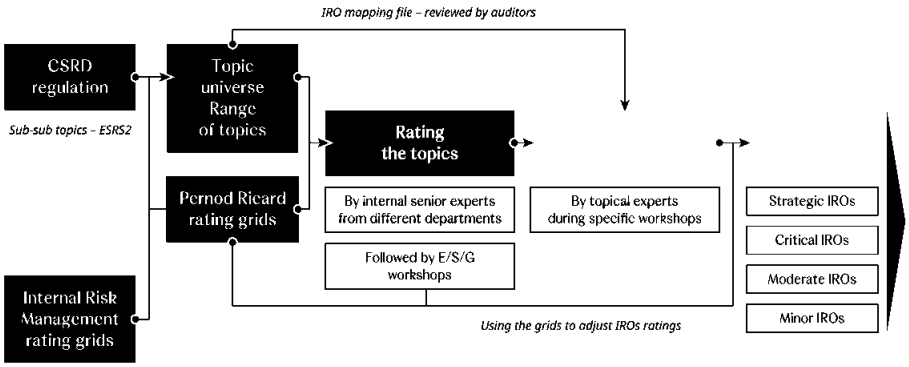
Step 6 : Finalizing the Double materiality assessment

The final list of material and non-material IROs was reviewed by the Group Consolidation & CSRD Director as well as the Chief Sustainability Officer. The final version of the double materiality assessment was validated by Pernod Ricard's Executive Committee and Joint Audit and CSR Board Committee.

Decision-making and internal control procedures for the DMA

The following chart illustrates the process used to conduct the double materiality assessment in compliance with the CSRD.

DOUBLE MATERIALITY ASSESSMENT PROCESS OVERVIEW



Connecting impacts and dependencies with risks and opportunities

Throughout the double-materiality process, we linked dependencies to risks, namely:

- Operational risks: risks that could disrupt or interrupt operations, such as resource shortages or supply chain disruptions
- Financial risks: risks that could increase costs or reduce revenue, such as higher raw material prices, or lower revenue due to resource scarcity.

Conversely, we identified negative impacts our activities might have on the environment or society, and linked them to reputational and legal risks.

Integrating the DMA process into the overall risk management process

We integrated our double-materiality process into our overall risk management framework by aligning it with our existing risk matrix. We compared and cross-referenced the double materiality assessment's gross approach with the risk mapping's net approach.

Integrating the DMA into the overall management process

The IROs identified in the DMA are monitored by the S&R team at the Group level, while each department is responsible for tracking their specific IROs more closely.

Updating the DMA

The materiality matrix topics, IROs and ratings will be updated every three years (same frequency as the Group risk mapping exercise). If a significant event occurs, the range of topics, IROs, and ratings will be re-examined to ensure they are still relevant.

The outcomes of the double materiality assessment will be communicated externally each year in line with CSRD guidelines. This communication may be adjusted to market standards and communication practices and will not include results in a matrix format. If the Group considers that the results of the previous period's double materiality assessment are still valid for the current period, the Sustainability Statement can be based on previously established elements. This may occur if there have been no significant changes in the company's organizational and operational structure or in external factors that could reveal new impacts, risks and opportunities, or alter existing ones, or that could affect the relevance of a specific disclosure. When a double materiality assessment is updated, previous versions are always archived separately to keep a record of past assessments.

3.1.4.2 Disclosure requirements covered by the sustainability report

3.1.4.2.1 Material ESG topics

The double materiality assessment identified 38 material topics out of the 48 identified and rated. We have already defined and rated 132 impacts, risks and opportunities (IROs), of which 77 are material and 55 are not material, divided as follows:

- Environment: 26/56
- Social: 39/58
- Governance: 12/18

DOUBLE MATERIALITY LIST

		Conclusion
E1 – Climate Change	Climate change adaptation	●
	Climate change mitigation	●
	Energy	●
E2 - Pollution	Air pollution	●
	Water pollution	●
	Soil pollution	●
	Pollution of living organisms and food resources	●
	Substances of concern and very high concern	
	Microplastics	
E3 - Water and marine resources	Water	●
	Marine resources	
E4 - Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	●
	Impacts on the state of species	
	Impacts on the extent and condition of ecosystems	●
	Impacts and dependencies on ecosystem services	●
E5 – Circular economy	Resources inflows – Wet goods	●
	Resources inflows – Dry goods	●
	Resources inflows – Others	
	Resources outflows related to products and services	●
	Waste	●
S1 – Own workforce	Working conditions	●
	Social dialogue	●
	Health, Safety and Well-being	●
	Gender equality and equal pay for work of equal value	●
	Training and skills development	●
	Employment and inclusion of persons with disabilities	●
	Measures against violence and harassment in the workplace	●
	Equal opportunities	●
	Other human rights	●

		Conclusion
S2 – Workers in the value chain	Working conditions	●
	Social dialogue	
	Health, Safety and Well-being	●
	Equal treatment and opportunities	●
	Other work-related rights	●
S3 - Affected communities	Water and sanitation	●
	Land-related impact	●
	Other rights	
S4 - Consumers and end-users	Privacy	
	Product quality complaint channels	●
	Ethical Marketing & sales – ***Specific to Pernod Ricard***	●
	Promotion of responsible drinking – ***Specific to Pernod Ricard***	●
	Product accessibility	
G1 - Business conduct	Corporate culture	●
	Protection of whistle-blowers	●
	Animal welfare	
	Political engagement and lobbying activities	●
	Management of relationships with suppliers incl. payment practices	●
	Corruption and bribery	●

■ Environment
Social/Societal
■ Business Conduct

● Material topic
Non-material topic

3.1.4.2.2 Policies addressing material ESG topics

Pernod Ricard is committed to addressing its material environmental, social and governance topics through the policies listed below. These key management documents are further described in each relevant section of the sustainability statement (within the corresponding ESRS).

	Environment					Social				Governance
Policies	**E1**	**E2**	**E3**	**E4**	**E5**	**S1**	**S2**	**S3**	**S4**	**G1**
Climate Resilience & Net Zero	●	●								
Water Stewardship		●	●		●					
Terroir & Nature		●	●	●	●					
Circularity					●					
Building Sustainable & Fair Working Conditions										
Health and Safety										
Speak Up										
Ethical Marketing & Sales										
Responsible Drinking										
Global Quality										
Global Procurement Standard										
Anti-bribery & Corruption										
Code of business conduct	●	●	●	●	●					

3.2 Environmental information

At Pernod Ricard, we recognize that environmental sustainability is fundamental to our long-term resilience and business success. To ensure a responsible and forward-looking approach, we are committed to developing an integrated transition plan that embeds climate, water and nature-related risks into our strategic decision-making. By balancing mitigation and adaptation measures, we proactively address environmental challenges while safeguarding the future of our business and the ecosystems in which we operate.

3.2.1 Climate Change (ESRS E1)

3.2.1.1 Introduction

As Créateurs de convivialité, we are committed to achieving sustainable growth while preserving the unique heritage of our brands and the ecosystems that sustain them. This commitment is critical as the world faces up to the growing impacts of climate change. 2024 has already recorded a +1.5°C increase compared to pre-industrial levels. Without significant action, current projections indicate that global warming could reach up to 4.4°C by 2100 according to the SSP5-8.5 IPCC AR6 report. This would lead to more extreme and frequent climate events, including floods, prolonged droughts, wildfires and intensified heat waves. These events will harm communities and impact the natural resources and processes that sustain our business.

Our activities rely on agricultural raw materials and the unique terroirs that define the quality and identity of our products. But climate change is already affecting crop yields, water availability and product quality. This vulnerability extends throughout our value chain, from sourcing to production, logistics and operations, and requires swift and sustained action.

Moreover, Pernod Ricard generates emissions contributing to climate change in a range of ways: directly, by using fossil fuels on-site (Scope 1) and consuming electricity, heat and steam that generates GHG emissions (Scope 2); and indirectly, through upstream and downstream activities, including agricultural raw materials, packaging and logistics (Scope 3).

By integrating climate action into our overall business strategy, we aim to ensure long-term success while continuing to create value for our consumers, employees, partners and the communities we serve.

Our Climate Transition Plan reflects a dual approach to building resilience:

- Mitigation efforts focus on decarbonising both direct and indirect operations, setting science-based targets consistent with a 1.5°C trajectory, improving energy efficiency, scaling up renewables and transforming supply chain practices – all supported by a dedicated technical and financial roadmap set out in our transition plan.
- Adaptation efforts include preparing for the physical and regulatory impacts of climate change, through long-term investments in regenerative agriculture and physical adaptation measures at industrial sites.

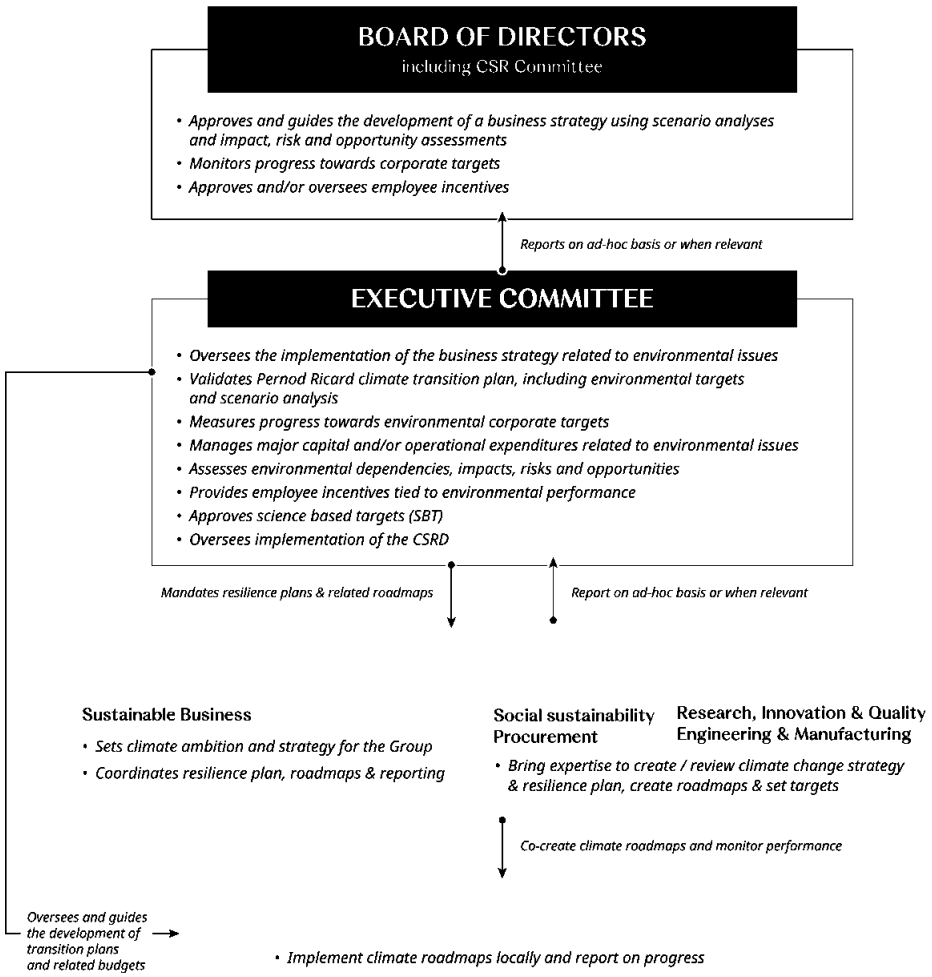
3.2.1.2 Governance structure

3.2.1.2.1 Climate governance

Pernod Ricard has a governance and organisational structure to ensure that climate change issues are fully incorporated into its strategy.

The Global Sustainable Business team is responsible for defining, driving and overseeing the implementation of the S&R strategy. With strong expertise in climate, nature and circularity, the team defines environmental targets for the Group and co-constructs local action plans with affiliates. Sustainability & Responsibility Leads within affiliates then ensure that sustainability risks and opportunities are embedded in local strategies and performance is properly monitored. The Sustainable Business team, along with other departments (such as Procurement, Innovation, etc.), oversees the execution of the roadmaps, the development of relevant policies and procedures – such as carbon reduction, responsible sourcing and adequate investments – and the definition of metrics (scope and calculation methodologies).

BOARD OVERSIGHT AND MANAGEMENT ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES



3.2.1.2.2 Climate incentive mechanisms

Pernod Ricard recognizes the importance of aligning sustainability goals with executive remuneration. We do this through long-term incentives and variable remuneration bonuses. The treatment of management climate incentives in total remuneration, both fixed and variable as expected in ESRS E1, is further developed in Section 2.6 Compensation Report of Chapter 2.

Long-term Incentive Plan (LTIP)

The internal performance conditions that must be met for performance shares to vest include a non-financial criterion in addition to the internal financial performance criterion. One of the four components of this criterion is the implementation of the roadmap for achieving SBT-aligned Scopes 1 and 2 GHG emissions reduction targets at our own sites by 2030. This criterion applies to performance shares granted to the Chairman & CEO and all top executives. The percentage of remuneration tied to climate-related considerations in the Long-Term Incentive Plan (LTIP) is 5%.

Annual variable remuneration

For FY25, approximatively 10% of the Chairman & CEO's target annual variable compensation is tied specifically to climate-related considerations (included in the 18% tied to sustainability-related targets).

Because the Group's strategy is confidential, details of the non-financial and qualitative objectives are only disclosed after the fact, and once achievement levels have been assessed by the Compensation Committee and the Board of Directors.

3.2.1.3 Climate Change Strategy

3.2.1.3.1 Climate resilience assessment

Climate Scenario methodology

To identify the main risks and opportunities related to climate change and assess their impact on Pernod Ricard, in FY23 the Group conducted its first scenario analysis for a selection of climate risks following the Task Force on Climate-Related Disclosure (TCFD) recommendations, using various narratives, and updated the results in FY25.

Physical climate risks

We considered two IPCC scenarios – Representative Concentration Pathways (RCPs) – focused on physical impacts when assessing physical climate risks and the exposure of our activities:

Scenario RCP4.5 (+2.4°C by 2100)
Scenario RCP8.5 (+4°C by 2100)

We used external data providers to estimate agricultural impacts and ad hoc climate-related extreme events, such as water stress and coastal/riverine flooding, all aligned with the RCP4.5 and RCP8.5 scenarios.

These two scenarios were used to derive gross financial estimates, before considering the impact of mitigation measures.

These results will inform the implementation of Pernod Ricard's resilience plan. We sourced agricultural impact information from FAO[1] portals and ad hoc climate-related extreme events (such as water stress and coastal/riverine flooding) from the WRI Aqueduct data platform, all aligned with RCP4.5 and RCP8.5. We used these physical scenarios to assess physical risks related to the reduced availability of raw materials and the impacts on operations of climate-related events.

Transition risks

For the transition risks and opportunities we analysed, we used two NGFS (Network for Greening the Financial System) scenarios, which we further customised to provide a comprehensive view of trends in energy-related drivers (energy mix by geography, carbon pricing, emission factor trends, developments in energy efficiency, etc.):

NGFS "Delayed Transition" (+1.6°C by 2100)
NGFS "Net Zero 2050" (+1.4°C by 2100)

Time horizons

We conducted assessments across three timeframes: short term (2030), medium term (2040), and long term (2050). In FY24, we conducted a deep dive on agricultural raw materials, updating the previously mentioned IPCC scenarios to their latest versions, SSP2-4.5 and SSP5-8.5. We streamlined the time horizons for this specific assessment to focus on the baseline (1984-2015), 2030 mid- / short-term (2015-2044) and 2050 long-term climatic trends (2045-2064).

[1] *Food and Agriculture Organization.*

Scope of the climate scenario analysis

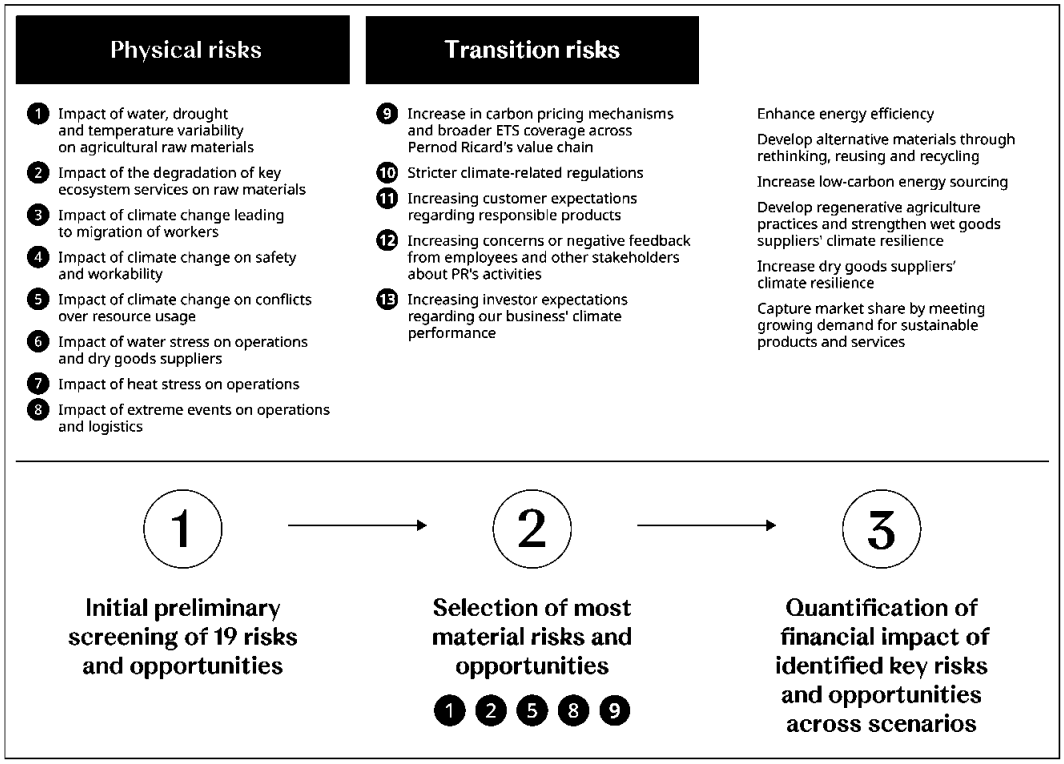
The resilience analysis conducted in 2023 was based on the following scope:

- **For Agricultural raw materials** (IROs 001, 002): our own farming activities – vineyards and agave fields – and external agricultural sourcing across all geographies. Considering all Pernod Ricard's terroirs, approximately 80% of FY21 agricultural raw material purchases were selected for the first high-level analysis because they account for large volumes or have iconic value. We selected a total of 16 raw materials from 34 terroirs for in-depth analysis. We did a second assessment in FY24 to look at terroirs with more geographical granularity and identify specific perils that could lower yields.
- **For Industrial activities** (IRO 003): our own manufacturing activities and upstream suppliers. We determined the exposure levels of a selection of 117 sites identified as most impactful for the Group (54 Group-owned production sites and 63 supplier and co-packer facilities), and we looked at four hazards: cyclones, flooding, heatwaves and water stress.
- **For climate transition-related risks** (IRO 007, 008, 012): both direct impacts from Pernod Ricard's Scopes 1 and 2 emissions, and indirect impacts related to Scope 3 emissions from agricultural raw materials, dry goods, and upstream and downstream transportation. As such, the analysis covered 100% of Scopes 1 and 2 emissions and 85% of Scope 3 emissions, based on Pernod Ricard's FY22 carbon footprint.

Climate-related risk universe

We ranked the 19 risks and opportunities in the risk universe using a materiality analysis based on two criteria: the probability of occurrence and the severity of the financial impact such an occurrence would generate.

Scenario analysis is the process of identifying and assessing the potential implications of a range of plausible future states under conditions of uncertainty. Scenarios are hypothetical constructs, not precise forecasts. They provide insights into how the future might look if certain trends continue or specific conditions are met. They factor in both internal drivers (growth rate, business trends, Pernod Ricard's decarbonisation strategy, etc.) and external drivers (regulations, policies, technological advancements, etc.). We provide individualised climate scenario reports to each of our largest affiliates.



Type of climate-related risks for Pernod Ricard

Table of identified climate-related risks and opportunities

Pernod Ricard defines climate risks based on the taxonomy outlined in the TCFD recommendations:

Climate-related risks and horizon	Area of business impacted	Potential financial impact and scale of impact	Impact on the Group's strategy and financial planning
TRANSITION RISKS			
Policy and legal			
Long-term risks: • Expansion of carbon pricing mechanisms and broader ETS coverage across Pernod Ricard's value chain (risk #9) • Stricter climate-related regulations (risk #10)	**Supply chain & Operations**	**Moderate impact:** • Regulations may have an impact on direct costs if, for example, the Group is required to buy carbon quotas. In Europe, the Group's four largest distilleries are subject to the EU-ETS • Indirect impacts may occur through the cost of complying with new regulations and higher raw material prices (especially for glass manufacturing, which is energy intensive)	**Pernod Ricard implements measures to reduce GHG emissions:** • directly at production sites by enhancing energy efficiency and transitioning to renewable energy sources • indirectly, by working with its suppliers and optimising the logistics chain
Reputation			
Long-term risks: • Increasing customer expectations regarding responsible products (risk #11) • Increasing concerns or negative feedback from employees and other stakeholders about Pernod Ricard's activities (risk #12)	**Products & Services** **Operations**	**Moderate impact:** • The Group believes a shift in consumer preferences could lead to a fall in market share • Reputational damage, e.g., in the event of negative media coverage • These factors may reduce its ability to attract and retain talent	• The risk of shifting consumer preferences is factored into the Group's marketing strategy. For example, Pernod Ricard's eco-design policy aims to make products more sustainable (see Section 3.4.3.2 Circularity: limiting and eliminating waste). The Consumer Insights team also has a dedicated tool and conducts research on this topic • Internal engagement strategy ranges from communication to e-learnings, workshops and events such as Responsib'All Day
FINANCING AND VALUATION RISKS			
Long-term risk: • Increasing investor expectations regarding our business' climate performance (risk #13)	**Finance**	**Moderate impact:** • This could reduce the Group's access to capital	• The Group includes ESG updates in its investor relations and is progressively aligning its reports with the TCFD Framework
PHYSICAL RISKS			
Chronic			
Long-term risks: • Impact of water, drought, and temperature variability on agricultural raw materials (risk #1) • Impact of the degradation of key ecosystem services on raw materials (risk #2) • Impact of climate change causing workers to migrate (risk #3) • Impact of climate change on safety and workability (risk #4) • Impact of climate change on conflicts tied to resource usage (risk #5) • Impact of water stress on operations and dry goods suppliers (risk #6) • Impact of heat stress on operations (risk #7)	**Supply chain & Operations**	**High impact:** • Disruptions in the agricultural supply chain could have significant financial implications, including rising raw material prices • It could also increase instability in the local workforce and reduce availability due to migration, higher accident rates, and reduced labour productivity caused by the deterioration of workers' livelihoods • Water stress could disrupt water-intensive activities (e.g., distilleries, bottling), while heatwaves may also disrupt operations (e.g., temperature regulation of spirits and wine maturation processes)	• To manage extreme variability in weather patterns, the Group employs hedging strategies to mitigate seasonal volatility caused by climate factors • The Group supports more resilient regenerative agricultural systems (see Section 3.4.2.4 Regenerative agriculture & biodiversity programmes) • We also include environmental factors in both our Pernod Ricard Supplier Standards and Responsible Procurement process, and our Key Sustainable Agriculture Principles (see Sections 3.4.2 Preserving nature & biodiversity and 3.5.2.1 Procuring responsibly) • Water management is a significant component of the Group's environmental strategy (see Section 3.4.3.1 Preserving water resources)

Climate-related risks and horizon	Area of business impacted	Potential financial impact and scale of impact	Impact on the Group's strategy and financial planning
Extreme			
Long-term risk: • Impact of extreme events (fire, hurricanes, flooding, etc.) on operations and logistics (risk #8)	**Supply chain & Operations**	**High impact:** • Extreme weather events could lead to the loss of a strategic industrial site, resulting in significant operating losses, which in turn would cause a sharp drop or prolonged interruption in the supply of certain products. This might prevent the Group from meeting consumer demand	Implementation of preventive measures and physical protection systems: • auditing industrial sites along with insurers • establishing business continuity management systems
RESOURCE EFFICIENCY OPPORTUNITY			
Short-term opportunity • Enhance energy efficiency (opportunity #14) • Develop alternative materials through rethinking, reusing and recycling (opportunity #15)	**Supply chain & Operations**	**Moderate impact:** • Efficiency programmes can reduce operating costs and give the Group a competitive advantage • Alternative materials and low-carbon energy sourcing reduce reliance on limited natural resources and exposure to carbon pricing, and make logistics more efficient	• Climate change is central to one of the key pillars of the Group's S&R roadmap. The Group will continue to roll out energy efficiency programmes (see Section 3.4.1.5 Ensuring business resilience through a decarbonisation roadmap) • Lower operating costs are factored into financial planning
ENERGY SOURCE OPPORTUNITY			
• Increase low-carbon energy sourcing (opportunity #16)	**Supply chain & Operations**	**High impact:** • Alternative materials and low-carbon energy sourcing can reduce reliance on limited natural resources and exposure to carbon pricing, and make logistics more efficient	• Production sites continuously improve their operational energy efficiency through frequent investments, detailed energy analysis and consumption monitoring (see Section 3.4.1.6.3 Carbon footprint reduction initiatives on Scopes 1 and 2 emissions)
RESILIENCE OPPORTUNITY			
Long-term opportunity • Develop regenerative agriculture practices and strengthen wet goods suppliers' climate resilience (opportunity #17) • Increase dry goods suppliers' and subcontractors' climate resilience (opportunity #18)	**Supply chain & Operations**	**Moderate impact:** • Establishing cooperative relationships with suppliers drives value creation and fosters innovation	• The Group supports more resilient regenerative agricultural systems (see Section 3.4.2.4 Regenerative agriculture & biodiversity programmes)
PRODUCTS AND SERVICES OPPORTUNITY			
Short-term opportunity • Capture market share by meeting growing demand for sustainable products and services (opportunity #19)	**Product & Services**	**High impact:** • This will generate new product and service offerings. The Group believes this could boost market share	• Innovation and digital solutions are considered strategic priorities; different entities are working on innovative projects

Pernod Ricard's exposure to future climate-related risks

Results of resilience analysis and ability to adjust

The most material risks were selected from the list of highly-rated risks and summarised into three broad priority risks (see table below). We will actively monitor other risks and opportunities identified as potentially material and investigate more closely over the years with more granular models.

Risk category	Risk from risk universe
1) Agricultural raw material shortages Chronic physical risk	Risk n°1: Impact of climate change on procurement of agricultural raw materials
	Risk n°2: Additional/mitigated impact of climate change depending on alternative levels of soil quality and ecosystem preservation
	Risk n°5: Impact of climate change on conflicts over resource usage
2) Business interruptions at production sites Acute physical risk	Risk n°8: Impact of extreme events on operations and logistics
3) Expansion of carbon pricing mechanisms Transition risk	Risk n°9: Impact of expansion of carbon pricing across the value chain

Agricultural raw material results

The results of our climate scenario analysis show that agricultural crop yields will be significantly impacted by 2050.

Our deep-dive assessment shows that climate risk varies widely from one crop to another. It depends on location and each crop's specific vulnerability. In addition, some crops are exposed to chronic hazards (drought, heatwave, etc.) and others to acute hazards (fire, storms, etc.). We have identified the main contributors to yield losses for each terroir and projected yield trends versus the baseline, which allows us to plan targeted actions, optimize agricultural practices, and develop strategies to mitigate the impacts of climate change while improving crop resilience and productivity.

Our sourcing strategy involves permanently adapting to climate change. We look at two main actions: regenerative agriculture models or switching sourcing locations to more climate-resilient terroirs.

Industrial activity results

The increasing severity and frequency of extreme weather events induced by climate change will impact Pernod Ricard's operations and industrial facilities, directly damaging our assets and causing periods of business disruption. Given the nature of the Group's business, the most material hazards are cyclones and flooding, as well as extreme heatwaves and water stress. To prepare for cyclones and flooding, we have established business continuity plans, integrated new construction designs and begun regular monitoring. At this stage, water scarcity and heatwaves are the main challenges.

Business interruptions at our facilities could disrupt the supply chain for certain brands and products, reducing production. The TCFD update conducted in FY25 showed that, out of the 102 sites selected for analysis, 43 are highly exposed to at least one extreme event by 2050 (flooding, cyclones, storms, water stress or heatwaves). Of those 43 highly exposed sites, around half are located in Europe. Analyses using the WRI Aqueduct data platform show that 14 facilities in our value chain will be in highly water-stressed areas in 2050 in a RCP 4.5 scenario. This figure could rise to 20 facilities by 2050 in a RCP8.5 scenario, highlighting the need to continue adaptation efforts.

	Water stress		Heatwaves	
Scenario	RCP4.5	RCP8.5	RCP4.5	RCP8.5
Annual potential forecasted production volume loss due to business interruption in 2040 (k9Lcs - case of 9 liters)	1,192	4,824	4,940	6,839

Financial effects

Based on the assessment of physical and transition risks, we used various methodologies to quantify the financial risks that Pernod Ricard may face. We looked at:

- The impact of reduced agricultural yields on future procurement costs using price elasticity hypotheses.
- Potential sales loss, which we estimated by evaluating reduced production volumes caused by temporary production site shutdowns due to extreme climatic events.
- NGFS scenarios to estimate Pernod Ricard's future exposure to carbon taxes.

This global "cost of inaction" is a first high-level estimate and is currently being refined to integrate more granular data.

In parallel, the global "cost of action" needed (CapEx and OpEx for investments in climate-resilient infrastructures or regenerative agriculture, for example) is currently under assessment.

As a result, and considering the ongoing work on climate adaptation strategy, we do not consider assets or business activities incompatible with a climate-neutral economy. During FY26 we will assess the financial effort needed to implement such adaptation measures.

Stronger carbon price mechanisms

All Pernod Ricard's operations in Europe and the UK are already subject to carbon pricing mechanisms, directly through Pernod Ricard's own operations and indirectly when its suppliers' increased costs are passed on to the Group. Pernod Ricard faces a significant financial risk from the ongoing recent spikes in EU and UK carbon allowance prices, as well as the expansion of the implemented and planned EU-ETS[1] to most major countries – adding to cross-border international mechanisms such as CBAM[2], Corsia (for air emissions) and IMO[3] (maritime emissions). These trends are further supported by IEA[4] and NGFS transition scenarios, confirming the need to implement robust and widespread carbon pricing mechanisms to achieve emissions pathways aligned with 1.5°C or even a 'well below' 2°C scenario (WB2DS).

Regardless of the scenario, carbon policies will continue to differ between mature markets (OECD[5]) and the rest of the world, resulting in wide variations in carbon prices across geographies.

Carbon prices are expected to peak in the "Delayed Transition" scenario, where stricter regulations drive most of the transition (unlike the "Net-Zero 2050" scenario, where international cooperation reduces the need for stringent regulatory measures).

To effectively manage carbon taxes and adapt our strategy, we closely monitor both the carbon market and our carbon reduction roadmap.

(1) *European Union's Emissions Trading System*
(2) *Carbon Border Adjustment Mechanism*
(3) *International Maritime Organisation*
(4) *International Energy Agency*
(5) *Organisation for Economic Cooperation and Development*

3.2.1.3.2 Climate-related material impacts, risks and opportunities and interactions with the strategy

Code	IRO Description	Policy	Type	Value chain stage	Time horizon	Sections
IRO.001	Impact of Pernod Ricard's costly adaptation plan requirement on supplier financial health. (Transition risk)	Climate Resilience & Net Zero	Negative impact	Upstream & Downstream	LT	3.2.1.4.2
IRO.002	Risk that raw material supply disruptions may halt production, lead to revenue loss, increase operational costs and reduce supplier options. (Physical risk)	Climate Resilience & Net Zero	Risk	Upstream & Direct Operations	ST to MT	3.2.1.4.2 3.2.1.4.3
IRO.003	Risk of extreme weather damaging production facilities and stock across the value chain, and leading to higher equipment, maintenance and insurance costs. (Physical risk)	Climate Resilience & Net Zero	Risk	Upstream & Direct Operations	ST to MT	3.2.1.4.3
IRO.004	Impact of Pernod Ricard's GHG emissions on global warming and the increasing frequency of climate hazards. (Physical-risk)	Climate Resilience & Net Zero	Negative impact	Direct Operations	ST	3.2.1.4.3
IRO.005	Impact of Pernod Ricard's value chain GHG emissions on global warming and the increasing frequency of climate hazards. Unsupported suppliers may struggle to adapt to climate change, which could affect profitability and even lead to business closure. (Physical risk)	Climate Resilience & Net Zero	Negative impact	Upstream & Downstream	ST	3.2.1.4.2
IRO.007	Risk of increased exposure to carbon pricing mechanisms – such as EU or UK ETS, CBAM, Corsia and IMO – and the resulting financial impact. (Transition risk)	Climate Resilience & Net Zero	Risk	Upstream, Direct Operations and Downstream	MT	3.2.1.4.3 3.2.1.4.2
IRO.008	Risk of missing climate targets, which could lead to media backlash and resulting harm to reputation, sales and ability to attract talent. (Transition risk)	Climate Resilience & Net Zero	Risk	Upstream, Direct Operations and Downstream	LT	3.2.1.4.2
IRO.012	Risk of price volatility in energy, goods and services due to the transition away from fossil fuels, investment in renewables, and rising energy demand. (Transition risk)	Climate Resilience & Net Zero	Risk	Upstream, Direct Operations and Downstream	ST to MT	3.2.1.4.3 3.2.1.4.2

3.2.1.3.3 Transition plan

Our transition plan for climate change mitigation is grounded in our Climate Net Zero commitment and based on Science Based Targets initiative (SBTi) methodology. In July 2021, Pernod Ricard joined the "Business Ambition for 1.5°C" to align its climate mitigation objectives with the Paris Agreement: to achieve net-zero global emissions by 2050 at the latest to limit global warming to 1.5°C. In 2024, a new set of targets aligned with 1.5°C Net Zero was validated by the SBTi, following the recommendation to set Forest Land and Agriculture (FLAG) targets over the near and long term.

Pernod Ricard is committed to reducing emissions in absolute terms compared to the FY22 baseline year in both the near term and the long term:

SBTi Targets	FY30	FY50
Scopes 1 & 2	-54%	-90%
All scopes FLAG	-30.3%	-72%
Scope 3 non-FLAG	-25%	-90%

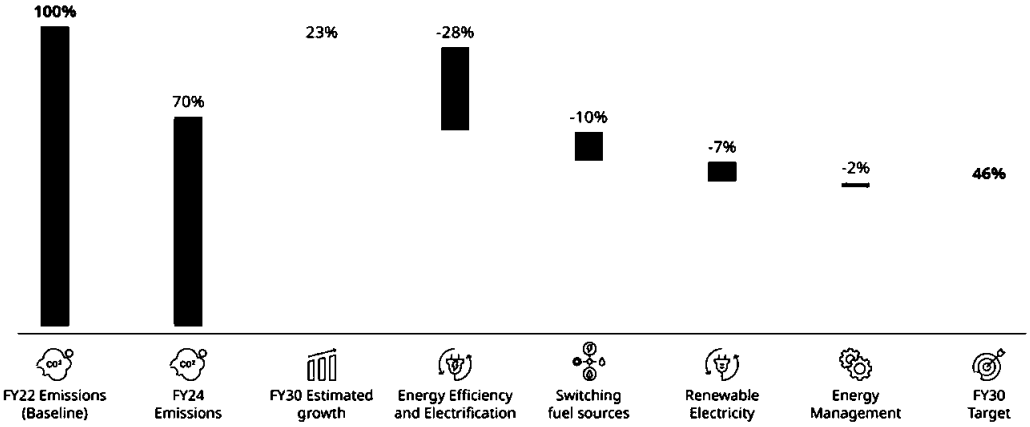
Aligning with FLAG guidance, Pernod Ricard commits to zero deforestation across its primary commodities[1] linked to deforestation by the end of 2025.

In addition to our SBTi targets, as part of our Green Financing arrangements, we commit to reducing our production sites' Scopes 1 and 2 GHG emissions by 54% by 2030 (vs. FY18 baseline).

decarbonisation initiatives and contribution

To reduce carbon emissions across our direct and indirect activities, Pernod Ricard is leveraging several key actions, each of which contributes to meeting our 2030 SBTi targets.

FY30 SCOPES 1 AND 2 CARBON REDUCTION PATHWAY



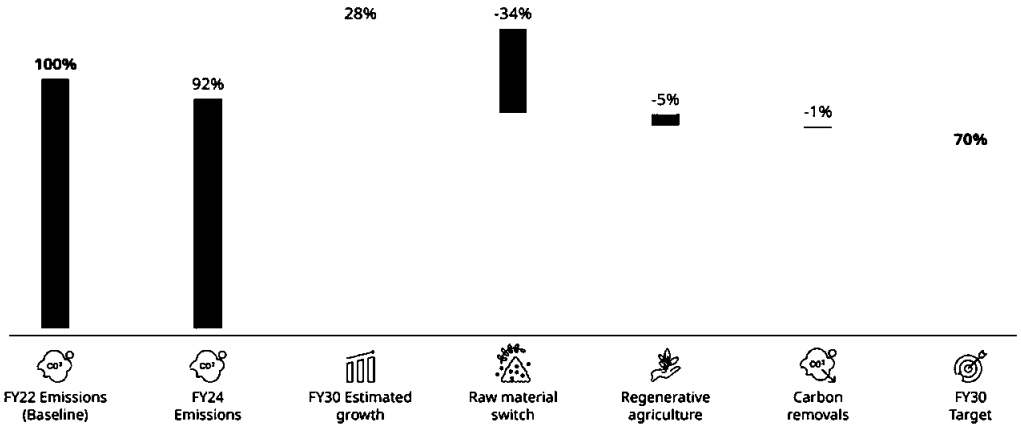
Note: Estimating carbon emissions reductions and growth projections involves uncertainty due to fluctuating data and varying assumptions in calculations and forecasts. The reduction pathway was developed during FY25 based on the latest available data from FY24.

The table below highlights the key actions taken and planned to achieve the Scopes 1 and 2 target:

Key levers	Actions	Description	Lever contribution to carbon reduction (%)	Time horizon
Energy efficiency and electrification	Electrification Removing dryers Installing heat pumps	Improve site energy efficiency while accelerating the electrification process through the implementation of Mechanical Vapour Recompression (MVR) and heat pump technologies	-28	FY30
Switching fuel sources	Biofuels Electric Boilers	Reduce fossil fuel consumption by switching to biofuels (e.g., biomass, biodiesel, Bio LPG) and electrifying steam generation using electric boilers powered by renewable energy sources	-10	FY30
Renewable electricity	Onsite Solar panels Power Purchase Agreements (PPAs) Energy Attribute certificates (EACs)	Promote the transition to renewable electricity by deploying onsite solar photovoltaic systems and securing electricity supply from certified renewable sources through the implementation of long-term contractual agreements, such as PPAs and the acquisition of EACs	-7	FY30
Energy management	Mapping energy flows Installing smart meters	Assess energy flows and detail consumption across all manufacturing sites. Deploy smart energy meters to enhance data quality and coverage, and to digitize the data measurement process	-2	FY30

[1] *Coffee, Cocoa, Agave, Leather, Wood, Sugarcane and Rubber.*

FY30 SCOPES 1 AND 3 FLAG CARBON REDUCTION PATHWAY

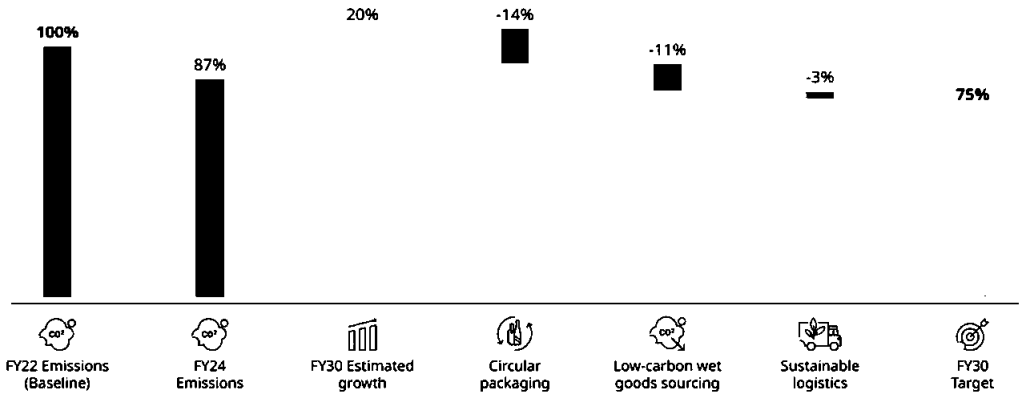


Note: Estimating carbon emissions reductions and growth projections involves uncertainty due to fluctuating data and varying assumptions in calculations and forecasts. The reduction pathway was developed during FY25 based on the latest available data from FY24.

The table below highlights the key actions taken and planned to achieve the Scopes 1 and 3 FLAG target:

Key levers	Actions	Description	Lever contribution to carbon reduction *(%)*	Time horizon
Raw material switch	Shift to low-carbon agricultural raw materials	Prioritize the sourcing of alternative commodities with lower GHG emissions	-34	FY30
Regenerative agriculture	Promote regenerative agriculture practices in our terroirs	Developed regenerative agriculture framework and principles aligned with suppliers	-5	FY30
		Promote sustainable agriculture practices (crop rotation, cover cropping, low-carbon fertilisers, etc.) across our agricultural supply chains, including our own vineyards		
		Support suppliers and farmers on carbon data collection and decarbonisation roadmaps		
		Create landscape level coalition with offtakers (F&B companies), suppliers and farmers to develop large-scale regenerative agriculture programmes		
Carbon removals	Develop carbon removal projects within our terroirs	Assess Group terroirs' potential for insetting projects	-1	FY30
		Develop partnership opportunities		
		Implement projects ensuring carbon removals and other natural and social co-benefits		
Zero deforestation	Target zero deforestation across our primary commodities	Develop a zero deforestation policy	*NA*	FY25
		Conduct risk mapping analysis and implement measures to ensure no deforestation-free sourcing		

FY30 SCOPE 3 NON-FLAG CARBON REDUCTION PATHWAY



Note: Estimating carbon emissions reductions and growth projections involves uncertainty due to fluctuating data and varying assumptions in calculations and forecasts. The reduction pathway was developed during FY25 based on the latest available data from FY24.

The table below highlights the key actions taken and planned to achieve the Scope 3 non-FLAG target:

Key levers	Actions	Description	Lever contribution to carbon reduction *(%)*	Time horizon
Circular packaging	Source low-carbon glass	Developed specific glass emissions factor tool and methodology aligned with suppliers		
		Collect glass suppliers' primary data annually for specific emissions factor calculation		
		Collaborate with glass suppliers to build decarbonisation roadmaps (switch to renewable energy, increase recycled content, alternative raw materials, etc.)		
	Design sustainable and circular packaging	Launched our Group packaging policy based on our 5R principles: rethink, reduce, reuse, recycle, respect	-14	FY30
		Enhance our eco-design approach to packaging, focusing on weight reduction, removing unnecessary packaging components and increasing the use of recycled content		
	Develop circularity models	Deploy and scale-up bottle reuse		
		Expanded partnership with the EcoSPIRITS circular distribution system		
		Investigate opportunities for new packaging collection programmes and recycling and reuse partnership		
Low-carbon wet goods sourcing	Source low-carbon alcohol and processed ingredients	Prioritize the sourcing of alternative wet goods with lower GHG emissions	-11	FY30
		Support our suppliers' efforts to build decarbonisation roadmaps (switch to renewable energy, energy efficiency, etc.)		
Sustainable logistics	Reduce air freight	Reduce the use of air transportation in favour of sea, rail or road freight		
	Modal shift	Prioritize multimodal transportation promoting rail and sea freight over air or road		
	Shift to alternative fuels	Use electric or biofuel trucks	-3	FY30
		Investigate market-based approach for maritime sector through Zero Emission Maritime Buyers Alliance (ZEMBA) coalition		
	Adopt sustainable transportation practices	Optimize routes and fill rates		

Locked-in GHG emissions

Locked-in GHG emissions refer to future GHG emissions that are likely to be caused by key assets or products sold by Pernod Ricard within their operating lifetime.

We acknowledge the presence of locked-in emissions within our activities, but we are actively managing them to ensure they do not impede progress toward our climate ambitions.

Investments for transition plan

During FY25, we developed a comprehensive and achievable carbon transition plan together with key functions (Operations, Finance, Affiliates, etc.). We also estimated the related additional costs (CapEx and OpEx) – along with cost avoidance and savings – with the objective of meeting our SBTi commitment by FY30. We are committed to reviewing the technical and financial plan twice a year and ensuring it is properly integrated into Group strategy and business decisions.

Given the significant complexity and uncertainty of the methodological approach, and the inclusion of multiple variables, we don't plan to specifically disclose investments related to our transition plan in FY25. Pernod Ricard is actively working to refine its methodologies for monitoring and reporting these investments more precisely, so as to be in a position to publish the amounts of future investments related to decarbonisation.

Nevertheless, as part of this transition plan, the Group is allocating €275.5 million in eligible CapEx in FY25 under the recognised European Green Taxonomy Climate mitigation objective.

Alignment of the transition plan with overall business strategy and financial planning

At the time of writing this Sustainability Statement, we are still developing our global Climate Change Adaptation Plan, which will detail technical actions and include a financial business plan. The plan will be available in FY26.

This ambitious initiative ensures we make a meaningful contribution to the fight against climate change while ensuring the sustainability of our operations and the ecosystems they depend on.

Transition plan approval by governance

In line with the Climate Governance structure described in Section 3.2.1.3.2, the Group Sustainable Business team developed the Climate Transition Plan, with strong input from affiliates to ensure feasibility and alignment with operational realities. The Executive Committee then reviewed and validated the plan to ensure consistency with the Group's overall strategy. The Board of Directors is kept informed of its implementation, notably through the Audit and Sustainability Committee. A network of local Sustainability Leads applies the plan across affiliates, ensuring that climate risks and opportunities are integrated into local strategies and that performance is effectively monitored on a yearly basis.

Pernod Ricard is not excluded from the EU Paris-aligned Benchmarks, as its activities do not meet the exclusion criteria stated in Articles 12.1 (d) to (g) and 12.2 of Commission Delegated Regulation (EU) 2020/1818 (Climate Transition Benchmarks Regulation).

3.2.1.4 Climate-related material impact, risk & opportunity management

3.2.1.4.1 Climate Resilience & Net Zero Policy

Pernod Ricard's Climate Resilience & Net Zero Policy aims to mitigate climate change, support the Group's adaptation efforts, promote energy efficiency and bolster the use of renewable energies.

Our commitment to reducing GHG emissions throughout our value chain focuses on concrete actions such as increasing the use of renewable energy, optimising resource efficiency and driving low-carbon innovation. We aim to make a meaningful impact on the environment and are guided by the 1.5°C trajectory supported by the SBTi and the international standardised framework defined by the GHG Protocol, as well as the TCFD, to ensure accurate and consistent emissions measurement and carbon footprint reporting.

The Climate Resilience & Net Zero Policy applies to all of our own raw material production operations – vineyards and agave farming – and to our wine and spirits manufacturing activities – distillation, bottling, ageing, winemaking and rectification, as well as warehouses and administrative sites. As far as our value chain is concerned, this policy extends to our ingredients, agricultural processed agricultural raw materials, packaging, promotional items and logistics activities.

The policy is approved at the highest level by the Executive Vice President (EVP) of Integrated Operations and S&R.

Pernod Ricard designed its Climate Resilience & Net Zero Policy through a collaborative process involving several internal stakeholders from a range of backgrounds. This approach ensured that the strategy was not only ambitious but also grounded in operational realities. By integrating scientific insights and stakeholder expectations, the company shaped a credible and forward-looking climate trajectory.

Our Climate Resilience & Net Zero Policy supports and guides the following strategic axes:

- Climate adaptation & business resilience
- Climate change mitigation

Both axes address Pernod Ricard's IROs by implementing action plans across the entire value chain.

This policy sets out a clear framework for climate action, focusing on both mitigation and adaptation, and commits us to setting science-based targets for reducing our greenhouse gas emissions and implementing proactive measures to build resilience to future climate risks.

Adaptation involves strengthening our ability to withstand the physical and regulatory impacts of climate change by developing proactive adaptation strategies. To do that, we must identify climate-vulnerable hotspots and implement tailored plans to protect our operations, supply chains and communities.

For Pernod Ricard, resilience is a systemic strategy aimed at anticipating potential disruptions and getting ready to respond in the future. This means working actively to reduce our contribution to pressures (like GHG emissions, water withdrawals, pollution, or ecosystem degradation) and anticipating alternative and/or adaptive models. In addition to operational adjustments, our vision considers new business models and financial mechanisms.

The policy was revised and formalized as a standalone document in FY25. It has been disseminated internally to all employees, including the ones who need to implement it, and will be rolled out locally during FY26.

Key Ambitions

As a company whose terroirs and operations are threatened by the ongoing climate crisis, it is vital for us to design climate adaptation plans to protect our people and our assets, and to ensure long-term business continuity and resilience. To do so, we have determined three key actions we must pursue. First, we need to understand and assess Pernod Ricard's exposure to future climate-related risks. Second, we need to design adaptation plans for the hotspot locations that produce our raw materials and are most at risk. And lastly, we need to implement adaptation actions that will enable us to continue producing top quality spirits in the face of changing climate conditions.

Key Positions

Renewable energy

Renewable Electricity

We follow the GHG Protocol framework for reporting renewable electricity procurement and Scope 2 emissions. As a member of RE100, we also comply with its technical criteria, which define the rules for procuring renewable electricity, making associated claims, and tracking progress toward our target.

Other Renewable Energies

We are firmly committed to supporting the transition from fossil fuels to renewable energy within our own operations and throughout our supply chain. As part of our decarbonisation roadmap for our operations and key supply chain activities – including distilleries, glass production and logistics – we fully support the development and use of renewable energy sources such as electrification, biomass, biogas, biomethane, biofuels, e-fuels and both low-carbon and renewable hydrogen.

We prioritise local solutions and the direct use of renewable energy where ecosystems can sustainably support local supply chains, such as the production of biomethane from distillation by-products. We also evaluate and support the development of new market-based mechanisms for biogas and biomethane, such as Renewable Gas Guarantees of Origin, especially when embedded in local supply chains.

We follow the European Commission's hydrogen classification framework and prioritise low-carbon and green hydrogen over fossil-based alternatives, considering technical feasibility, economic viability, regulatory uncertainties and national or regional hydrogen strategies.

We favour direct use of biofuel solutions such as biodiesel or bioethanol over market-based mechanisms such as the book-and-claim or mass-balance approaches. However, we also support the use of market-based mechanisms in freight transport and shipping, recognising their critical role in the collective decarbonisation of these sectors. Biofuels derived from non-crop feedstocks and biomass residues are preferred over first-generation biofuels derived from vegetable oils, which often require intensive agricultural inputs and contribute to competition for food resources.

We recognise that nuclear energy is a low-carbon energy source within the national energy mix, but not a "renewable energy" source as defined by EU legislation.

Mass balancing & market-based mechanisms

Under the SBTi framework, market-based accounting approaches can be considered to meet our near-term reduction targets for Scopes 1 and 2, FLAG and non-FLAG Scope 3 emissions. We do not currently account for emissions reductions from such mechanisms. However, we are committed to working closely with the evolving SBTi and GHG Protocol accounting standards as they develop.

As of early 2025, the GHG Protocol is still in the consultation phase for market-based accounting approaches. They are gathering survey feedback and technical input to develop new requirements and guidance for the accounting and reporting of actions and market instruments in GHG inventories. We will integrate this guidance when it is formally released. We are particularly interested in the potential new market-based approaches proposed in several areas, including natural gas and biomethane, agricultural commodities, freight transport and shipping.

3.2.1.4.2 Climate change mitigation

Pernod Ricard takes a three-pronged approach to climate change mitigation by measuring, reducing and avoiding GHG emissions. We set science-based targets to cut GHG emissions throughout the value chain, which includes improving energy efficiency, increasing the use of renewable energy and implementing sustainable practices in operations and supply chains.

Our commitment to reducing GHG emissions throughout our value chain focuses on concrete actions such as increasing the use of renewable energy, optimising resource efficiency and driving low-carbon innovation. We aim to make a meaningful impact on the environment and are guided by the 1.5°C trajectory supported by the SBTi and the standardised framework defined by the GHG Protocol to ensure accurate and consistent emissions measurement and carbon footprint reporting.

Actions and resources

We have defined a decarbonisation pathway for all SBTi targets, outlining detailed actions and their contribution in our Climate Transition Plan (see Section 1.4.1.3.2 Transition plan).

Scopes 1 and 2 – Own sites' emissions

Regarding Scopes 1 and 2, the Group is concentrating its efforts on four priority areas detailed in the Climate Transition Plan:

- Energy management
- Energy efficiency and electrification
- Shift to alternative fuels
- Renewable electricity

Measuring

These emissions come from activities we control, including the energy we use at our production and administrative sites.

We measure energy consumption and emissions monthly for large sites, quarterly or annually for smaller ones.

The scope of our measurement covers:

- Manufacturing activities: distillation, bottling, ageing, winemaking and rectification
- Warehouses
- Administrative sites

To measure our footprint, we first established our baseline years (FY18 for green financing and FY22 for SBTi). We then measured our total energy consumption and Scopes 1 and 2 emissions for each location and market. Lastly, we mapped energy consumption and CO_2e emissions process by process.

Reducing

We have developed roadmaps through 2035 for each site, focusing on energy efficiency improvements and renewable energy adoption. These roadmaps are updated twice a year.

We are currently analysing the costs and expected CO_2e savings for key projects, including energy efficiency upgrades and on-site renewable energy generation. We will use this data to create a three-year CapEx plan, while also securing our renewable energy purchases.

During the roadmap implementation phase (2026-2030), we will roll out approved projects (energy monitoring system installations, equipment upgrades and renewable power purchase agreements,).

At this point, we are also reviewing projects and rating them based on their energy efficiency and carbon reduction potential. Based on our findings, we will share best practices across affiliates to spread benefits Group-wide. We are updating the carbon reduction roadmap for each affiliate and the Group as a whole, with forecasting through FY35. All of this information will be used to define and update Pernod Ricard's renewable energy strategy.

Carbon footprint reduction initiatives on Scopes 1 and 2 emissions

To improve energy management across our sites, we installed new smart meters and monitoring systems.

Between March 2024 and January 2025, five new Mechanical Vapour Recompression (MVR) systems were successfully commissioned at distilleries operated by Chivas Brothers, Irish Distillers, and Pernod Ricard North America. These installations have collectively allowed the Group to reduce Scope 1 emissions by approximately 6.5 $ktCO_2e$ during FY25.

In early 2025, we removed dryer systems from our Walkerville and Strathclyde facilities. The resulting emissions reductions will be detailed in our FY26 reporting, further supporting our long-term decarbonisation strategy and commitment to climate action.

As part of our ongoing effort to replace fossil fuels with renewable, lower-emission alternatives, we continue integrating biofuels into our energy mix across our distilleries, especially in India. We are also adding electric boilers in some locations, such as Scotland.

In March 2025, Pernod Ricard India signed the Group's first Physical Power Purchase Agreement (PPA) for renewable electricity, securing 3.9 MWp of clean energy. This milestone marks a significant step forward in our commitment to increasing the use of renewable electricity across our operations and supporting the global energy transition.

The share of renewable electricity used this year increased from 91% in FY24 to 97% in FY25 (at production and administrative sites), taking into account electricity generated internally at production sites and self-consumed (co-generation or photovoltaic production). This increase is in line with our RE100 commitment for FY25 and was made possible by centralising renewable electricity procurement.

To encourage the transition, the Group uses an internal carbon price (shadow cost of carbon) to prioritise low-carbon CapEx projects (See Internal Carbon Pricing in Section 3.2.1.5.2 Metrics). In FY25, the price we used was €80 per tonne of CO_2 equivalent.

Since 2022, the Group has issued several green financing operations, starting with a first sustainability-linked bond (SLB) for €750 million. This financing is indexed to two environmental commitments: one on carbon (Scopes 1 and 2 absolute reductions from FY18 base year) and another focusing on reducing distilleries' water consumption per unit of alcohol produced. The Group issued a second operation, based on the same targets in October 2022, setting the terms for a new euro-denominated bond for an aggregated principal amount of €1.1 billion. In May 2023, the Group obtained its first sustainability-linked RCF (Revolving Credit Facility), in the amount of €2.1 billion.

Scopes 1 and 3 FLAG emissions

FLAG emissions stem from farming operations on land owned by the Group and from land-use changes in our supply chain. They are also generated by ingredients sourcing – the procurement of agricultural raw materials or processed ingredients from natural sources. Due to our reliance on agriculture for raw materials, this category requires specific solutions, such as regenerative agriculture, to address emissions and ecosystem impacts, whether in our operations or in our supply chain.

Regarding Scopes 1 and 3 FLAG, the Group is concentrating its efforts on three areas detailed in the climate transition plan:

- Raw material switches
- Regenerative agriculture
- Carbon removals

Measuring

To measure our impact in this category, we take two approaches:

- For our own farming activities, we collect field data yearly to calculate the impact of different inputs, fuel use and crop residues.
- For ingredient sourcing, we use activity data from procurement reporting and emission factors from different sources (either supplier-specific data or average data).

Using those calculations, we generated a baseline carbon footprint in FY22 and have calculated the annual carbon footprint every year since.

Reducing

The first step in reduction is to identify and prioritize hotspot terroirs where CO_2 emissions are the highest. Step two is to define our carbon reduction levers and develop action plans with stakeholders and suppliers. Once we have action plans in place, we can evaluate the cost of decarbonisation for hotspot terroirs for each lever type and proceed with implementing our roadmap.

Following a baseline assessment and calculation of the latest footprints, we:

- Establish the Business as Usual (BAU) scenario for emissions trends according to growth of business across different entities of the Group
- Establish a profile of different FLAG emission sources across operations to understand their origins and prioritize hotspot terroirs where CO_2 emissions are the most important
- Define hotspot terroirs based on total CO_2 emissions
- Assess lever deployment opportunities based on potential, feasibility and cost-effectiveness across priority terroirs. We then consolidate supplier CO_2 roadmaps and internal roadmaps to confirm our ability to reach our FLAG target. And where gaps remain, we adapt roadmaps accordingly to close them.

Carbon footprint reduction initiatives on Scopes 1 and 3 FLAG emissions

During FY25, we continued our regenerative agriculture initiatives, both for our own vineyards and agave plots, and for external suppliers of maize, wheat and sugarbeet, for example. These programmes aim to reduce emissions related to fertilizers and soil management, and are described in Section E4 3.2.4.3.2 Nurturing terroirs – Farming activities.

Scope 3 non-FLAG emissions

Non-FLAG emissions are generated by the use of fossil energies in our value chain for goods like packaging materials and for services like upstream transportation. Since we have less direct influence over these GHG emissions, we work with our suppliers and stakeholders to measure, reduce and avoid them.

Regarding Scope 3 non-FLAG, our efforts focus on four priority areas detailed in the Climate Transition Plan:

- Circular packaging
- Low-carbon wet goods sourcing
- Sustainable logistics

Measuring

Our baseline year for non-FLAG GHG emissions is FY22. For all purchases and upstream transportation included in the targeted coverage, we use supplier-specific and hybrid methods to collect annual supplier-specific data and secondary data (if a supplier's data is not available), which we then cross-check with annual activity data.

For all purchases and streams that are not included in the targeted coverage, we use average data or a spend-based method with secondary data (e.g., industry average).

Reducing

Once we establish a baseline assessment and measure the latest footprints, we:

- Establish a Business as Usual (BAU) scenario for emissions trends until FY30 using forecasts for business growth across the Group's various entities
- Analyse the profiles of the non-FLAG emissions categories to understand and prioritize the hotspots that generate the most CO_2 emissions
- Define hotspots based on CO_2 emissions contribution at a granular level (supplier level, product level, etc.) to determine the scope of our reduction initiatives

For each category, we agree on the most balanced scenario considering feasibility, carbon savings, cost effectiveness, business continuity, brand equity, etc. We consolidate individual suppliers' carbon reduction roadmaps and internal lever actions to confirm we will reach our non-FLAG target. If necessary, we adapt roadmaps and explore additional levers to close the gap.

By the end of this process, we have a list of levers (external and internal) to activate for each category, a consolidated carbon reduction roadmap per category, and a detailed carbon reduction roadmap per hotspot.

Global carbon footprint reduction initiatives on Scope 3 (non-FLAG) emissions

Since FY25, Martell and Lillet have transitioned some of their glass sourcing to Verallia's world-first 100% electric glass furnace, inaugurated in September 2024 at its Cognac site, leading to significant carbon reduction.

Pernod Ricard India has raised its glass bottle reuse rate from 15.1% in FY24 to 17.2% in FY25 by steadily enhancing its collection system for two key brands – Imperial Blue and Royal Stag – at bars and restaurants. The bottles are then washed, refilled and reused by consumers.

More of the circular packaging initiatives in our global non-FLAG mitigation plan are described in Section 3.2.5.2.3 Design sustainable, circular products and packaging.

In terms of low-carbon wet goods sourcing, Pernod Ricard India has increased the share of biomass-based grain neutral spirit from 56% in FY24 to 64% in FY25 by actively working with its suppliers to transition from coal to biomass sources such as rice husk or bagasse.

3.2.1.4.3 Climate adaptation and business resilience

For Pernod Ricard, resilience is a systemic strategy focused on anticipating and preparing future responses to potential disruptions. This means actively reducing our contribution to pressures, like GHG emissions, water withdrawals or pollution, and ecosystem degradation, while also developing alternative and/or adaptive models. This vision integrates new business models and financial mechanisms alongside operational adjustments.

For more information on how Pernod Ricard understands and assesses its exposure to future climate-related risk, please refer to Section 1.4.1.3.1.

Design adaptation plans for hotspot locations

Pernod Ricard intends to create an integrated transition plan that fully accounts for climate, water and nature-related risks. The plan will balance mitigation and adaptation measures, protecting people and affected communities, protecting our assets and ensuring long-term business continuity.

We are currently drafting the "adaptation" part of the transition plan, which focuses on hotspots. We aim to disclose the adaptation plan for manufacturing sites in FY26. Our adaptation plan for terroirs is already fully integrated into the regenerative agriculture strategy described in the Terroir & Nature Policy and action plan (see Section Nurturing Terroirs – Farming activities).

Implement adaptation actions

We will disclose our adaptation actions, targets and metrics for hotspot manufacturing sites in FY26.

For terroir hotspots, our strategy for implementing adaptation actions through regenerative agriculture is described in the Terroir & Nature Policy and action plan (see Section Nurturing Terroirs – Farming activities).

3.2.1.5 Climate change-related targets and metrics

3.2.1.5.1 Targets

Pernod Ricard defined its climate targets through a collaborative process involving both internal and external stakeholders from a range of backgrounds. This broad-based approach ensured that the targets were not only ambitious but also grounded in operational realities. By integrating scientific insights and stakeholder expectations, the company shaped a credible and forward-looking climate trajectory. The result is a set of goals that are both realistic and financially sustainable.

Energy

Pernod Ricard has a target to source 100% of electricity from renewable sources across all its operations by 2025.

In line with our RE100 commitment, adopted in 2019, our 100% renewable electricity target uses a combination of bundled and unbundled Energy Attribute Certificates (EACs). We monitor the contribution of renewable electricity to our Scope 2 goal using the GHG Protocol's reporting framework. In FY25, 100% of the electricity across Pernod Ricard's global operations was sourced from Renewable Energy (RE) sources, excluding the impact of market-based constraints.

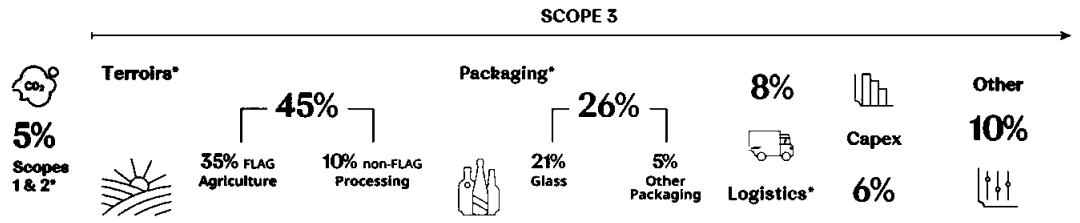
While this represents a significant step forward, certain operational and market-based constraints persist. These include the use of a natural gas-powered Combined Heat and Power (CHP) plant in North America, implemented to improve energy efficiency, and countries where there is no market-based renewable electricity mechanisms or with energy below 100MWh (Armenia, Belarus, Cuba, Uruguay and Venezuela). Please refer to Section 3.2.1.5.2 Metrics – Energy for more information.

Target	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
Source our renewable electricity from renewable sources (production and administrative sites)	100%	%	2025	91	100	Achieved

* *Excluding Pernod Ricard Winemakers data (New Zealand, Australia and Spain sites) representing 7% of total electricity sourced in the Group related to the divestiture announced during the year. It also excludes Armenia, Belarus, Cuba, Uruguay, Venezuela, where market-based renewable electricity mechanisms are not available, and the use of a natural gas-powered Combined Heat and Power (CHP) plant in North America*

Climate change mitigation & adaptation

FY25 CARBON FOOTPRINT



* *SBTi perimeter.*

Pernod Ricard's Climate Net Zero strategy is based on Science Based Targets initiative (SBTi) methodology and was validated in 2024. This strategy is in line with the 1.5°C commitment of the 2015 Paris Agreement (COP 21) to limit global warming to this level.

Pernod Ricard is committed to the following near and long-term emissions reduction targets compared to the FY22 baseline year:

	Unit	FY22 (baseline)	FY25	FY25 vs FY22	2030 target	2050 target	Progress
Scopes 1 & 2 (non-FLAG)	tCO_2e	327,495	189,530	-42%	54%	90%	On plan
Scopes 1 & 3 (FLAG)	tCO_2e	1,449,104	1,305,174	-10%	30.3%	72%	On plan
Scope 3 (non-FLAG)	tCO_2e	1,994,098	1,734,555	-13%	25%	90%	On plan

Pernod Ricard's Science Based Targets initiative (SBTi) outlines the scope and coverage of its greenhouse gas (GHG) emissions reduction targets.

For **Scopes 1 and 2**, the coverage is comprehensive, encompassing 100% of emissions from manufacturing and administrative sites, as well as the company's own farming activities, including those related to Forest, Land and Agriculture (FLAG). This means all direct and indirect emissions from these sources are included in the reduction targets.

For **Scope 3**, the baseline FY22 coverage is partial, addressing 85% of emissions for the near-term target. This includes emissions from purchased goods and services, such as packaging, wet goods (both FLAG and non-FLAG), promotional items, and logistics. The long-term target includes 90% coverage of Scope 3 emissions (including 72% for FLAG emissions), which has been validated by the SBTi.

As part of our wider decarbonisation strategy – which covers both operations and supply chains (including distilleries, glass manufacturing and logistics) – we actively support the development and adoption of renewable energy sources. These include electrification, biomass, biogas, biomethane, biofuels, e-fuels and low-carbon and renewable hydrogen.

Lastly, we have a target as part of our green financing arrangements related to Scopes 1 and 2 GHG emissions on production sites:

Objective (Green Financings)	Ambition	Unit	Time horizon	FY18 baseline	FY24 performance	FY25 performance	Progress
Total Scopes 1&2 indirect GHG emissions (Market-based)*	220,000	tCO_2e	FY25	297,971	208,027	173,731	Achieved

* *As defined in our sustainability-linked financing framework, Scopes 1 and 2 only include industrial sites.*

3.2.1.5.2 Metrics

Pernod Ricard metrics

We track key climate-related metrics to measure our progress in reducing GHG emissions, enhancing energy efficiency, and mitigating our impact. These metrics guide us in meeting our sustainability goals.

Energy

From an energy efficiency and electrification standpoint, Pernod Ricard has made significant progress with the strategic implementation of five Mechanical Vapour Recompression (MVR) systems since March 2024. In addition, a natural gas-fuelled Combined Heat and Power (CHP) plant is used at the Walkerville site to improve its energy efficiency.

This decision aligns with the Group's commitment to optimise energy use and reduce carbon emissions.

Pernod Ricard is actively addressing market-based constraints and exploring the use of Renewable Gas Guarantees of Origin (RGGO) to offset the natural gas used in the CHP plant. As an example, Havana Club has reached an important milestone by becoming the first company in Cuba to obtain certification acknowledging renewable energy injected into the national grid from its solar power plant. Local teams are also working closely with public authorities to secure internationally recognized Energy Attribute Certificates.

As a result, if we include the CHP plant in North America as well as Armenia, Belarus, Cuba, Uruguay and Venezuela, where market-based renewable electricity mechanisms are not available, 97% of the Group's electricity consumption is from renewable sources. The share of electricity consumption from renewable sources would reach 100% if we were to exclude the three specific cases above in line with the RE100 technical criteria.

KPI	Unit	FY24	FY25
Percentage of renewable electricity consumed*	%	91	97

* *Excluding Pernod Ricard Winemakers data (New Zealand, Australia and Spain sites) representing 7% of total electricity sourced in the Group related to the divestiture announced during the year. Including Armenia, Belarus, Cuba, Uruguay, Venezuela, where market-based renewable electricity mechanisms are not available, and the use of a natural gas-powered Combined Heat and Power (CHP) plant in North America*

GHG emissions (SBTi targets)

The Group's overall carbon footprint in FY25 amounted to 3,864,593 tonnes of CO_2e (Scopes 1, 2 and 3, all GHG types included), of which 193,419 came from the direct use of energy (Scopes 1 and 2) and 3,671,174 were related to upstream and downstream activities (Scope 3).

Greenhouse gas emissions are based on the latest available data and emission factors, methodologies and scopes. If there is a significant change (5% or more) in these calculations compared to the previously validated data, we will resubmit the updated data to the Science-Based Targets initiative (SBTi) for validation.

GHG emissions	Unit	FY22 (baseline)	FY24	FY25
NON-FLAG EMISSIONS (ABSOLUTE)				
Non-FLAG Scope 1 GHG emissions *	tCO_2e	291,099	211,397	176,123
Non-FLAG Scope 2 indirect GHG emissions (market-based) *	tCO_2e	36,396	21,732	13,407
Non-FLAG Scope 2 indirect GHG emissions (location-based) *	tCO_2e	77,281	76,232	65,519
Non-FLAG Scope 1 + Scope 2 GHG emissions (market-based) *	tCO_2e	327,495	233,129	189,530
Non-FLAG Scope 3 GHG emissions**	tCO_2e	1,994,098	1,753,651	1,734,555
Non-FLAG Scope 1 + 2 + 3 Total GHG emissions**	tCO_2e	2,321,593	1,986,780	1,924,085
FLAG EMISSIONS (ABSOLUTE)				
FLAG Scope 1 emissions	tCO_2e	4,153	3,933	3,889
FLAG Scope 3 emissions	tCO_2e	1,444,951	1,317,791	1,301,285
FLAG Total GHG emissions (Scopes 1 and 3)	tCO_2e	1,449,104	1,321,724	1,305,174

* *Non-FLAG Scopes 1 and 2 include industrial sites, offices and vineyards.*

** *POS excluded.*

GHG emissions	Unit	FY18 baseline	FY24	FY25
Scope 1, industrial GHG emissions *	tCO_2e	250,542	192,819	161,024
Scope 2, industrial GHG emissions (market-based) *	tCO_2e	47,429	15,208	12,707
Total Scopes 1 + 2 indirect GHG emissions (market-based) *	tCO_2e	297,971	208,027	173,731

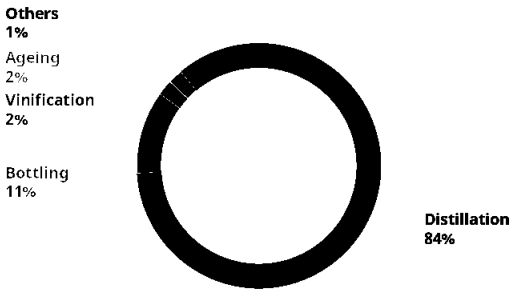
* *As defined in our sustainability-linked financing framework, Scopes 1 and 2 only include industrial sites.*

CSRD-specified metrics

Energy consumption, production and mix

Energy consumption from non-renewable sources		**FY24**	**FY25**
Fuel consumption from coal and coal products	MWh	1,570	0
Fuel consumption from crude oil and petroleum products	MWh	111,108	128,774
Fuel consumption from natural gas	MWh	872,562	695,027
Fuel consumption from other fossil sources	MWh	15,840	9,039
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	32,172	37,341
Total fossil energy consumption	**MWh**	**1,033,252**	**870,181**
Share of fossil sources in total energy consumption (%)	%	68	66
Energy consumption from nuclear sources	**MWh**	**NC**	**1,668**
Share of consumption from nuclear sources in total energy consumption (%)	%	NC	0.1
Energy consumption from renewable sources			
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	MWh	208,999	169,270
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	269,086	268,303
Consumption of self-generated non-fuel renewable energy	MWh	14,840	13,622
Total renewable energy consumption	**MWh**	**492,925**	**451,194**
Share of renewable sources in total energy consumption (%)	%	32	34
TOTAL ENERGY CONSUMPTION	**MWH**	**1,526,177**	**1,315,971**

Aggregate total renewable energy consumption has been adjusted to avoid double counting of electricity generated from biomass-based cogeneration units, which is included both under self-generated renewable electricity and renewable fuel consumption indicators.



	Unit	**FY24**	**FY25**
Non-renewable energy production	MWh	1,758	5,141
Renewable energy production	MWh	7,487	7,915
TOTAL ENERGY PRODUCTION	**MWH**	**9,245**	**13,056**

	Unit	**FY24**	**FY25**
Energy intensity from activities in high climate impact sectors (total energy consumption per net revenue)	MWh/ M€	131.6	120.7
Energy intensity from activities in high climate impact sectors (total energy consumption per unit production)	MWh/ kLPA	5.6	5.5

The Group's activities are classified under NACE code C11.01 (Distilling, rectifying and blending of spirits) and A01.21 (Growing of grapes). According to the CSRD, NACE codes A to H are defined as "high climate impact sectors". Therefore, the energy intensity considers the total energy consumption and the total net revenue.

GHG emissions

GHG emissions (in tCO_2e)	Retrospective			
	FY22	FY24	FY25	FY25 vs FY24 (%)
Scope 1 GHG emissions				
Scope 1 GHG emissions	295,251	215,330	180,012	-16
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	*NC*	*NC*	50	*N/A*
Scope 2 GHG emissions				
Scope 2 GHG emissions (location-based)	77,281	76,232	65,519	-14
Scope 2 GHG emissions (market-based)	36,396	21,732	13,407	-38
Total Scopes 1 and 2 GHG emissions (market-based)	**331,648**	**237,062**	**193,419**	**-18**
Significant Scope 3 GHG emissions				
1. Purchased goods and services	3,312,142	2,948,376	2,904,416	-1
2. Capital goods	210,594	258,141	247,652	-4
3. Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	77,064	75,287	59,520	-21
4. Upstream transportation and distribution	375,751	322,796	317,590	-2
5. Waste generated in operations	824	787	461	-41
6. Business travel	9,792	16,100	6,341	-61
7. Employee commuting	31,826	33,695	32,426	-4
9. Downstream transportation	79,268	81,335	82,006	0.8
11. Use of sold products	758	758	758	*N/A*
12. End-of-life treatment of sold products	31,076	25,955	14,626	-44
15. Investments	5,913	6,857	5,378	-22
Total indirect (Scope 3) GHG emissions	**4,135,007**	**3,770,087**	**3,671,174**	**-3**
Percentage of GHG Scope 3 calculated using primary data (%)	*NC*	*NC*	57.2	*N/A*
Total GHG emissions				
Total GHG emissions (location-based)	**4,507,539**	**4,061,649**	**3,916,704**	**-3.6**
Total GHG emissions (market-based)	**4,466,655**	**4,007,149**	**3,864,593**	**-3.6**

GHG intensity per net revenue	Unit	FY24	FY25	FY25 vs FY24 (%)
Total GHG emissions (location-based) per net revenue	tCO_2e/ €m	349	357	2
Total GHG emissions (market-based) per net revenue	tCO_2e/ €m	345	352	2

For information on the net revenue used to calculate intensity ratios, see Section 5.1.1 referring to the Income statement.

Scope 1 performance

In FY25, the Group achieved a significant reduction in Scope 1 emissions, primarily driven by the implementation of targeted energy efficiency initiatives across key production sites. Notably, the deployment of Mechanical Vapour Recompression (MVR) systems contributed substantially to lowering energy consumption and associated emissions. In addition, a partial decrease in production volumes during the year also contributed to the overall emissions reduction.

Scope 2 performance

In FY25, we achieved a notable reduction in Scope 2 CO_2 emissions, reflecting the combined impact of several strategic initiatives. Beyond the ongoing electrification of thermal processes, emissions were further reduced through improved energy management across our operations, enabling more efficient electricity use and minimizing waste. Additionally, we increased our procurement of green electricity from certified renewable sources, significantly lowering the carbon intensity of our power supply.

Renewable electricity contractual instruments	FY25
Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions	79 %
Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions	21 %

Scope 3 performance

- **FLAG**

In FY25, the Group recorded a slight 1% decrease in FLAG Scopes 1 and 3 emissions compared to FY24. Despite higher wet goods purchase volumes in India, we optimized direct sourcing of maize cereals and maize-based grain neutral spirits as substitutes for rice-based products, delivering notable emission reductions. In other regions, minor fluctuations in volumes resulted in an overall stable emissions trend.

- **Non-FLAG**

In FY25, the Group observed slight 1% reduction in non-FLAG Scope 3 emissions compared to FY24. For the glass category, despite stable volumes, emissions decreased thanks to improved glass volume allocation – for example by sourcing from an electric glass furnace in Cognac run by one of our key glass suppliers. In addition, overall emissions factor reductions from suppliers were driven by higher post-consumer recycled content (see Section 3.2.5.2.3 Design sustainable, circular products and packaging) and energy efficiency initiatives. For wet goods, emissions increased due to higher volumes in the United Kingdom and India, despite a greater share of biomass-based grain neutral spirits sourcing this year.

Out of scope emissions

Biogenic emissions (tCO_2e)	FY25
Biogenic emissions of CO_2 from the combustion or bio-degradation of biomass not included in Scope 1 GHG emissions	54,774
Biogenic emissions of CO_2 from combustion or bio-degradation of biomass that occur in the value chain not included in Scope 3 GHG emissions	272,244

We are still in the process of developing the methodology to quantify the biogenic emissions of CO_2 not included in Scope 2 GHG emissions.

GHG removals and GHG mitigation projects financed through carbon credits

Carbon credits and offsetting – Beyond Value Chain Mitigation (BVCM)

As part of the food and beverage industry, we are deeply connected to the land where our ingredients are grown. In this context, our climate strategy prioritises tangible and transformative actions within our value chain. As a result, carbon credits are not a core element of our strategy and will not be used to meet our near-term greenhouse gas (GHG) reduction targets.

We acknowledge SBTi's development of a Beyond Value Chain Mitigation (BVCM) framework. However, we prioritise reducing emissions within our value chain, in line with our Net Zero ambition, before we consider the use of BVCM activities. We also appreciate that voluntary carbon markets – and the carbon credits they generate – can contribute to the broader global Net Zero transition by enabling other economic and social actors to reduce GHG emissions. We believe that such markets and credits must adhere to clear guidelines that ensure high quality carbon standards and robust safeguards for BVCM activities and related investments.

Carbon removals and abatement / neutralization of long-term emissions

Under the SBTi framework, carbon removal and storage within our value chain can count towards our near-term reduction targets for Scope 1, Scope 2, FLAG and non-FLAG Scope 3 emissions. We are committed to working closely with the SBTi and GHG Protocol accounting standards as they evolve. As of early 2025, the GHG Protocol's land sector and removals guidance is still in draft form. We will incorporate this guidance into our practices as soon as it is formally published and will adjust this policy accordingly.

This forthcoming guidance will outline how companies should account for and report GHG emissions, CO_2 removals and carbon storage from land-based activities and products in their value chains. It will also cover technological CO_2 removal and storage pathways in corporate GHG inventories under Scope 1, Scope 2 and Scope 3. For our Forest, Land and Agriculture (FLAG) emissions, carbon removals may be considered within the inventory. These removals will be calculated and reported in accordance with the GHG Protocol Land Sector and Removals Guidance and IPCC guidelines.

To neutralise residual emissions by 2050, we are committed to regenerating terroirs and developing insetting initiatives beyond the requirements of the FLAG target. We will increase carbon sequestration in forests, soils, wetlands and agricultural systems through tailored projects such as agroforestry, reforestation, afforestation, biochar production and ecosystem restoration. These initiatives will also help improve biodiversity and enhance ecosystem services.

Our insetting strategy aims to integrate sustainable practices directly into our supply chain, reducing emissions at source and strengthening the resilience of the ecosystems on which we depend.

Pernod Ricard does not currently have data available regarding the calculation assumptions, methodologies and frameworks applied to GHG removals and storage, or the neutralization of residual GHG emissions.

Internal carbon pricing
We use an internal carbon price (shadow cost of carbon) for capital expenditure decisions in our operations to encourage decarbonisation investments and low-carbon projects by improving the economic business case compared to a pure economic analysis.

The price we use is €80/tCO_2e for all geographies. It was set in 2023 using the carbon price for the EU Emissions Trading System. We plan to reconsider the methodology used for our internal carbon pricing mechanism and publish the information listed in ESRS E1-8 in the following fiscal year.

3.2.2 Pollution (ESRS E2)

3.2.2.1 Introduction

Due to the agricultural and industrial nature of Pernod Ricard's activities and its entire value chain, from farming and transformation to bottling, logistics and end-of-life disposal, they can cause environmental pollution if not properly managed. In this section we present the Group's material pollution-related impacts on air, water, soil and living organisms, as well as its associated policies and action plans, metrics and targets.

At Pernod Ricard, we ensure compliance with regulations in order to reduce pollution and other environmental risks with environmental management systems (EMS) based on ISO 14001 standards. These EMS ensure that our environmental standards are maintained across the business and integrated into management practices. The Headquarters' Operations Division sets goals, monitors performance, issues guidelines and shares best practices. Every year, each Brand Company evaluates its performance against these requirements and implements action plans if needed. Affiliates must apply the Group's policy locally, comply with local laws, report incidents or non-compliance to Headquarters, assess their long-term risks, and find ways to reduce their environmental impact. Major production sites must be ISO 14001 certified. Employees and administrative sites must follow the "S&R Office" guidelines on green offices, governance, energy, water, waste and business travel to reduce pollution.

3.2.2.2 Management of pollution-related impacts and risks

3.2.2.2.1 Description of pollution-related material impacts, risks and opportunities

As part of the analysis of its impacts and dependencies on water and biodiversity using the Science Based Targets for Nature (SBTn) framework (see Sections 3.2.3.2 Water – Strategy and 3.2.4.2 Biodiversity and Ecosystems – Strategy), Pernod Ricard has identified activities and sites that could entail pollution risks. This assessment covers the Group's entire value chain, including upstream agricultural activities and its own industrial operations – both primary sources of air, water and soil pollution.

Pernod Ricard also engages in continuous stakeholder dialogue with experts and external organizations to identify and respond to material impacts, risks and opportunities related to potential pollution across its value chain. This year, pollution risk assessment workshops were carried out with Pernod Ricard's local experts to identify the most pressing challenges faced at site level, and to complement the screening conducted at Group level.

3.2.2.2.2 Pollution strategy and management of associated impacts, risks and opportunities (IROs)

Results of materiality assessment – pollution

We identified the following pollution-related impacts as material:

- Air and water pollution from our own manufacturing activities
- Water and soil pollution from our own farming activities

The table below lists Pernod Ricard's material pollution-related impacts, risks and opportunities (IROs).

Code	IRO Description	Policies	Type	Value chain stage	Time horizon	Sections
IRO.015	Impact of air and noise pollution from our manufacturing and logistics activities on local air quality and community health.	Terroir & Nature Policy	Negative impact	Direct Operations, Downstream (logistics)	ST to MT	3.2.4.3.3
IRO.017	Impact of upstream conventional farming on water pollution, which could harm freshwater resources and community health.	Water stewardship policy	Negative impact	Upstream	ST	3.2.4.3.2 3.2.3.3.2(3)
IRO.018	Impact of Pernod Ricard's industrial activities on water quality, which could affect local ecosystems and communities.	Water stewardship policy	Negative impact	Direct Operations, Downstream	ST to MT	3.2.3.3.2(3)
IRO.022	Impact of upstream intensive agriculture on biodiversity, pollution, erosion, habitat loss and soil degradation.	Terroir & Nature Policy	Negative impact	Upstream	ST to MT	3.2.4.3.2
IRO.025	Impact of intensive agriculture on soil and biodiversity, which could disrupt environmental services and threaten the ecosystems that support Pernod Ricard's raw material production.	Terroir & Nature Policy	Negative impact	Upstream, Direct Operations	LT	3.2.4.3.2

As a result, we have determined that the following topics are not material:

- Substances of Concern and Very High Concern (SVHCs) (Pollution): these substances are generally found in industrial chemicals, plastics, paints, coatings, electronics, and manufacturing processes. Wine and spirits are agricultural and fermented products made using natural ingredients and biological processes. As such, they do not inherently involve intentional use of SVHCs. While packaging (e.g., glass bottles, labels, closures) could theoretically contain SVHCs, these materials are subject to food safety standards or other packaging regulations that prohibit the use of such substances.
- Soil pollution from our own manufacturing activities: we do not discharge solid matter into the environment and aim for zero waste-to-landfill in our manufacturing operations.
- Microplastics (Pollution): microplastics are generated when products are used and when they are released into the environment through weathering and abrasion. Our products are mainly packaged in glass bottles, and plastic containers account for less than 1% of our primary packaging. Our plastic packaging is designed to be recyclable, so it will not end up in landfills or the natural environment. Some of our point of sales materials contain plastics, but they are also designed to be recycled or reused.

Actions in our Upstream activities

As described in Section 3.2.4 Biodiversity & Ecosystems, in FY25 we conducted an SBTn study that enabled us to understand the materiality of our impact on the environment. An important share of this impact comes from the purchase of agricultural raw materials. We acknowledge the risk that pollutants from pesticides and fertilizers may be present in the farming processes of the commodities we purchase and suppliers' terroirs. The study led us to prioritize hotspot terroirs where we help suppliers adopt sustainable and regenerative agriculture practices to reduce the amount of pesticides and fertilizers they use.

3.2.2.2.3 Policies, actions and targets

Policies

Pernod Ricard does not have a Pollution Policy as such. Environmental impacts on air, soil and water pollution are addressed through our broader Climate & Net Zero Policy for greenhouse gas emissions, our Terroir & Nature policy for soils and ecosystems pollution, and our Water Stewardship policy for water pollution. For detailed information on these policies, please refer to the relevant sections listed in the IRO table below.

Pollution type	Related IROs	Policies	Actions
Water	IRO.017 IRO.018	Water policy	Water quality protection
Air	IRO.015	Terroir & Nature policy Climate Change policy	Nurturing Terroir - Industrial activities Climate Change mitigation
Soil	IRO.022	Terroir & Nature policy	Nurturing Terroir - Farming activities
Living organisms and food resources	IRO.025	Terroir & Nature policy	Nurturing Terroir - Farming activities

Each policy is complemented by a reporting protocol, and industrial sites must follow manufacturing reporting guidance in all environmental impact areas to prevent and manage industrial risks.

These policies aim to achieve their goals by following the principle of "do not harm" and relying on regulatory requirements and pollution thresholds to limit the negative impacts described in the IRO table above. They call for identifying, quantifying and monitoring the pollutants our activities release in significant quantities. We are continuously expanding the scope of the pollutants we monitor to reflect local regulations and ensure our protocol is exhaustive.

In addition, our current environmental management systems and policies already foster initiatives that:

- Reduce pollution at source by promoting pollution-free agricultural and manufacturing practices
- Prevent pollution incidents through proactive risk management and operational controls
- Restore and regenerate ecosystems affected by pollution, enhancing long-term environmental resilience

Actions

We continuously assess and mitigate pollution risks across our own manufacturing and farming sites. Our approach focuses on four key actions: identifying, monitoring, reducing and reversing environmental impacts on water, air and soil.

Action 1: Identify pollutants emitted by our own operations

At manufacturing sites:

- Water: We monitor specific water quality parameters at our manufacturing sites, both for inflows and outflows. During FY25, we conducted an inventory of other potential water outflow pollutants to monitor, leveraging the list from the Regulation (EC) No 166/2006 of the European Parliament. In FY26, we will clarify guidance for water analysis at selected sites with high wastewater discharge levels.
- Air: In addition to calculating GHG emissions from Pernod Ricard's manufacturing activities, we analysed air pollutants in FY25 to define a list of material pollutants for our activities (such as Nitric Oxides (NOx) and Sulfure Oxides (SOx), which can be found in boiler combustion) and will implement appropriate reporting procedures in FY26.

At farming sites:

- Once a year, local teams monitor the types and amounts of agrichemicals we use on our vineyards and agave fields, in compliance with local regulations. During FY26, we will standardize the process to consolidate reporting at Group level as explained above.

Action 2: Monitor pollutants and pollution-related indicators

Given our global footprint and the variety of our geographies, our pollution monitoring adheres to local regulations and thresholds. We manage compliance at two levels:

At manufacturing sites:

- Water: Although key water parameters are already monitored at site level to ensure compliance with local regulations, we are strengthening our monitoring of Group-level water outflow quality alongside our existing tracking of Chemical Oxygen Demand (COD) content in wastewater. This will improve our water pollution risk and impact tracking and let us target remediation actions in instances of non-compliance.
- Air: Until FY25 this category of pollutant was managed by local teams in accordance with local regulations. As of FY26, we will harmonize and standardize the process to monitor all relevant air pollutants.

At farming sites:

- Agrochemical products for plant protection and nutrition are monitored by our local vineyards and agave fields to comply with local thresholds.

Due to our global footprint and the wide range of local conditions, local teams do not always use the same metrics and units for their reporting. For instance, our reports are often based on intensity rather than absolute value. For FY26, we are preparing a more complete reporting protocol that leverages the identification work done in FY25 and harmonises the reporting procedures for all affiliates.

Action 3: Reduce pollution and prevent pollution incidents

At manufacturing sites:

- Our environmental management systems – based on the ISO 14001 standard – ensure that minimum operating requirements are upheld across our sites to prevent non-compliant and accidental pollution. An internal cross-audit team regularly verifies compliance with these requirements and is also responsible for continuously improving our standards. In the event of accidental pollution, we trace the incident locally using an incident management solution and address it promptly with a root-cause analysis and a remediation action plan.

As an example, our Cuban distillery determined that it was emitting pollutants such as phosphorus and nitrogen via its vinasses, a distillation by-product. Vinasses are reused for animal feed and to fertilise crops, mainly sugar cane. We launched the MICA project in 2023 to better reuse vinasses by applying 40 scientific protocols. Initial results are promising, and once results are confirmed – which will take three harvest cycles – the most impactful protocols will enter the production phase.

- Regarding surrounding communities, and knowing our contribution to vibrations and noise generated by trucks in specific areas, we ensure that we manage our flows in order to meet the local regulations.

On certain sites for instance, we implement several noise mitigation strategies: acoustic fencing to shield our closest neighbours, speed limit enforcement and adapted routing for trucks to limit disturbance.

At farming sites:

- As part of our regenerative viticulture ambition, all our sites have implemented practices to minimise chemical inputs in favour of functional biodiversity and alternative or organic products.

Action 4: Restore and regenerate ecosystems affected by pollution through landscape projects

As part of our Terroir & Nature and Water Stewardship policies, we are assessing programs aimed at positively influencing biodiversity, ecosystem health, affected communities and livelihoods. In locations where pollution is a pressing challenge and Pernod Ricard activities are considered to have a material impact on soil and water quality, we will select programmes that have co-benefits addressing local pollution issues.

During FY25, the SBTn study produced a first high-level list of hotspot locations where these programmes should be implemented. In FY26 we will develop guidance for all programmes to ensure project design integrates scientifically measurable outcomes with co-benefits on carbon, water quality and availability, biodiversity and livelihoods.

3.2.2.3 Pollution-related targets & metrics

3.2.2.3.1 Targets

Pernod Ricard's fundamental objective is to ensure full compliance with applicable environmental regulations at both the local and European levels. While regulatory compliance is a core commitment, it does not currently translate into formalised pollution-related targets.

At this stage, Pernod Ricard has not set specific targets for pollution reduction. As a first step, the Group is focused on identifying and monitoring pollutants released through its manufacturing and agricultural activities. This data collection phase is essential to gain a comprehensive understanding of the processes and locations that require the most attention. Creating this visibility will enable the Group to define relevant, tailored targets in the future that align with its ambition to effectively mitigate pollution risks and reduce environmental impacts.

3.2.2.3.2 S&R Metrics

Our pollution risk mitigation approach is supported by the implementation of the ISO 14001 environmental management standard across manufacturing sites, ensuring a systematic approach to environmental performance and local compliance. In FY25, 85% of our manufacturing sites were ISO 14001 certified, covering 99% of total production volumes.

In addition, to evaluate the amount of organics released in water bodies near manufacturing sites, we monitor the average Chemical Oxygen Demand (COD) content in water discharges on a yearly basis.

KPI	Unit	FY24	FY25
Share of production sites certified ISO 14001	%	84	85
Total cumulated COD content of discharges	t	1,547	1,540
Average COD by water discharged	mg/L	60	69

3.2.2.3.3 CSRD-specified metrics

Pernod Ricard will not publish specific data for air, water and soil pollution in time for this Sustainability Report.

However, given our broad geographic footprint and the variation in local regulations, we are currently conducting a specific analysis to identify the types and quantities of possible pollutants discharged.

The next step will be to harmonise the data collection process, determining pollutant thresholds and units case by case and deciding whether to base reporting on absolute values or intensity metrics.

This will translate in a specific process for data collection, analysis and disclosure, which we aim to publish next financial year.

3.2.3 Water and Marine Resources (ESRS E3)

3.2.3.1 Introduction

Pernod Ricard sells beverages, so we are particularly concerned about the availability of water to human communities, water being the most essential beverage for human beings. Not only that, water is a core element required at every step of the production of wines and spirits: it is an ingredient directly added to most products, is required to grow all the natural ingredients we use, and is needed for the processing steps, from mashing, fermentation, cleaning, and distillation to bottling and recycling.

Across our entire value chain, reducing water withdrawals and pollution and adapting to future water scarcity are key priorities in Pernod Ricard's sustainability journey.

The Group addresses this issue from two angles:

- **Optimizing water usage**. We are working to understand and assess Pernod Ricard's water use in order to minimize resource withdrawals.
- **Protecting water quality**. We monitor and actively reduce our impact on water pollution.

This comprehensive approach underscores the Group's commitment to sustainable water stewardship and to the long-term viability of its business and the communities it serves.

3.2.3.2 Strategy

For Pernod Ricard, resilience is a systemic strategy focused on anticipating and preparing for potential disruptions. This involves actively reducing our contribution to pressures on water withdrawals, pollution, and ecosystem degradation, while also anticipating alternative and adaptive models.

In the context of water resources, resilience requires a thorough understanding and assessment of the pressures and vulnerabilities that impact our water sourcing and usage. By monitoring our water consumption, we can better manage our water usage and mitigate risks associated with water scarcity and pollution. This comprehensive tracking enhances our ability to identify potential vulnerabilities and develop strategies to address them.

Our ultimate goal is to ensure that our operations are not only efficient but also adaptable to changing conditions. By proactively addressing the pressures and vulnerabilities related to water resources, we can safeguard our business against disruptions and contribute to the long-term sustainability of the ecosystems we depend on.

Our three key ambitions regarding water resilience are to:

1. Understand and assess Pernod Ricard's exposure to future water-related risks.
2. Define hotspots and design adaptation plans.
3. Implement and monitor reduction, adaptation and remediation measures.

We chose the Science Based Targets for Nature (SBTn) framework to identify and address our material impacts on natural resources across our value chain, including water pressures and vulnerabilities.

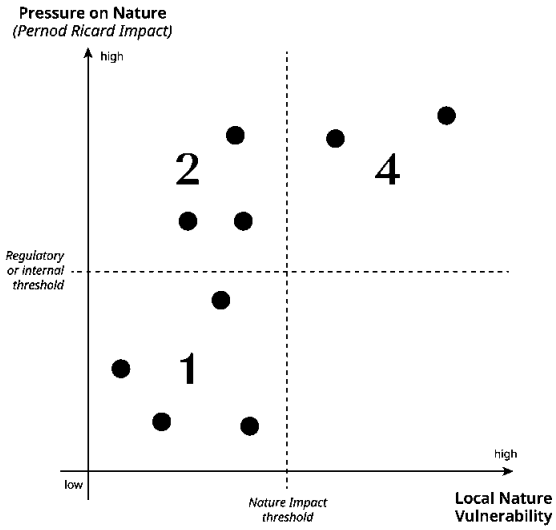
Our resilience analysis starts with understanding and assessing our water-related pressures and vulnerabilities. Accordingly, we conducted a materiality screening and a value chain assessment to identify our most material impacts on water resources and decide which key raw materials and site locations needed priority action.

Using data from FY22 as a baseline, we analysed our wet goods (agricultural raw materials), own sites (distilleries) and dry goods (packaging and merchandise). By cross-referencing activity data with the pressures exerted by our business and the vulnerabilities of natural water resources, we were able to evaluate the resilience of our business model.

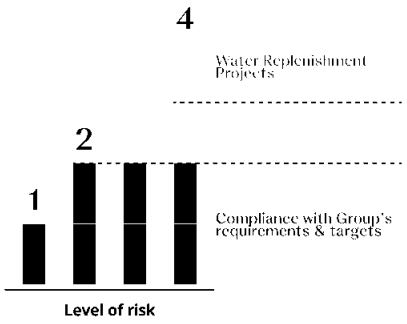
Given the extensive geographical coverage of the Group's operations, it is crucial for us to move beyond a general, global assessment of water-related risks, and instead consider specific situations and local realities at watershed level, taking targeted action locally.

This analysis revealed specific impacts on water resources across different terroirs and sites, highlighting where our value chain is vulnerable and needs specific attention and action. It classified our own operations into four categories based on their pressure level and local environmental conditions. Sites in vulnerable areas with a significant impact (Category 4) or manageable impact (Category 3) were pre-identified as hotspots and reviewed by local affiliate experts to confirm, adjust or nullify their hotspot status.

HOTSPOTS DEFINITION METHODOLOGY



MITIGATION ACTIONS AT SITE LEVEL



This analysis was aimed at developing an integrated and holistic environmental approach, connecting water stewardship with a sound and robust strategy to enhance the long-term resilience of Pernod Ricard's sourcing while reducing supply chain risks.

3.2.3.3 Management of water-related material impacts, risks and opportunities

3.2.3.3.1 Description of water-related material impacts, risks and opportunities

The water-related impacts, risks and opportunities (IROs) identified in our double materiality assessment are presented in the following table.

Code	IRO Description	Policy	Type	Value chain stage	Time horizon	Section
IRO.017	Impact of upstream conventional farming on water pollution, which could harm freshwater resources and community health.	Water stewardship policy	Negative impact	Upstream	ST	3.2.3.3.2(3)
IRO.018	Impact of Pernod Ricard's industrial activities on water quality, which could affect local ecosystems and communities.	Water stewardship policy	Negative impact	Direct operations, Downstream	ST to MT	3.2.3.3.2(3)
IRO.031	Impact of water-intensive industrial activities in water-stressed areas, which could strain local resources and affect community needs.	Water stewardship policy	Negative impact	Direct operations	ST	3.2.3.3.2(2)
IRO.032	Impact of water-intensive agricultural activities in water-stressed areas, which could hinder suppliers and contribute to water scarcity.	Water stewardship policy	Negative impact	Upstream	ST to MT	3.2.3.3.2(2)
IRO.033	Impact of intensive water use by non-agricultural supply chains and downstream partners, which could cause shortages affecting communities and supplier businesses.	Water stewardship policy	Negative impact	Upstream, Downstream	ST to MT	3.2.3.3.2(2)
IRO.034	Risk of losing access to water due to stricter regulations, especially in water-stressed areas, which would disrupt operations and threaten production and business continuity.	Water stewardship policy	Risk	Upstream, Direct operations	MT	3.2.3.3.2(2)
IRO.093	Impact of contribution to water scarcity, which could deprive communities of water and sanitation, leading to economic imbalance, damaged living conditions, and denial of basic human rights.	Water stewardship policy	Negative Impact	Upstream, Direct operations	ST to MT	3.2.3.3.2(2)
IRO.094	Risk of denying water and sanitation rights in the value chain, which could lead to community disengagement, fines and reputational damage.	Water stewardship policy	Risk	Upstream, Direct operations	ST to MT	3.2.3.3.2(1) 3.2.3.3.2(3)

3.2.3.3.2 Water strategy and management of associated impacts, risks and opportunities

Water is a vital resource for our operations and the communities we serve. To ensure sustainable water stewardship, guide our efforts to safeguard water resources and support the long-term viability of our business, our water strategy focuses on three pillars, which Pernod Ricard's Water Stewardship Policy aims to address:

- Water and business resilience
- Water availability management
- Water quality protection

Water resilience policy

Content of the policy

To address the above-mentioned IROs and strengthen the resilience of our business, our Water Stewardship Policy focuses on both water availability and water quality, supporting the following targeted actions.

Water availability management:

- **Key action n°1:** Accurately measure and understand water use
- **Key action n°2:** Understand and monitor watershed vulnerabilities related to water stress
- **Key action n°3:** Reduce impact and rethink water management practices
- **Key action n°4:** Replenish water resources

Water quality protection:

- **Key action n°1**: Measure and track water pollution from our industrial sites and own farming activities
- **Key action n°2:** Understand and monitor watershed vulnerabilities related to water quality
- **Key action n°3:** Reduce water pollution
- **Key action n°4:** Remediate water pollution incidents

This comprehensive approach underscores our commitment to sustainable water stewardship and the long-term viability of our business and the communities we serve.

Direct activities covered by the policy

The policy applies to all our industrial operations, including vineyards and agave farming, and to all our wine and spirits production activities (distillation, bottling, ageing, winemaking, rectification, etc.). These operations either have a material impact on water security for local communities or are likely to be affected by climate change and its water-related consequences.

Value chain stages covered by the policy

Our upstream value chain activities are covered by the policy given their material impact on the environment and hence potential impact on different types of communities. Farming and rural communities reliant on agriculture are highly vulnerable to environmental degradation, climate change and water scarcity in areas where water-intensive crops are grown or significant water resources are required. Indigenous communities may also face challenges due to limited access to resources and changes to their natural environment.

Our downstream value chain is not yet covered by the policy, as the materiality assessment is still in progress using the SBTn framework.

Policy governance

The policy is approved at the most senior level by the Executive Vice President (EVP) of Integrated Operations and S&R. The Sustainable Business team at headquarters, the Vice Presidents of Operations (VPOps) and Sustainability & Responsibility (S&R) teams at affiliates oversee the policy's implementation. The policy is deployed by the Sustainable Business and Manufacturing & Engineering teams at headquarters, and by the Sustainability & Responsibility (S&R) Leaders at affiliate level. For upstream activities, which mostly concern our terroirs, Procurement Directors and their teams – along with the Sustainability & Responsibility (S&R) teams at affiliates – are responsible for implementing the policy.

Stakeholder consultation

To identify IROs, we conducted some consultations as part of the materiality assessment, primarily focusing on peer reviews. As part of our S&R strategy refresh, we also engaged with external stakeholders (customers, suppliers, investors and experts) to collect affected third parties' views and opinions on our ESG ambitions. We have not yet conducted comprehensive consultations on our water stewardship action plan. However, to strengthen Pernod Ricard's water stewardship positions and ambitions, we plan to involve technical experts – globally and locally – in the coming months.

Third-party standards and initiatives reflected in the policy

Pernod Ricard adheres to international standards such as ISO 14001 to systematically reduce environmental impacts and comply with legal requirements. It has also joined several initiatives that advance corporate water stewardship and promote responsible water, with standards for sustainable water use.

- Alliance for Water Stewardship (AWS): Pernod Ricard is committed to obtaining AWS certification for its industrial sites located in water-stressed regions. This certification ensures the deployment of reliable and optimized water stewardship strategies at sites that are most likely to contribute to or be affected by water stress within their watershed. These strategies aim to reduce water pressures exerted by Pernod Ricard in water-stressed areas.
- Beverage Industry Environmental Roundtable (BIER): Pernod Ricard has been an active member of BIER since shortly after its inception in 2006, reaffirming its commitment to advancing environmental sustainability within the beverage sector.
- CEO Water Mandate: Pernod Ricard has been a member of the UN CEO Water Mandate since September 2010, reaffirming its commitment to protecting water resources. This year, as part of the UN 2023 Water Conference, Pernod Ricard collaborated with UNITAR and industry peers to launch the Water Academy, which focuses on delivering innovative training and strengthening human capacity to address pressing water-related issues at scale.
- Science Based Targets for Nature (SBTn): Pernod Ricard conducted an SBTn study with an external consulting company to assess and prioritize areas at risk, particularly concerning water quantity and water quality. This study informed the double materiality assessment process. Above all, it allowed Pernod Ricard to develop hotspot lists for key actions, ensuring targeted and effective measures to address the most critical water-related challenges.
- Taskforce on Climate-related Financial Disclosures (TCFD): Pernod Ricard follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to assess climate-related risks, with water-related risks being among the most significant.
- Water, Sanitation & Hygiene (WASH): As part of Pernod Ricard's Taking Care of Each Other, a Health & Safety policy which aims to prevent and manage occupational risks, the Group's industrial sites are required to be OHSAS 18001/ISO 45001 certified. These standards require organizations to identify and assess risks to the health and safety of employees, implement measures to mitigate those risks, and provide and maintain a safe and healthy work environment. This includes ensuring employees have access to basic necessities such as clean drinking water and sanitation facilities.

Policy dissemination

The direct operations teams that need to implement the policy have access to it through several channels that explain the processes and tools used to track impacts, namely:

- The library on Pernod Ricard's intranet
- Regular technical webinars during the year
- One-on-one meetings between HQ experts and local teams

For our external partners, we regularly meet with strategic suppliers to share our water stewardship strategy and align on common action plans. All materials are shared openly.

Considering we are still building our water strategy, we have not yet made the policy available to potentially affected stakeholders external to the company. However, as we move forward on our water risk mitigation roadmap, we plan to involve local communities in our consultation process.

Water availability management

Having assessed our exposure to future water-related risks and defined our industrial hotspots (manufacturing, vineyards and agave farming sites), the next stage is to design mitigation and adaptation plans for these locations. Water availability management directly supports this second key ambition of our water resilience policy. It involves monitoring our consumption right across our value chain, managing water use carefully and efficiently, adapting withdrawals to local vulnerabilities, and protecting watersheds.

Understanding and precisely measuring our water use

Managing water availability starts with understanding and measuring our water use, especially in our hotspots. Additionally, reporting on these actions is essential for transparency and accountability, demonstrating Pernod Ricard's commitment to the environment and helping track progress towards our water stewardship goals.

Understanding water flows within our direct operations

To understand water flows within our direct operations, we:

- Develop detailed water flow maps for each of our industrial sites. The maps will be completed by FY26 and then regularly updated. This is crucial for identifying and managing water use patterns and aligns with our policy objective of optimizing water quantity use.
- Ensure all operational sites, vineyards and agave fields are equipped with water meters to accurately measure water consumption and abstraction: precise measurement is essential for monitoring and reducing water use, and directly supports our goal of optimizing water quantity use.
- Monitor water consumption from various sources, including public networks, groundwater, springs, rivers, dams and lakes. This comprehensive tracking helps us understand and manage our water sourcing and usage more effectively.

We use the information obtained through the water flow maps and the primary and real data we collect to calculate our water footprint.

Understanding water consumption linked to our upstream value chain

To understand water flows within our upstream value chain, we will develop water footprint assessments for upstream activities. This will be essential to identify water-intensive processes within our supply chain, specifically in wet goods, packaging and POSM. The initiative aligns fully with our goal of optimizing water use. The first assessment was conducted in FY22, and updates began in FY25.

Measuring our water use

To monitor our water withdrawals, we assess water use as follows:

- For direct operations: by annually consolidating primary data from our own industrial activities.
- For upstream value chain activities: by cross-referencing purchased volumes with the impact factors database to evaluate water usage in our upstream value chain every three years. This helps identify areas where water consumption can be optimized.
- By recording and consolidating various water consumption Key Performance Indicators (KPIs) as detailed in the environmental reporting protocols. This systematic tracking from the FY22 baseline to the current financial year ensures accurate monitoring and continuous improvement in water management.

In FY25, we conducted the first water footprint assessment of our upstream agricultural, packaging and POSM procurement aligned with the SBTn framework. This assessment allowed us to identify an initial list of upstream value chain hotspot commodities based on their pressure on water resources.

In FY26, we will continue assessing the impact of our upstream value chain to gain a clearer picture of where water is being used the most. We will then be able to prioritise actions where they can have the greatest impact, fostering a more efficient and responsible approach to water use across our value chain.

Understand and monitor watershed vulnerabilities

Understanding and monitoring watershed vulnerabilities is crucial to ensure the sustainability of our water resources. To map watersheds, define water-stressed areas and prioritize actions, our strategy is to:

- Define water-stressed areas. This first step is essential to identify locations with highly vulnerable water resources using the WWF water risk filter, applying several indicators and risk levels.
- Identify which of our operations and terroirs are in water-stressed areas to determine the most vulnerable.
- Shortlist hotspot locations. We prioritize areas that require focused water management efforts, supporting our goal to optimize water quantity usage.

This exercise covers our own industrial sites, vineyards and agave fields, as well as upstream activities such as terroirs.

During FY25, we went through the full process to determine an initial list of hotspots. It was co-constructed with local affiliates' experts to factor their knowledge and experience into the identification process. This approach helps us precisely understand local challenges and start to identify water reduction and risk mitigation measures suited to each hotspot. Going forward, we will assess any new sites added to the scope each year and update the mapping for all sites every three years.

Reduce impacts and mitigate water risks

We aim to reduce water consumption at all our industrial sites and farming activities and have taken specific measures to address our hotspots.

Reducing water consumption from own industrial operations across the Group

Reducing overall water consumption and enhancing water efficiency remain key priorities across our industrial operations – particularly in distilleries, where water use is most intensive. We continue to implement advanced technologies and circular practices to minimize our water footprint and reach our target of reducing distilleries' water consumption intensity (per unit of distilled alcohol) by 20.9% vs. FY18 (see targets).

One of the most impactful innovations is Mechanical Vapour Recompression (MVR) technology, which significantly reduces water use by efficiently evaporating and reusing water vapour while minimising the use of cooling towers. By recycling heat during the evaporation process, MVR also lowers energy consumption and operational costs. Thanks to the commissioning of five MVR systems between March 2024 and January 2025, we achieved a water savings of 25,000 m³ during FY25. Considering that not all the systems operated at full capacity or for the entire fiscal year, we expect even higher savings in FY26 as the MVRs reach full operational performance.

We also deploy comprehensive water recycling and reuse solutions, including closed-loop systems and the recirculation of process water – such as spent lees, backset and treated effluents. At several of our distilleries, up to 60% of water is now reused.

These methods reduce our operations' water intensity and operational costs, helping to meet our production sites' reduction targets, particularly at our distilleries. We will continue implementing water-saving projects over the years to achieve our objective by FY30.

Reducing water consumption of our own farming activities across the Group

In recent years, we have made significant investments to improve water efficiency, for example in drip irrigation systems. Today, nearly 100% of our irrigated vineyards now use drip irrigation. Additionally, we have adopted advanced technologies such as soil moisture probes and weather stations to optimize irrigation and minimize water use.

Looking ahead, we plan to further enhance our water stewardship by expanding regenerative agriculture practices. By improving soil health, these practices are expected to contribute to better water retention and overall water balance in our farming systems. Regenerative agriculture focuses on restoring and revitalizing ecosystems through techniques such as cover cropping, reduced tillage and varied crop rotations. These methods enhance the organic matter content in the soil, which helps it retain moisture. As a result, less irrigation is required, and rainwater is absorbed more effectively, reducing run-off and erosion. By fostering healthier soil structures, regenerative agriculture not only supports plant growth but also minimizes water consumption, leading to more sustainable and resilient farming practices.

For more information on our future ambitions, please refer to Section ESRS E4 on regenerative agriculture programmes (see Section 3.2.4.3.2 Nurturing terroirs – Farming activities).

Mitigating water risk in identified hotspot locations

We make sure that hotspot manufacturing sites in water-stressed areas (Armenia, China, France, Greece, India, Mexico, South Africa and Spain) implement fundamental water consumption reduction practices and, more importantly, we strive to develop additional measures and/or reduction targets tailored to the local context.

Adapt consumption to local vulnerabilities

Besides reducing water consumption at hotspots, we will assess opportunities to adapt our water consumption to local vulnerabilities, especially by taking into account the timing of water droughts watershed by watershed.

We are currently developing a framework to guide risk assessments across these areas. This framework will include measures to evaluate and monitor local risk in collaboration with key stakeholders such as municipalities, water agencies and affected communities, with the goal of proposing solutions to mitigate and adapt consumption to the risk level.

Replenish water within water-stressed areas

As part of the SBTn process, we are identifying hotspots with significant impact in water-stressed areas. In these locations, we refine our assessment using detailed local data and implement water replenishment projects to balance our operational consumption, and launch projects for newly identified hotspots. These initiatives enhance water balance, improve availability and reduce Pernod Ricard's impact on local water resources. They also protect and regenerate natural habitats by maintaining and restoring hedges, wetlands and other natural areas. We have already started implementing water replenishment projects and aim to replenish 100% of the water withdrawn in stressed areas by 2030.

By actively replenishing, restoring and protecting watersheds, we not only secure our own water supply but also support local ecosystems and communities by addressing the specific impacts that affect them.

Pernod Ricard India has implemented multiple watershed protection and restoration projects. Since 2015, we have completed over 150 projects, including ponds with recharge wells and stormwater retention tanks. We are actively engaged with local communities to support water conservation and provide or improve access to safe water and sanitation. Seven Indian dedicated co-packers in high-risk areas are covered by the Group's water resource preservation strategy.

In Armenia, Yerevan Brandy Company collaborated with the municipality of Yerevan to reduce drinking water wastage in Yerevan City.

Pernod Ricard Mexico has joined a collaborative project in the Guadalajara basin led by the Beverage Industry Environmental Roundtable (BIER). The "Charco Bendito" project will improve water availability and eliminate unsustainable water use through reforestation and restoration actions.

Water quality protection

For Pernod Ricard, protecting water quality is essential to ensure the integrity and safety of our products, maintain consumer satisfaction and uphold our brands' reputations. Safeguarding the quality of the water we use is crucial for preserving the taste and purity of our beverages, preventing equipment corrosion and supporting responsible business practices. Additionally, preventing pollution from water discharges is vital for the public health, local ecosystems and the economic stability of the communities where we operate.

Measure and track water quality

Measuring and tracking our impacts on water quality is crucial to ensure that we protect natural resources and local communities, and that we comply with regulations.

Within our own industrial sites and farming activities, we implement systems that identify, measure and monitor water pollution levels. This ensures that our effluents meet environmental standards before discharge and that our farming practices respect chemical input thresholds. We are currently structuring the process to monitor relevant pollutants and their levels so we can:

- Identify the type and level of pollutants used by our activities
- Measure and keep usage below the regulatory level
- Act quickly in the event of an incident
- Make informed decisions to reduce pollution

We aim to disclose the process by end-FY26.

Understand and monitor watershed pollution

We ensure that any water used in our final products meets drinking water standards, and we adhere to World Health Organization (WHO) guidelines to ensure consistency across all locations, given the variability in local regulations.

Although our water is sourced from public networks to guarantee its quality, our initial SBTn assessment revealed some water basins are at risk of local pollution. This mapping process was crucial in pinpointing the most vulnerable areas within our operations and collaborating with local affiliates to assess risk levels. It allowed us to prioritize hotspots for targeted water quality remediation projects. These projects will be designed with input from local stakeholders and affected communities.

Reduce water pollution

Within our direct industrial operations, we operate wastewater treatment systems to ensure that effluents continuously meet environmental standards before discharge.

In our own farming activities, our agricultural practices aim at reducing or eliminating the use of chemical fertilizers and pesticides, replacing them with alternatives such as biocontrol and organic fertilization.

Throughout our value chain, we focus on terroirs where our SBTn diagnosis has identified the main water pollution risks. We have selected a list of hotspot terroirs where we are developing specific regenerative agriculture schemes (see Section E4 Nurturing Terroirs – Farming Activities for more details). These practices are designed to restore and enhance the natural ecosystem functions of our agricultural landscapes, reducing reliance on synthetic chemicals by leveraging ecological processes while reducing run-off and erosion.

Remediate water pollution incidents

To manage potential incidents, in FY25 we implemented a system for recording environmental incidents that occur at our industrial sites or farming activities in real time. This ensures that all incidents are documented and analysed for future prevention and also facilitates the implementation of a comprehensive mitigation action plan to address and resolve environmental incidents promptly.

3.2.3.3.3 Water targets and metrics

Water targets

Pernod Ricard has voluntarily set several targets to track the effectiveness of its policies and actions for managing material impacts, risks and opportunities related to water resources. It discloses progress and tracking of these targets annually in the Sustainability Statement.

Objective	Ambition	Unit	Time horizon	FY18 Baseline	FY24 performance	FY25 performance	Progress
Reduce overall water consumption intensity (per unit of distilled alcohol) vs. FY18	-20%	m^3/kLAA	2030	25	21.6	21.2	On plan
Replenish water in watersheds for production sites and dedicated co-packers located in high-risk areas	100%	%	2030	N/A	74	68	On plan
Reduce the water consumption intensity in distilleries only (per unit of distilled alcohol) vs. FY18	-20.9%	m^3/kLAA	2030	19	16.6	16.2	On plan

We are still in the early stages of implementing regenerative agriculture practices in our vineyards. Quantifying the direct benefits of these practices remains a complex and imprecise process. As a result, we have not yet established a specific water reduction target for our vineyards. However, we continue to monitor the annual water consumption used for crop irrigation.

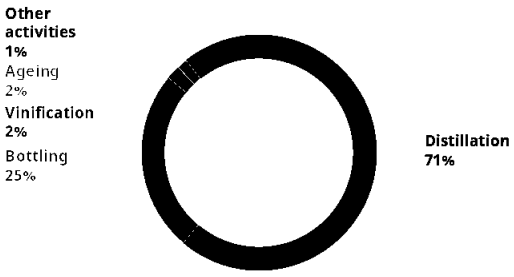
S&R metrics

Pernod Ricard KPIs	Unit	FY24	FY25
MANUFACTURING SITES			
Total water abstraction	m^3	26,829,035	23,320,578
Total water consumption	m^3	5,721,893	5,059,394
Overall water consumption intensity	m^3/kLAA	21.6	21.2
Total water consumption at distilleries	m^3	4,387,096	3,864,732
Total wastewater discharged	m^3	4,730,710	4,061,844
OWNED VINEYARDS			
Total water consumption for irrigation	m^3	10,770,583	10,788,414

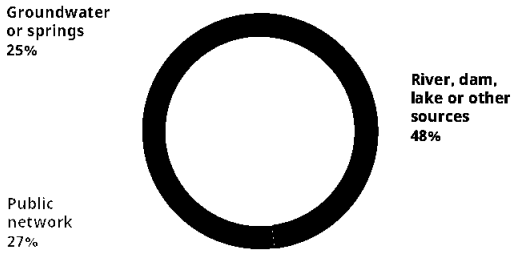
We do not monitor water withdrawals related to agave cultivation, as our own agave fields rely solely on rainwater and are not irrigated. Consequently, their impact on water resources is minimal, with the plants exerting negligible pressure on the local water cycle.

The significant decrease in water consumption at distilleries is related to the combination of our continuous water efficiency programme and a slowdown in production for FY25.

BREAKDOWN OF WATER CONSUMPTION PER ACTIVITY AT MANUFACTURING SITES



BREAKDOWN OF WATER CONSUMPTION SOURCES FOR MANUFACTURING SITES



WATER REPLENISHMENT IN INDUSTRIAL AND FARMING OPERATIONS IN AREAS AT WATER RISK AND IN THE UPSTREAM VALUE CHAIN

Area's risk level	Pernod Ricard situation
Extremely high risk	9 company-owned sites (India, Greece, Mexico, China and South Africa) 9% of the Group's total water consumption
High risk	9 company-owned sites (Armenia,Canada, Spain, USA and France) 4% of the Group's total water consumption
Medium risk	26 company-owned sites 9% of the Group's total water consumption
Low risk	50 company-owned sites 78% of the Group's total water consumption

Sites	FY25 Water consumption (m^3)	FY25 Water credits (m^3)	Replenishment completion (%)
Company-owned sites in areas at risk	642,065	399,343	62
Dedicated co-packers in areas at risk	165,400	151,900	92
TOTAL	**807,465**	**551,243**	**68**

During FY25, we observed a slight regression in the water replenishment trajectory. Despite an overall decrease in our water consumption, some sites located in high water stress areas nevertheless increased their consumption, such as Arandas in Mexico, or Manzanares in Spain. This is explained by an increase in the volumes produced at these sites. The reduced number of co-packers and the exit of Pernod Ricard Winemakers, especially for the activities in Australia, are also impacting the water replenishment trajectory.

CSRD-specified metrics

Within Pernod Ricard's direct operations, distillation accounts for the bulk of water consumption (71%), while bottling uses 25%, vinification (fermentation) 2%, ageing 2%, and other activities 1%.

Water Consumption metrics	Unit	FY24	FY25
Total water withdrawals	m^3	37,599,618	34,108,992
Total wastewater discharges	m^3	25,629,830	22,204,125
Total water consumption	m^3	11,969,788	11,904,866
Water intensity ratio	m^3 / €m	1,030	1,085
Total water consumption in areas at water risk, including areas of high-water stress	m^3	5,820,993	6,276,215
Share of the measure obtained from direct measurement	%	99	98
Share of the measure obtained from sampling and extrapolation	%	—	—
Share of the measure obtained from best estimates	%	1	2

We do not currently collect data on water recycling and reuse, so this information is not available. However, we are in the process of mapping water flows at our industrial sites so we can determine whether monitoring these flows is relevant for Pernod Ricard.

3.2.4 Biodiversity and Ecosystems (ESRS E4)

3.2.4.1 Introduction

All Pernod Ricard products take their character from the land where they were grown. The Group is committed to nurturing every terroir and its biodiversity in a manner that addresses the challenges of climate change, securing quality ingredients now and for generations to come. As such, the Group works hand in hand with farmers, suppliers and local communities to develop sustainable and regenerative practices in its terroirs, including its own lands.

Pernod Ricard produces and sources some 100 natural ingredients from around 60 countries. Each ingredient is grown in a terroir defined by its unique climate conditions, soil type, ecosystems and know-how specific to local people and communities.

In this chapter we explain how our activities affect biodiversity and ecosystems, and the actions we've taken to prevent or mitigate negative impacts, protect and restore biodiversity and ecosystems, and address associated risks and opportunities. We describe how we plan to adapt our strategy and business models and how we manage material risks and opportunities related to biodiversity and ecosystems.

3.2.4.2 Nature strategy

3.2.4.2.1 Nature resilience assessment

Nature resilience assessment methodology

In 2024, Pernod Ricard's internal experts conducted an analysis to understand and assess the pressures we exert on, and our vulnerabilities to, biodiversity and ecosystems, with the goal of assessing the resilience of our business model and strategy to these risks. This first high-level assessment was guided by the Science Based Targets for Nature (SBTn) framework. It included a materiality screening and a value chain assessment to identify our most material impacts on natural resources, including biodiversity and ecosystems.

Physical risks linked to nature

For our assessment of physical risks related to nature, we evaluated ecosystem integrity, deforestation and land use change, soil erosion and pollution, and water scarcity and pollution. The SBTn framework helps assess these risks by identifying critical ecological thresholds and location-specific vulnerabilities.

Transition risks linked to nature

In terms of transition risks, we anticipate regulatory changes that may restrict land use or agricultural practices. Market and reputational risks are also emerging as consumers and investors increasingly prefer nature-positive products. Technological shifts may necessitate costly adaptations to more sustainable production methods. Additionally, supply chain risks could emerge as partners enforce stricter biodiversity standards. Legal and liability risks may increase due to non-compliance with biodiversity protection laws. While we have not yet analysed the quantitative impact of these risks on our business, we are monitoring them closely.

The initial phases of the SBTn framework consisted of high-level assessments and did not involve consultations with communities or affected stakeholders. These engagements will be included in the next phases of target setting and implementation.

Time horizon of the assessment
The resilience assessment used FY22 as the baseline year to align with Pernod Ricard's climate ambition.

Scope of the assessment
This assessment enabled us to identify which terroirs, commodities and sites have material impacts on nature, providing a clear insight into where our value chain is most vulnerable and where targeted attention and action is required.

- The **agricultural assessments** cover our own vineyards and agave fields, as well as external agricultural sourcing in all regions. Given our strong connection to terroirs and the essential role of water in growing our raw materials, we carefully assessed all agricultural sources.
- The assessments for our **industrial activities** cover our own manufacturing sites as well as upstream suppliers of items such as packaging and point-of-sale materials. Downstream activities have not been included in this assessment, as they contribute only marginally to the Group's total water footprint and are not considered material in terms of water-related risk.
- **Transport** and **end-of-life** impacts have been excluded from this first year of the nature assessment to focus on the most significant areas.

Nature-related risk universe
This SBTn-based resilience assessment complements both the climate scenario analysis explained in our Climate & Net Zero section (see Section 3.2.1.3.1) and the Human Rights Impact Assessment. It revealed specific impacts on biodiversity and ecosystems across different terroirs and sites, highlighting where our value chain is vulnerable and needs specific attention and action.

The table below summarizes these results, listing the pressures and vulnerabilities identified within our terroirs and own operations, along with possible mitigation and adaptation solutions.

KEY PRESSURES AND VULNERABILITIES AFFECTING NATURE

	Pressures potentially generated by PR	Vulnerabilities of local areas
Climate	• GHG emissions due to fertilizers, energy for machinery • GHG emissions from industrial processes • Tillage and land management	• Climate change: droughts, floods, frost, heatwaves, higher temperatures, water balance, extreme events
Biodiversity and Ecosystem health	• Ecosystem pollution due to chemical inputs • Land conversion, habitat destruction and deforestation • Crop diversity reduction	• Sensitive biodiversity areas • Vulnerable and endangered species
Water	• Withdrawals through irrigation or water-intensive crops • Withdrawals for operational activities (blending, distillation, etc.) • Pollution through chemical inputs, or discharged water • Deforestation or land conversion affecting the water cycle	• Water-stressed areas • Polluted watershed • Local competition for water
Land and soil health	• Soil pollution due to chemical inputs • Land conversion and deforestation • Soil erosion and sealing • Artificial land development	• Soil pollution • Soil erosion and sealing • Local competition for land
Livelihoods	• Human rights • Working conditions	• Local living conditions • Food security challenges

Dependencies
Pernod Ricard's business model is intrinsically linked to biodiversity, as the company relies heavily on healthy ecosystems to cultivate key raw materials such as grapes, cereals, sugarcane, and botanicals. The quality and availability of these agricultural inputs depend on fertile soils, pollination, water regulation and climate stability. Biodiversity also strengthens supply chain resilience against pests, diseases and climate-related disruptions. Moreover, local ecosystems shape the terroir and uniqueness of our products, which are central to our brand identity. Therefore, preserving biodiversity is not just a responsibility – it is essential to the long-term sustainability of our operations and value creation.

Pernod Ricard's exposure to nature-related risks

Pernod Ricard is currently identifying and prioritizing hotspots where we have the most material impacts on and vulnerabilities to biodiversity.

In FY25, the first high-level assessment was shared internally with key stakeholders to select hotspot locations and identify where deeper analysis of pressures and vulnerabilities – using more granular information and local knowledge – was necessary. The final list of hotspots will be published in FY26.

Agriculture

The resilience assessment identified farming activities as the main contributors to biodiversity and ecosystem degradation, as well as soil and water pollution across our entire value chain. These activities are also the most vulnerable to disruptions in local ecosystems.

Industrial sites

As part of our study on the pressures our activities exert on nature and biodiversity, we used the WWF Risk Filter tool to identify around 20 sites located near biodiversity-sensitive areas. Pernod Ricard is continuing this analysis to deepen its understanding and refine the ecological thresholds it applies. This will enable us to disclose more detailed information on these sites and the related mitigation plans in FY26.

Nevertheless, the company has already identified certain activities that could negatively impact biodiversity, in connection with GHG emissions, water stewardship and land degradation. These impacts can be found in the ESRS E4 IRO table presented below.

Affected communities

By using the SBTn approach to identify how and where we might impact the environment with our Terroir Risk Mapping tool, we are working towards assessing potential risks and the ways our activities affect communities. Our operations span a wide range of geographies, and we recognize that our environmental footprint can have far-reaching social implications, particularly in regions where water stress, biodiversity loss or agricultural pressures intersect with vulnerable populations.

Through our Terroir Risk Mapping tool, we analyse site-specific and raw material-related risks by overlaying environmental indicators with socio-economic vulnerability data. This includes evaluating potential negative impacts on community access to water, land use pressures and changes in local livelihoods due to agricultural sourcing.

In parallel, we are currently conducting a corporate-level Human Rights Impact Assessment (HRIA) focusing on upstream activities. It will provide a deeper understanding of our activities' potential impact on communities in our upstream value chain, particularly with respect to labour conditions, land rights and the rights of indigenous peoples and other vulnerable groups.

For more information, please refer to Section 3.3.3 Affected Communities (ESRS S3).

3.2.4.2.2 Nature-related material impacts, risks and opportunities, and interactions with strategy

At Pernod Ricard, we are committed to addressing the critical pressures that threaten biodiversity. By prioritizing areas, our objective is to develop targeted strategies to mitigate their impact, ensuring the long-term sustainability of our operations and protecting nature.

Based on the resilience analysis presented above, and based on our Double Materiality Assessment, we recognized the materiality of our dependency on biodiversity and identified 12 material IROs to address through our Terroir & Nature policy.

Code	IRO Description	Policy	Type	Value chain stage	Time horizon	Section
IRO.001	Impact of Pernod Ricard's costly adaptation plan requirement on supplier financial health.	Climate Resilience & Net Zero	Negative impact	Upstream, Downstream	LT	3.2.1.4.2
IRO.002	Risk that raw material supply disruptions may halt production, lead to revenue loss, increase operational costs and reduce supplier options.	Climate Resilience & Net Zero	Risk	Upstream, Direct Operations	ST to MT	3.2.1.4.2 3.2.4.3.2
IRO.004	Impact of Pernod Ricard's GHG emissions on global warming and the increasing frequency of climate hazards.	Climate Resilience & Net Zero	Negative impact	Direct Operations	ST	3.2.1.3.1 3.2.1.4.2
IRO.005	Impact of Pernod Ricard's value chain GHG emissions on global warming and the increasing frequency of climate hazards. Unsupported suppliers may struggle to adapt to climate change, which could affect profitability and even lead to business closure.	Climate Resilience & Net Zero	Negative impact	Upstream, Downstream	ST	3.2.4.3.2
IRO.017	Impact of upstream conventional farming on water pollution, which could harm freshwater resources and community health.	Water stewardship policy	Negative impact	Upstream	ST	3.2.4.3.2 3.2.3.3.2(3)
IRO.018	Impact of Pernod Ricard's industrial activities on water quality, which could affect local ecosystems and communities.	Water stewardship policy	Negative impact	Direct Operations, Downstream	ST to MT	3.2.4.3.3 3.2.3.3.2(3)
IRO.022	Impact of upstream intensive agriculture on biodiversity, pollution, erosion, habitat loss and soil degradation.	Terroir & Nature Policy	Negative impact	Upstream	ST to MT	3.2.4.3.2
IRO.025	Impact of intensive agriculture on soil and biodiversity, which could disrupt environmental services and threaten the ecosystems that support Pernod Ricard's raw material production.	Terroir & Nature Policy	Negative impact	Upstream, Direct Operations	LT	3.2.4.3.2
IRO.041	Risk of high reliance on ecosystem services, where degradation could affect yields, raw material availability, production and business continuity.	Terroir & Nature Policy	Risk	Upstream, Direct Operations	ST to MT	3.2.4.3.2
IRO.093	Impact of contribution to water scarcity, which could deprive communities of water and sanitation, leading to economic imbalance, damaged living conditions, and denial of basic human rights.	Water stewardship policy	Negative impact	Upstream, Direct Operations	ST to MT	3.2.3.3.2(3)
IRO.094	Risk of denying water and sanitation rights in the value chain, which could lead to community disengagement, fines and reputational damage.	Water stewardship policy	Risk	Upstream, Direct Operations	ST to MT	3.2.3.3.2(3)
IRO.095	Impact of land-grabbing, which could deprive communities of water and sanitation, leading to economic imbalance, damaged living conditions and denial of basic human rights.	Terroir & Nature policy	Negative impact	Upstream, Direct Operations	ST to MT	3.2.4.3.2

3.2.4.2.3 Transition plan

At Pernod Ricard, we are committed to developing an integrated and holistic transition plan that addresses risks related to climate, water, pollution and nature through a balanced mix of mitigation and adaptation measures. Our goal is to safeguard affected communities, secure our assets and ensure long-term business continuity.

Leveraging the SBTn methodology, we have enhanced our understanding of our material impact on nature by comparing our pressures with local vulnerabilities across the different stages of our value chain.

This baseline assessment enabled us to design mitigation strategies within our terroirs and around our industrial sites, and focus efforts where they matters most. As a result, our transition plan for Terroir & Nature incorporates measures that reduce pressures, alleviate vulnerabilities and achieve positive outcomes for ecosystem health, water and climate resilience, and community livelihoods, as detailed below.

3.2.4.3 Management of nature-related material impacts, risks and opportunities

3.2.4.3.1 Terroir & Nature Policy

Key content of the policy

As our business relies heavily on healthy ecosystems, we are committed to integrating nature preservation and restoration into our strategy and decision-making processes. The sustainable and regenerative agricultural practices covered in our Terroir & Nature Policy support and guide our strategy, helping us address material biodiversity and ecosystem-related impacts, as well as dependencies and physical and transition risks and opportunities.

The overarching aim of our Terroir & Nature policy is to achieve business resilience through a holistic, long-term approach based on three key ambitions:

1. Understand and assess Pernod Ricard's pressure on and vulnerabilities to ecosystem health
2. Nurture terroirs through sustainable and regenerative farming practices
3. Preserve natural ecosystems surrounding our sites

Scope of the policy

The policy covers all our own manufacturing operations, including vineyards and agave farming, as well as wine and spirits production activities such as distillation, bottling, ageing, winemaking and rectification. It also covers our upstream value chain, including agricultural activities, packaging and point-of-sale material (POSM) procurement.

Policy approval and implementation

The policy is approved at the highest level of the company by the Executive Vice President (EVP) of Integrated Operations and S&R. It is overseen by the Sustainable Business team at headquarters and by the Vice Presidents of Operations (VPOps) at affiliates.

Third-party standards and initiatives respected by the policy

We developed our Terroir & Nature Policy by consulting several external standards and initiatives. Some of the frameworks we considered include:

- **SBTn**: Pernod Ricard used this framework to assess its impact on nature.
- **Union for Ethical Bio-Trade (UEBT) standards**: As a member of the UEBT association, we take part in their meetings, events and discussions.
- **Bonsucro standards**: We are a member of the Bonsucro association, participating in their meetings, events and discussions.
- **OP2B's Framework for Regenerative Agriculture:** Pernod Ricard is a member of the WBCSD association and, consequently, of their One Planet Business for Biodiversity (OP2B) coalition – the branch focusing on biodiversity and regenerative agriculture. We take part in their meetings, events and discussions.
- **SAI Regenerating Together Framework**: Pernod Ricard has been a member of the Sustainable Agriculture Initiative (SAI) platform for several years, participating in their meetings, events and discussions.

Consideration given to key stakeholders in setting the policy

We work very closely with local farmers and suppliers within our terroirs to restore natural cycles and trophic chains, regenerating ecosystems and improving livelihoods. In addition to these efforts, we constantly benchmark our practices against industry associations, coalitions and other food and beverage companies to ensure that our agricultural sustainability policy remains at the forefront of industry standards. By engaging with these external entities, we are able to incorporate best practices and innovative solutions that drive continuous improvement.

Furthermore, we co-build our sustainability programs with local contributors to ensure that our actions are effective and tailored to the unique needs and conditions of each region. This collaborative approach allows us to address specific environmental and social challenges, fostering a sense of ownership and commitment among all stakeholders involved. Through these partnerships, we are able to create more resilient and sustainable agricultural systems that benefit both the local communities and the broader ecosystem. Our commitment to stakeholder engagement ensures that our Terroir & Nature policy is not only robust and comprehensive but also adaptable to the evolving landscape of sustainable farming practices. By integrating the insights and expertise of our partners, we strive to make a meaningful impact on the environment and the livelihoods of those who depend on it, as described in the section "Promote and develop Regenerative Agriculture farming practices".

Dissemination

The direct operations teams that need to implement the policy have access to it through several channels that explain the processes and tools used to track impacts, namely:

- The library on Pernod Ricard's intranet
- Regular technical webinars during the year
- One-on-one meetings between HQ experts and local teams

For our external partners, we regularly meet with strategic stakeholders to share our Terroir & Nature policy and align on common action plans. All materials are shared openly.

3.2.4.3.2 Nurturing terroirs – Farming activities

Introduction

Pernod Ricard's long-term resilience depends on well-functioning natural ecosystems, since our iconic brands rely on key agricultural raw materials. Understanding local challenges is critical to drive sustainable sourcing practices and promote regenerative agriculture and nature conservation within our most critical terroirs.

Addressing nature-related impacts requires a holistic approach that tackles both pressures and vulnerabilities across a range of interconnected drivers, including land use and land-use change, water management, resource exploitation, climate change, pollution and the spread of invasive species. This is what we embed into sustainable and regenerative agriculture and nature restoration, as detailed below.

Key ambitions

With these aims in mind, we are committed to developing and implementing strategies that mitigate these risks, ensuring our supply chain's resilience and sustainability. We intend to adopt a lower-impact approach and gradually move away from conventional agricultural models to maximize positive impacts on climate, ecosystems and biodiversity, but also on the well-being of local communities.

This involves collaborating with stakeholders across the industry, investing in sustainable farming practices and advocating for policies that protect both people and ecosystems. In our key sourcing regions, we aim to take the additional step of promoting regenerative agriculture practices and supporting nature conservation. By doing so, we aim to secure the long-term availability of high-quality agricultural raw materials.

To address the IROs related to our strategic axis "Nurturing Terroirs – Farming Activities", listed above, we have set the following key ambitions:

- **Key ambition n°1:** Source and produce our agricultural raw materials sustainably
- **Key ambition n°2:** Promote and develop regenerative farming practices
- **Key ambition n°3:** Preserve and regenerate biodiversity and ecosystems within our terroirs

Actions

Source and produce our agricultural raw materials sustainably

Sustainable sourcing and production are crucial for Pernod Ricard to ensure long-term resilience and address social, environmental and economic challenges. By respecting human rights and conserving natural resources, we aim to create long-term value, address some of the most pressing agricultural challenges, and secure a stable supply of quality ingredients for future generations.

To support the development of this vision, a few years ago we drew up our Sustainable Agriculture: Key Principles document. This collection of practices aims to codify important aspects of sustainability in farming. Our ambition is to apply these principles to our sourcing regions to drive sustainable development and responsible sourcing practices.

Understand our agricultural footprint

Pernod Ricard produces and sources over 100 natural ingredients from around 60 countries. To focus our efforts and act where it matters most, we have identified 19 key agricultural raw materials that are either essential to our product recipes or contribute iconic, sensory qualities to our brands. These include:

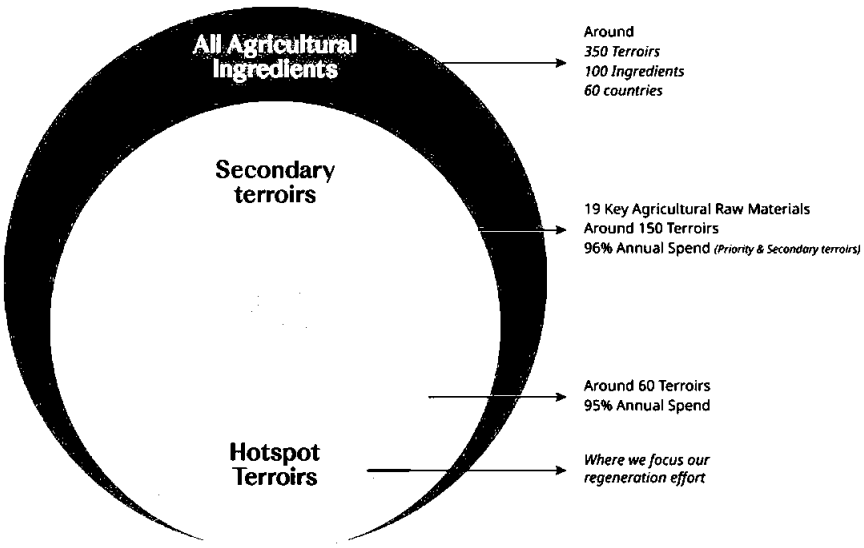
- Cereals: barley, wheat, maize, rye and rice
- Other crops: potato, sugar beet, sugar cane, agave and grapes
- Natural flavours: coffee, coconut, coriander, juniper, fennel, gentian, aniseed (star and green), liquorice and orange

These key ingredients account for over 96% of our annual production and purchases of agricultural raw materials. The remaining ingredients are considered non material for our brands because they are derived from artificial flavours.

We have identified approximately 60 priority terroirs – regions that are either deeply embedded in our brands' identity or from which most of our volumes are sourced. These terroirs account for all our internal production and over 95% of our annual purchases. The remaining volumes come from secondary terroirs.

Finally, thanks to in-depth assessments of climate, water, biodiversity and human rights risks, we have further narrowed our focus on hotspot terroirs. These regions are particularly vulnerable to environmental and social pressures and will be the focus of our short-term regeneration efforts.

OVERVIEW OF OUR TERROIR PRIORITIZATION



To source our Key Agricultural Raw Materials sustainably, we first implement traceability measures, then we identify risks and opportunities, and lastly, we roll out targeted mitigation actions.

Traceability

Transparency in our agricultural supply chains is crucial to monitor products from the farm to our production facilities and achieve a positive impact. Detailed information about each step in the supply chain is essential to identify and manage risks, and it also reveals opportunities for improvement and innovation. Depending on the terroir classification, we have different levels of granularity:

- Priority Terroirs: we aim to trace each product back to its specific terroir.
- Secondary Terroirs: we aim to trace each product at least back to its country. While this provides a broader scope, it still ensures we have essential information about the origin of our raw materials.

Since the creation of our traceability initiative, we have made significant progress towards achieving transparency in our agricultural supply chains. As of FY25, we have successfully traced back more than 99% of our Key Agricultural Raw Materials.

Identifying risks and opportunities – Terroir risk mapping

A desk-based assessment called Terroir Mapping provides a comprehensive analysis of potential threats and vulnerabilities within our agricultural supply chains. We evaluate all sourcing areas for our Key Agricultural Raw Materials, including farming activities under our direct control, external suppliers and wild-harvested crops.

The exercise varies according to the classification of each location:

- Priority Terroirs are our primary focus and undergo the most complete evaluation. We conduct an extensive mapping analysis to assess 16 different environmental and social risks at local scale. Environmental risks include biodiversity, land use change (deforestation), soil quality and pollution, climate change, waste management, water availability, and water pollution. Social risks encompass health and safety, discrimination, child labour, forced labour, compensation (wages), freedom of association, healthy communities, land rights and defenders.
- Secondary Terroirs undergo a simplified analysis of potential environmental and social risks using the most recent country-level data from sources like the Environmental Performance Index (EPI), International Labour Organisation (ILO) and United Nation Development Programme (UNDP). We also ask colleagues to provide evidence based on their knowledge of the supply chain to complement this data.

To ensure reliable, objective assessments, we use internationally recognized data sources, including IBAT, WWF, the UN and FAO. We also draw on colleagues' supply chain expertise and occasionally interview suppliers. If public data are unavailable and we cannot conduct supplier interviews, we use internet research to identify potential risks. We might consider certain risk categories as lower if sustainability certifications have been obtained.

Learnings from the terroir risk mapping process highlight our crops' high sensitivity to the effects of climate change, particularly to drought, and their impact on ecosystems, including biodiversity, soil and water, as well as on communities. This exercise aims to provide a comprehensive understanding of the main challenges in each sourcing region, allowing us to effectively plan our next actions. At the end of the assessment, each terroir receives a score (high, medium or low risk) depending on the overall results. This helps us define our mitigation action plan.

In FY25, we assessed all 58 Priority Terroirs with the following outcomes:

- 26 deemed high potential risk
- 23 deemed medium potential risk
- 9 deemed low potential risk

Defining mitigation actions – Terroir risk mitigation

Our mitigation measures are tailored to each unique context and directly address specific identified risks. Starting directly with our own operations, we aim to eliminate the use of agrochemicals in the vineyards and agave fields under our direct control.

First, we identify the agricultural **sustainability certification standard** that best mitigates the identified risks. To ensure consistency, we have compared publicly available certification standards with our Sustainable Agriculture Key Principles and encourage our farmers and suppliers to obtain certifications that meet our standards. That way, we can consider the products we purchase from them as sustainably sourced. We may reject some standards depending on the local situation. We reserve the right to choose the certification based on the supply chain context and country laws.

While certification standards are becoming more popular globally, there are still many situations where no suitable option exists. To address this, we may adopt alternatives:

- **Tailored programmes:** When affiliates have a stable supply chain and established long-term supplier relationships, we may develop specific programmes to bring suppliers into compliance. This approach allows us to create rules that perfectly fit the local situation and meet our sustainability goals. To ensure impartiality, we commission an external party to verify compliance. Examples include impact programmes and regenerative agriculture programmes.
- **Contractual specifications:** If we decide a standard is not sufficiently strict, we may help the farmer or supplier meet our requirements by adding sustainable practice requirements to purchasing contracts and having a third party verify compliance.

Where the above measures are not sufficient to mitigate all identified risks, we may implement targeted actions to address outstanding issues.

To comply with the EU's deforestation-free products regulation and our SBTi commitment, we are identifying measures to ensure that our sourced products do not contribute to deforestation. This additional verification covers wood-based products, sugarcane, agave and coffee.

Our overarching goal is to address and mitigate all the risks identified in the terroir mapping, ensuring that our raw materials are sourced sustainably.

As of FY25, we are sustainably sourcing 39% of our Key Agricultural Raw Materials.

Promote and develop Regenerative Agriculture farming practices

Definition and framework

Regenerative agriculture is a holistic approach designed to maximise positive impacts on climate, ecosystems and biodiversity, while also enhancing the well-being of communities. By combining agroecological practices at field, farm and landscape levels, this approach aims to improve soil health and natural fertility, restore ecosystems, enhance water retention capacity, and strengthen resilience to water stress. In the long term, this model also aims to reduce greenhouse gas emissions, increase carbon storage, and foster biodiversity.

Building on a **catalogue of agroecological practices** (like soil management or crop diversification), we aim to maximise **positive impacts** and engage in dialogue with farmers to support their transition to regenerative methods.

Given Pernod Ricard's global presence, the varied terroirs from which we source key raw materials are shaped by significant environmental, social and cultural differences. Recognizing this complexity, we adopt a bottom-up approach to regenerative agriculture, tailoring each regeneration agriculture project to local conditions.

Our ambition extends beyond transforming the way our ingredients are produced. In addition to creating impact at the terroir level, we are also committed to regenerating and restoring the surrounding natural ecosystems.

Given the complexity of our supply chains, our approach is outcome-oriented and somewhat practice-agnostic. We focus on tracking improvements in various impact areas rather than enforcing mandatory actions. However, we have identified a set of widely recognized beneficial practices that drive scalable results, directly or indirectly influencing the outcomes we aim to achieve. None of them are compulsory, as we believe that in agriculture, one size does not fit all. Instead, a limited number of appropriate practices, combined with locally tailored solutions, will be most effective in achieving our objectives. These practices are described in our Sustainable Agriculture Key Principles.

To measure our progress, we have developed a framework to track the results of implementing various practices. Because we want to foster local collaboration with other off-takers of agricultural supply chains, our framework is aligned with the most widely recognized regenerative agriculture models, such as the OP2B or SAI.

Expected outcomes from regenerative agriculture

Transitioning to regenerative agriculture offers far-reaching benefits, so it plays a key role in reducing environmental pollution. Agriculture can be a major contributor to GHG emissions as well as soil and water contamination, primarily due to the overuse of synthetic fertilisers, pesticides and herbicides. Our regenerative agriculture model actively addresses these issues by promoting the reduction or elimination of chemical inputs and encouraging the use of ecological alternatives, such as organic fertilisation, Integrated Pest Management (IPM), and diversified crop rotations. These practices improve nutrient cycling and soil structure, reduce dependency on external inputs, and support natural pest control.

Moreover, practices such as cover cropping, reduced tillage, and the use of buffer zones help mitigate soil erosion, one of the key drivers of nutrient and chemical run-off into nearby water bodies, and also improve soil carbon sequestration. As a result, regenerative agriculture can significantly improve soil and water quality and reduce the overall pollution load in the environment.

For sites with historically degraded or polluted soils, regenerative methods can also contribute to soil remediation by restoring biological activity and enhancing the soil's natural capacity to degrade certain pollutants over time.

To ensure these outcomes are achieved, we have defined a set of specific impact indicators across key areas including carbon, biodiversity, water, soil health and livelihoods. All regenerative agriculture projects within our supply chain are required to monitor and report on these indicators to ensure transparency, continuous improvement and accountability.

BENEFITS TARGETED BY OUR REGENERATIVE AGRICULTURE FRAMEWORK

	Benefits expected by PR	Impact measurement indicators
Climate	Employing a large range of sustainable practices, regenerative agriculture aims to reduce FLAG emissions while increasing carbon sequestration (an insetting rather than an offsetting approach, as detailed in our Climate Policy). It also ensures yield stability, thereby supporting the key objective of climate change adaptation.	• GHG Emissions • Carbon sequestration • Yields
Biodiversity	Agricultural systems support a wide range of organisms above and below ground, contributing to the natural balance of ecosystems. Pernod Ricard aims to maximise wild biodiversity by maintaining or restoring natural and ecological regulatory areas, while promoting sustainable practices and encouraging genetic diversity in crops and livestock.	• Natural habitat conservation • Number of species increase • Chemicals reduction
Water	Water is essential for crop production and requires a consistent and secure supply. Climate change is disrupting the water cycle and increasing the frequency of extreme events such as droughts and floods. Increasing water infiltration in fields, improving soil water retention and developing landscape-scale hydraulic systems are key to building resilience. In addition, agriculture contributes to water quality degradation through chemical leaching, which can be mitigated through careful application of inputs.	• Water use efficiency • Water pollutant reduction
Land and soil health	Soil ecosystems are the foundation of the plant cycle and a vital resource for crop production. Intensive farming can degrade soil quality, so revitalising it is a key step towards more resilient and balanced agriculture. Improving soil health and nutrient balance supports stronger, higher-yielding and more pest-resistant crops. Healthy soils also play a role in climate change mitigation by storing carbon.	• Soil coverage increase • Tillage intensity reduction • Soil Organic Carbon Increase • Soil life increase
Livelihoods	Improving the working and living conditions of farm workers – particularly in developing countries – can bring significant benefits to farmers, their families and the resilience of the agricultural sector. In addition to upholding human rights, we foster ethical relationships with suppliers and farming communities by promoting decent work and fair compensation.	• Income perception increase • Life balance increase • Farmers in transition

Actions

Based on multiple criteria – including ease of implementation, affordability, technology availability and supplier maturity – we have identified a shortlist of hotspot terroirs where regenerative agriculture can be deployed at scale. A structured transition plan, with three waves of deployment from FY22 to FY30, is currently being developed and is part of our SBTi Net Zero roadmap. It covers both our own and external suppliers' farming operations.

To support this transition and engage our partners effectively, we follow a structured approach:

- Baseline Assessment – A detailed evaluation across five key impact areas to define the current agricultural model and identify opportunities for improvement.
- Practice Selection – Identification of context-appropriate regenerative practices that can deliver measurable environmental and social benefits.
- Benefit Modelling – Assessment of the potential positive impacts of the selected practices.
- Cost Analysis – Evaluation of the economic feasibility to determine a viable financial model.
- Contractual agreements – Formalization of commitments with partners to support long-term implementation.

Example of programs

Since 2020, we have conducted more than 25 pilot programmes in our terroirs, empowering more than 11,000 farmers in total.

Our Martell Mumm and Perrier-Jouët vineyards are leading the transition to regenerative agriculture. The brands are working with winegrowers and partners to develop new ways of farming by taking a holistic approach to the vineyard ecosystem to improve its functionality and resilience. Actions implemented include researching resistant grape varieties, experimenting with biomass and floral plant covers, vitiforestry, green corridors and bio-alternative treatments.

In Texas (USA), we are building a sustainable and resilient farming future crucial for the success of TX Whiskey. This programme promotes practices that improve soil health, boost biodiversity, and enhance water retention – all of which are key to supporting Texas farmers, who face growing environmental challenges.

In Mexico, Kahlúa has been partnering with coffee-farming communities since 2016 to help them increase yields while protecting biodiversity and improving living and working conditions. The first stage was to address basic needs such as access to fresh water and sanitation. We then worked together to replace old and less productive coffee trees with new plants that are disease-resistant and more resilient to climate change. Today, the communities can supply Kahlúa with all its coffee needs – and they're also developing their own coffee brands to sell to others.

In Scotland, Chivas Brothers and Simpsons Malt Limited have partnered on a pilot project using carbon-saving fertiliser to make 'greener' whisky. The UK exclusive pilot leverages OCI Global's innovative low-carbon fertiliser, which has the potential to reduce the amount of greenhouse gas emissions created by growing barley and wheat for whisky production by up to 20%.

Preserve and regenerate biodiversity and ecosystems within our terroirs

Definition and Framework

Our holistic approach to nature conservation and regeneration within our terroirs is aimed at maintaining and restoring nature's inherent abilities. These two concepts are distinct yet complementary:

- Nature conservation focuses on responsibly managing our interactions with natural ecosystems to sustain their ability to meet the needs of current and future generations. It aims to protect ecosystems, prevent degradation and preserve biodiversity.
- Nature regeneration seeks to initiate or accelerate the recovery of degraded ecosystems, guiding them toward self-sustaining and resilient states.

We aim to guide degraded ecosystems back to their historic trajectories, not necessarily their original states, acknowledging that ecological realities, like climate change, may alter this path. At Pernod Ricard, we understand that while restoration can recover biodiversity, it is not a replacement for conservation and cannot justify destruction or unsustainable use. Restoration may not fully re-establish all native species or the original ecosystem's full structure and function. Therefore, we aim to reconnect our business with nature, improve our knowledge, reduce our harmful impacts and create positive ones. By doing so, we maximize co-benefits within our value chain, ultimately strengthening our business resilience and sustainability. This approach is inextricably linked to regenerative agriculture as part of our ambition to regenerate our terroirs. We are working on our terroir vulnerabilities to apply tailored mitigation actions and collaborate closely with local communities.

Our terroirs represent both our identity and our strength. We believe in implementing local actions to restore the ecosystems we depend on. Our resilience relies on the health of our terroirs, so we are committed to developing insetting projects within them. We do not consider offsetting a viable option, and we will not purchase biodiversity credits for this purpose. However, biodiversity certificates could be a viable option, and we are exploring this approach. These certificates rely on established methodologies, standardized criteria and certification by independent auditors. They could help us skip the step of identifying locations and actions ourselves, as certified actors have already done so. Nevertheless, the initiatives should take place close to our impacted terroirs.

Actions

During FY26, Pernod Ricard will identify and prioritize several hotspot terroirs for nature regeneration programmes. These locations will be selected based on their relevance to our climate challenges, supporting our transition plan and expected carbon removals. The selection will also integrate insights from our SBTn assessment to maximize co-benefits for water and biodiversity. These initiatives aim to generate positive impacts for local ecosystems while supporting community well-being.

In this context, we will design projects in collaboration with local stakeholders, particularly affected communities. The actions will need to be additional and have long-term benefits for the environment as well as local communities.

Our aim is to harmonize monitoring and evaluation frameworks across our various projects by establishing scientifically credible metrics for different outcomes, such as carbon, biodiversity, water, livelihoods and soil health.

Examples of programmes

In Cuba, we are engaged in a mangrove restoration project near our sugarcane terroir and distillery. This initiative aims to protect the coastal ecosystem that supports local communities, preserve and enhance biodiversity, and boost soil carbon storage (blue carbon).

In Ireland, a PhD student is researching the impact of our Sustainable Green Spring Barley Programme in collaboration with the University College Cork (UCC). This research, which began in 2024 and will be completed in 2027, aims to determine the programme's impact on biodiversity and soil carbon levels.

3.2.4.3.3 Nurturing terroirs – Industrial activities

Introduction

For Pernod Ricard, nurturing the terroirs around its industrial sites means actively preserving and enhancing the surrounding natural environments. This commitment is vital because it ensures that the company's operations do not negatively impact local ecosystems and communities. By monitoring its environmental impact, implementing sustainable practices and investing in biodiversity projects, Pernod Ricard aims to minimize its environmental footprint, promote the health of local ecosystems, and support the well-being of nearby communities.

Key ambitions

As well as implementing measures to mitigate our impacts on nature and the ecosystems near our industrial activities, we aim to preserve and regenerate them by:

- Avoiding harming ecosystems
- Conserving biodiversity
- Restoring damaged ecosystems

Pernod Ricard is committed to developing and implementing strategies that mitigate its impacts and risks. This involves monitoring and remediating environmental damage caused by our industrial operations. To address the IROs related to our strategic axis "Nurturing Terroirs – Industrial Activities", listed above, we have made controlling and mitigating nature-related risks around industrial activities a key ambition.

Actions

Control and mitigate key nature-related risks

We monitor the nature-related risks of our industrial operations by recording and documenting all events and incidents. If the level of hazardous pollutants exceeds a preset threshold, we implement a mitigation action plan and track progress.

Sites are continuously monitored. Incidents are promptly reported so we can implement mitigation plans. Each site provides an annual report on nature-related incidents. Local and central corporate manufacturing teams are responsible for conducting the assessment, supported by the Climate & Nature team.

In FY25, the SBTn study enabled us to identify which of our industrial operations have material impacts on biodiversity and ecosystems. The study looked at key pressures from industrial operations (land use and land-use change, water withdrawals, and water and soil pollution) as well as local site-level vulnerabilities (water availability and quality, and the presence of biodiversity-sensitive areas).

As for pollution risk, an in-house team of experts is currently structuring the process to monitor relevant pollutants and their levels so we can:

- Identify the type and level of pollutants used by our activities
- Measure and keep usage below the regulatory level
- Act quickly in the event of an incident
- Make informed decisions to reduce pollution

We aim to disclose the process by end-FY26.

3.2.4.4 Biodiversity targets and metrics

3.2.4.4.1 Targets & Metrics

Pernod Ricard has established the following targets to guide its nature-related actions, ensuring that it avoids and/or mitigates the impact of its activities on biodiversity and ecosystems:

Objective	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
Cover all key agricultural raw materials (annual purchases) by risk mapping	100	%	Every 3 years	100	100	Achieved
Source sustainably key raw materials (spend)	100	%	FY30	39	39	On plan

During FY25, we focused on accelerating progress in regions that had previously lagged behind. While we achieved significant improvements in many of these terroirs, the overall momentum was partially offset by a slowdown in regions that had historically been more advanced in meeting the target. This slowdown was primarily driven by local circumstances, such as an increase in purchases of aged and finished products that did not carry a sustainability label.

Looking ahead to FY26, we are committed to resuming our progress. This will be supported by an updated approach and refreshed targets that are better aligned with the unique characteristics of our supply chains and the specific local contexts in which they operate.

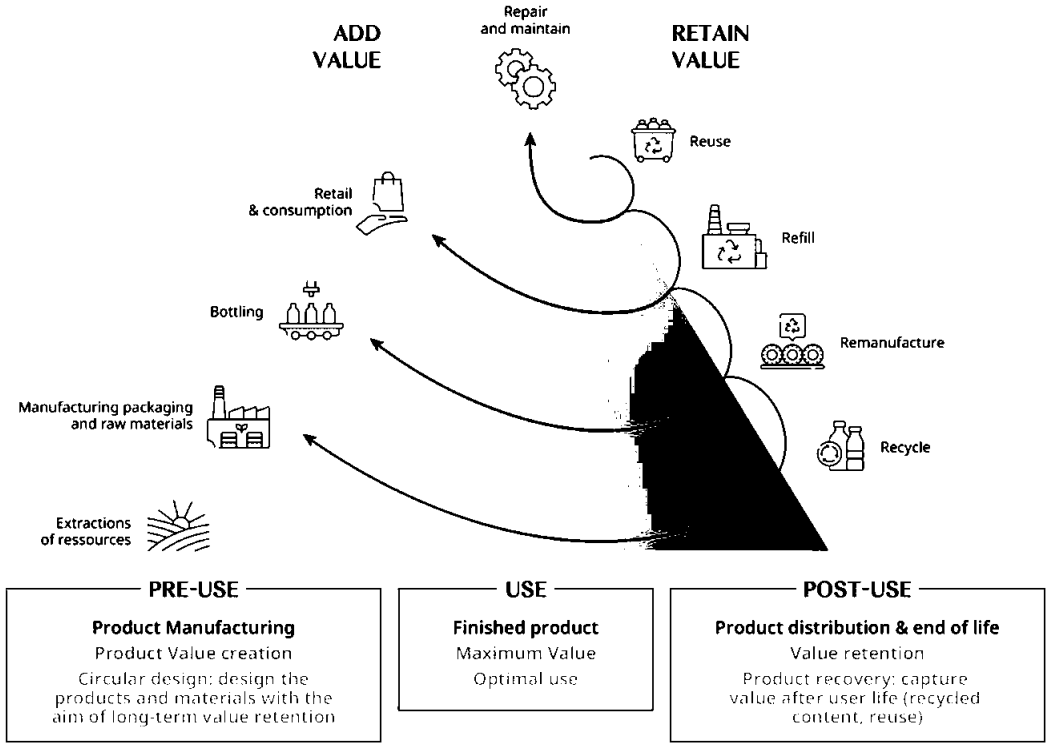
In addition, as part of its SBTi targets, the Group has committed to preventing deforestation across primary commodities associated with deforestation activities and will manage this within the sustainable sourcing targets on terroirs and packaging.

3.2.5 Resource Use and Circular Economy (ESRS E5)

3.2.5.1 Introduction

The world's finite resources are under immense pressure owing to the rapid growth of the linear economy in response to our increasing consumption. As a result, natural resources such as fresh water, minerals and forests are being depleted, and waste, air, water and soil pollution are increasing (for more on water and terroir issues and policies, please see Sections 3.2.3.3.2 and 3.2.4.3.1). Pernod Ricard is particularly vulnerable to fresh water scarcity, pressure on agricultural raw materials, disruptions in global packaging and transportation supply chains, and a decline in raw materials used for packaging.

In recent years, many regulatory obligations have been introduced to accelerate the transition from a linear economy – where goods are produced, consumed and thrown away – to a circular economy that prioritizes resource efficiency and minimizes waste. At Pernod Ricard, we endorse this change. We are committed to evolving our business towards a circular making model that fosters reduction, reuse and recycling. This transition will result in Pernod Ricard consuming fewer resources, generating less waste and ultimately reducing our environmental footprint while maximising our products' value (our strategy follows the Value Hill Business Model described below).



In this section, we present our material impacts and risks related to resource use and circularity, our actions and policies to prevent or mitigate them, and our metrics and targets.

Our efforts in this area focus on three axes: designing sustainable and circular products and packaging; fostering circular operations; and embracing circularity in our product distribution and end-of-life management.

3.2.5.2 Management of circularity-related material impacts, risks and opportunities

3.2.5.2.1 Description of circularity-related material Impacts, Risks and Opportunities

To identify actual and potential IROs with respect to resource use and circularity in our own operations and value chain, we used two methodologies:

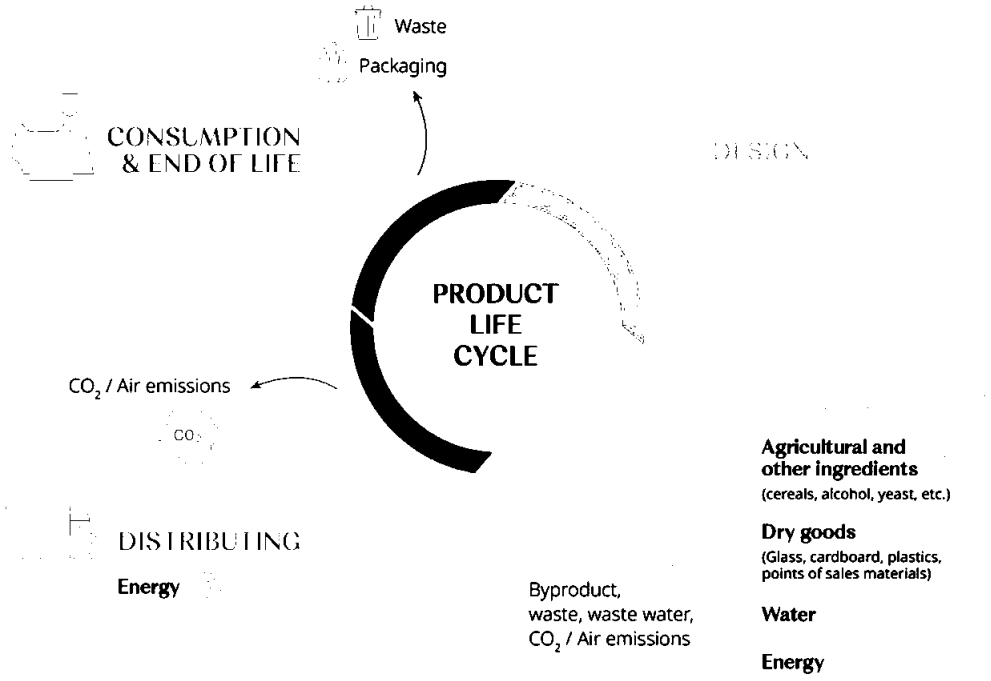
1. Material quantities from our purchasing and operations reporting process (tonnage and cost of dry and wet goods).
2. Climate risk analysis (physical and transition) of our value chain and operations (Ref. Climate and Net Zero Policy). The process of identifying IROs is detailed in Section ESRS 2 General disclosures of this URD.

We have not yet performed any comprehensive consultations regarding our circular strategy action plan, but we may do so when specific topics call for it. However, we also took part in the Circul'R circularity measurement coalition and were regularly in contact with organisations such as ADELPHE and the Ellen MacArthur Foundation (EMF), which helped us to confirm the IROs we had identified.

Code	IRO Description	Policies	Type	Value chain stage	Time horizon	Sections
IRO.044	Impact of competition for natural resources between company operations and community needs, which could deplete water and food resources, and raise living costs.	Terroir & Nature Policy Circularity Policy	Negative impact	Upstream, Direct Operations	LT	3.2.5.2.4 3.2.5.2.5
IRO.045	Risk of scarcity of essential agriculture raw materials, which could halt production, raise costs and limit access to key commodities.	Terroir & Nature Policy Circularity Policy	Risk	Upstream, Direct Operations	ST	3.2.5.2.4
IRO.046	Impact of competition for resources for dry goods with communities, which could contribute to resource scarcity.	Circularity policy	Negative impact	Upstream, Direct Operations	LT	3.2.5.2.4
IRO.047	Risk of scarcity of essential raw materials for dry goods, which could raise costs, create shortages and threaten production.	Circularity policy	Risk	Upstream, Direct Operations	ST to MT	3.2.5.2.4
IRO.050	Impact of transport, storage and disposal of dry goods on the environment, the ecosystem and community health.	Circularity policy	Negative impact	Direct Operations, Downstream	ST to MT	3.2.5.2.4 3.2.5.2.5 3.2.5.2.6
IRO.051	Positive impact of distributing by-products such as spent grains and grape pomace for animal feed, biogas, compost or other reuse, which supports local ecosystems and communities.	Circularity policy	Positive impact	Direct Operations, Downstream	ST to MT	3.2.5.2.5
IRO.053	Risk of higher packaging taxes and stricter regulations, which would increase compliance costs.	Circularity policy	Risk	Direct Operations, Downstream	ST	3.2.5.2.6
IRO.055	Impact of incinerated or landfilled waste, which could degrade soil and air quality, cause visual and odour pollution and lower resources for local communities.	Circularity policy	Negative impact	Direct Operations, Downstream	ST	3.2.5.2.5

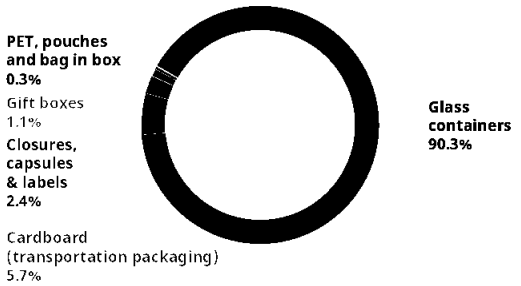
3.2.5.2.2 Circularity policy

Circularity is one of the Group's key priorities. Through its Circularity Policy, Pernod Ricard is committed to minimising resource use at every step in its value chain by designing, producing and distributing products and experiences in more optimised and circular ways that foster reduction, reuse and recycling. The lifecycle of our product is described in the picture below, which also highlights resource use and waste generated.



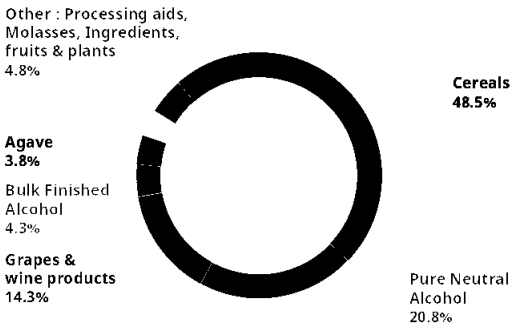
In our upstream value chain, our circularity policy applies to all procurement of raw materials (wheat, barley, yeast, etc.) and dry goods (paper, glass containers, Point of Sales materials [POSM], etc.) – key resources in product manufacturing and distribution that have major environmental risks and impacts. Indeed, to craft the goods we sell, Pernod Ricard relies heavily on packaging, agricultural materials and water (water management is covered in Section 3.2.3.3.2). Since they generate most of our waste, they represent a major opportunity for embracing circularity. For dry goods, we are currently focusing our efforts on packaging, which has the most material impacts. Starting from FY26, we are planning to progressively cover less material categories such as POSM, which are currently not financially material as stated in the methodological note in Section 3.6.2.1.5. The two graphs hereinafter detail our use of primary and secondary packaging, as well as agricultural raw materials, in FY25.

BREAKDOWN OF PRIMARY AND SECONDARY PACKAGING



Glass containers and cardboard transport packaging are the main materials used, representing more than 96% of total weight.

BREAKDOWN OF INGREDIENTS



Cereals, pure neutral alcohol, grapes and wine are the primary materials used, accounting for more than 80% of total weight. They are sourced from various agricultural raw materials including maize, wheat, grapes and sugar cane – based on local conditions.

The policy does not cover other purchased services (computers, leasing), CapEx or waste generated by our suppliers.

In our downstream value chain, the policy covers packaging waste and end-of-life management, both of which have material impacts on various communities. Equipment used for logistics or transportation is not covered by the policy.

The policy covers all our offices, our own producing operations, including vineyards and agave farming, as well as wine and spirits production activities such as distillation, bottling, ageing, winemaking and rectification. In all our geographies, these operations consume resources (water) and generate waste and pollution. Please refer to Section 3.2.3 Water for more information about how Pernod Ricard is addressing water concerns.

The policy is approved at the highest hierarchical level by the EVP Integrated Operations and S&R. Implementation is overseen by the Sustainable Business team (circularity team) at HQ and the Vice Presidents of Operations (VPOps) at the affiliate level.

The policy is based on the following frameworks, protocols and reference documents: Ellen MacArthur Foundation Commitments; New Plastics Economy Vision of the Ellen MacArthur Foundation; UNECE/OECD Guidelines for Measuring Circular Economy (CE); Circul'R – Circularity Measurement Coalition; and Circle Economy – Circular Economy Indicators Coalition (CEIC). We also refer to ISO standard 59004/10/20 – Circular Economy. The policy was formalized by internal experts with the support of an external company that specializes in circularity to ensure a comprehensive and integrated view of stakeholders.

The policy was formalized during the fiscal year and disseminated internally through several channels. Our My Portal intranet has a space dedicated to policies and practices related to Good Times from a Good Place. In addition, we hold regular technical webinars throughout the year on the processes and tools we use to track progress, and we organize face-to-face meetings between HQ experts and local teams.

For external partners such as design agencies, suppliers, 3PL and recycling organisations, each department that manages stakeholders is responsible for including the policy's main principles and action plan in their standards (for instance, supplier standards). The formal policy is also available upon request.

3.2.5.2.3 Design sustainable, circular products and packaging

Introduction

The development phase is crucial in minimising end-of-life waste and reducing the Group's environmental footprint. For this reason, Pernod Ricard integrates circular design principles when designing new products and packaging.

Key ambitions

To address the IROs linked to our strategic axis "Design sustainable and circular products, packaging and POS", listed above, we have set three main ambitions:

- **Key ambition n°1:** Incorporate circularity into products and packaging from the design stage.
- **Key ambition n°2:** Minimize resource use and increase the use of recycled materials and sustainable certifications.
- **Key ambition n°3:** Reduce our products' environmental footprint (carbon emissions, water use, etc.).

Our action plan focuses on four areas to achieve those ambitions:

(i) Deploy Group packaging policy based on our 5R principles

(ii) Minimize resource use and increase the use of recycled materials and sustainable certifications

(iii) Design recyclable / reusable packaging

(iv) Foster innovation

Actions

Deploy group packaging policy based on our 5R principles

Pernod Ricard aims to lead the way in defining industry standards for packaging circularity. The Group's internal packaging policy underpins our ambition and ensures that sustainable packaging design practices are embedded into the development process and anticipate future regulations. The policy is based on five eco-design principles: rethink, reduce, reuse, recycle, respect.

When designing new packaging (through restaging or New Packaging Development [NPD]), we ensure strict adherence to the Group's packaging policy. For existing packaging, we are conducting gap assessments against our current standards and developing action plans to address deficiencies. To encourage adherence, we regularly train our packaging, procurement and marketing teams and provide centralized expertise and support to affiliates.

In FY26, we will roll out the Group Circularity policy within affiliates. We are also targeting to have all NPD and packaging changes aligned with the Group policy by FY28.

In October 2024, Pernod Ricard launched its new Group packaging policy, which replaces the previous Sustainable Packaging Guidelines and covers a wider range of components. The new policy is more prescriptive and lays out rules for new materials. To facilitate implementation, the Global Team hosted training webinars for all our packaging, procurement and marketing communities and ran an extensive internal communication campaign. The Global team also organised workshops for some affiliates, leading to gap assessments covering more than 89% of total Group packaging tonnage. To support our suppliers and help them comply with the Group Policy packaging requirements, we developed the Global Packaging Policy for External Partners.

The implementation of our packaging policy has resulted in significant progress. The table below highlights key improvements in FY25, and quantitative results can be found in Section 3.2.5.3 Circularity Targets and Metrics.

Eco-design Principles	Definitions	Achievement examples over the past year
Rethink	Think outside the box to challenge the need for each packaging component and explore new circular solutions.	• Martell and Lillet have transitioned some of their glass sourcing to Verallia's new electric furnace, driving down CO_2 emissions. • The Group is pursuing its assessment of complex multimaterial closures. When possible, we are redesigning or replacing them with simpler designs, driving an additional reduction of 33 tonnes of plastic in FY25.
Reduce	Optimise design to reduce size and weight. Limit the number of items, nothing unnecessary.	• Chivas Regal has redesigned its 18yo range and improved its sustainability credentials, achieving a 25% glass weight reduction on the 70cl format (26% reduction on 75cl and 22% on 1L formats) and a 15% weight reduction on its shipping cases. • Havana Club has restaged its Iconica range (Seleccion de Maestro and Gran Reserva 15) and reduced its bottle weight by 20%.
Reuse	Move away from single use to keep packaging reusable as long as possible.	• Imperial Blue and Royal Stag bottles in India are collected from bars and restaurants before being washed, refilled and reused by consumers. Pernod Ricard India works continuously to improve this system and its reuse rate. • The Group has expanded its partnership with the EcoSPIRITS circular distribution system by deploying it in Cuba for Havana Club – integrating an EcoPLANT bottling unit inside the distillery – and by signing a 5-year global licensing deal. The initiative in Cuba will have concrete outcomes, including reduced bottle imports and glass waste, that will translate into an 88% reduction of the carbon emissions footprint related to premium spirits packaging and distribution, and a 99% reduction of glass waste.
Recycle	Design packaging with a recyclable mindset: use mono-materials when possible and avoid non-separable material solutions, choose only recyclable materials, and check if there is a recycling collection bin for the item and existing recycling infrastructure in the main markets of use.	• Minttu has transitioned from a 4cl non recyclable PET bottle (small format not captured in recycling) to a 5cl recyclable glass bottle.
Respect	Ensure materials are responsibly sourced, with recycled content and sustainable origins.	• Monkey 47 has launched its Sloe Gin range using a glass bottle incorporating 95% post-consumer recycled content and using labels made from citrus fruit leftovers and recycled fibres. • All affiliates have worked on increasing the share of sustainably sourced papers and cardboards through certified bodies, and Yerevan Brand Company has encouraged and supported one of its main suppliers to become the first FSC-certified Armenian supplier.

In addition to the Group packaging policy, our procurement policy integrates sustainability criteria in line with circularity principles, such as certified materials for relevant categories (Refer to Section 3.4.4, which addresses our Group procurement policy). This helps mitigate raw material price fluctuation.

Minimize resource use and increase the use of recycled materials and sustainable certifications

Pernod Ricard is taking different actions to minimise its extraction of virgin resources: optimizing packaging design, increasing the use of recycled content, and increasing agricultural raw material sourcing from suppliers with sustainability certifications.

Optimizing packaging design

Our teams are working to lightweight packaging for many of our top brands, with input on technical feasibility from development and marketing teams. We are assessing the costs and carbon reduction associated with each project and developing a roadmap as part of our Design to Value process. Lightweighting will contribute to the decarbonation roadmap, improve compliance with future regulations and minimize resource use.

Our teams are also working to remove unnecessary packaging components whenever possible, like the dividers in our shipping boxes, and simplifying some multi-material closures. This has a direct impact on CO_2 reduction and resource use.

Plastic packaging accounts for less than 1% of our primary packaging, and Pernod Ricard strives to minimize its use. This commitment is reflected in our support for the New Plastics Economy vision of the Ellen MacArthur Foundation, of which the Group is a signatory. This year, we achieved a reduction of the virgin plastic weight used by 32% vs. FY21 (EMF New Plastic Economy scope).

Increase recycled content in our packaging

Pernod Ricard is currently mapping products with low recycled contents across glass, PET and all primary and secondary packaging. For instance, to incorporate recycled content into our glass packaging, we are assessing packaging colour adjustments for key brands – for example, transitioning from extra flint to flint, or from flint to half flint/Georgia green, depending on the brand specifications.

Discussions are also underway with glass suppliers to assess the availability of recycled material and collaboratively develop roadmaps to progressively increase recycled content. Where cullet is unavailable, the Group is working with coalition partners to secure supply.

Those efforts led to improve the percentage of post consumer recycled (PCR) content by 1pt for PET and by 3pts for glass bottles, which have reached respectively 21% and 40% PCR content in FY25.

Source and produce our agricultural raw materials and packaging sustainably

As outlined in Section 3.2.4.3.1, the sustainable and regenerative agricultural practices covered in our Terroir & Nature Policy support and guide our strategy, helping us address our physical and transition risks and opportunities. We aim to increase sourcing of agricultural raw materials from suppliers certified under the sustainability standards that best mitigate the identified risks and secure a stable supply of quality ingredients for future generations.

For packaging, we made significant progress in FY25 by increasing the percentage of our cardboard and paper use certified according to standards ensuring sustainable forest management from 74% in FY24 to 98% this year .

We also repurpose food production by-products to produce alcohol – such as broken rice in India and sugarcane molasses in Cuba – helping reduce waste in upstream agriculture and reduce the pressure on local ecosystems.

Design recyclable packaging

Figuring out efficient ways to recycle existing packaging poses a challenge, so Pernod Ricard is incorporating those concepts as early as possible into the design phase. Packaging recyclability is now a mandatory part of the brief for any innovation process or purchasing criteria, and all new packaging will therefore be recyclable or reusable by design. This action covers 100% of primary and secondary packaging.

Foster innovation by exploring alternative packaging materials

Clearly, while currently available technology and materials are moving in the right direction, we need to keep pushing if we want truly circular solutions. Pernod Ricard is committed to finding the innovative solutions that will close the circle.

We are always on the lookout for new alternative packaging ideas. Recent candidates include paper bottles, coated bottles, lighter glass and more. We want to use primary packaging that pairs the smallest possible environmental footprint with the best possible consumer experience.

3.2.5.2.4 Foster circularity practices in our operations

Introduction

Pernod Ricard manufactures its products at more than 90 of its own production sites (excluding co-packers) around the world. Our operations include 38 distilleries, more than 50 bottling facilities and upwards of 23 wineries. After fermentation and distillation, our traditional spirits are aged in oak barrels, then bottled and packed in shipping cases and pallets to be sent to our distribution partners. All these activities consume water, materials and energy, and generate waste and by-products with significant environmental impacts such as pollution and resource depletion.

Production sites mostly generate non-hazardous waste, with hazardous waste accounting for less than 1% of total waste generated. Non-hazardous waste includes: packaging waste (glass, paper, cardboard and plastics), agricultural processing waste not recovered as by-products (grape marc, stalks, lees, etc.), and operational waste from site activities (sludge from treatment plants, office waste, green waste, etc.). Our operations' materials, waste and by-products offer significant opportunities to reintegrate resources into circular practices. Hazardous waste includes products used for site operations (chemical product containers, used oils, solvents, electrical and electronic waste, neon tubes, batteries, etc.).

Key ambitions

To address the IROs related to our strategic axis "Foster circularity practices in our operations", we have set the following key ambitions:

- **Key ambition n°1**: Optimise the reuse, recycling and recovery of the resources we use.
- **Key ambition n°2:** Eliminate landfilled waste from our operations.

To achieve these ambitions, our action plan focuses on three actions:

(i) Reduce, reuse, recycle water

(ii) Reduce waste in operations and improve recycling on industrial sites

(iii) Eliminate landfilled waste from our operations

Actions

Reduce, reuse, recycle water

For more information on how Pernod Ricard handles water issues, please refer to Section E3.

Reduce waste in operations and improve recycling on industrial sites

The Group's policy focuses on limiting waste and eliminating landfill waste, ensuring all waste generated on industrial sites is recycled. To achieve Pernod Ricard's overall waste reduction goals, affiliates are pursuing efforts to minimize waste and identify recycling and energy recovery solutions. The Group will continue to identify appropriate hazardous waste treatment processes locally, ensuring the use of specialized processes to prevent environmental risks.

Organic waste

The Group continuously strives to optimise organic waste management at its production sites, where the majority of waste generated from processing agricultural raw materials (e.g. spent grains, vinasse and grape pomace) is repurposed for animal feed, biogas, farm compost or other industrial purposes. The Absolut Group is recognised as a best practice leader in organic waste management within the sector. The distillery's second-most popular product is stillage, a by-product of vodka production used to feed approximately a quarter of a million pigs and cows each day. Furthermore, around 7% of the Absolut distillery's fuel is green, made in-house using waste spirits such as fusel oils, discarded flavoured vodkas from defective bottles, and discontinued products.

In FY26, we will further investigate the use of by-products for other purposes and the possibility to increase biogas generation.

Industrial waste

As part of our ongoing waste quality mapping, we are identifying major waste sources that could be repurposed through reuse or recycling. To leverage local expertise, we are consulting relevant sites to uncover opportunities. With these insights, we will evaluate the cost and environmental impact of potential solutions, prioritizing alternatives for waste that is currently sent to landfill or incinerated.

Our ultimate goal is to ensure 100% of waste is recycled or reused in a way that creates value for the business, achieving zero waste to landfill.

Consistent with our FY24 performance, Pernod Ricard achieved a recycled, reused or valorized waste rate of approximately 99% in FY25, bringing us closer to our 100% ambition. The remaining gap is primarily due to local constraints, such as limited access to recycling or incineration facilities in certain regions, particularly in North America. Nevertheless, we are actively working to identify and implement solutions to overcome these challenges and reach our ambition to recycle or reuse all materials across all sites.

Eliminate landfilled waste from our operations

This year, the quantity of non-hazardous waste sent to landfill decreased by 47 tonnes vs FY24, to 151 tonnes in FY25. Landfilled hazardous waste amounted to 13 tonnes, bringing the total amount of waste generated (excluding construction waste) by production activities sent to landfill to 164 tonnes. Overall, 71 of our 94 industrial sites have achieved zero waste-to-landfill, and 99% of total waste is recycled, reused or valorized. That is still a significant reduction from the 10,253 tonnes we generated in FY10, and it is all because of the Group's zero waste-to-landfill policy, which we have implemented across all production sites. As previously noted, we are actively working to identify and implement solutions to overcome local constraints, with the objective of achieving zero waste to landfill across all sites (excluding construction waste).

3.2.5.2.5 Embrace circularity in product distribution and end of life

Introduction

Most packaging waste (glass, gift boxes) produced by the Group's activities is generated after final consumption/use of the product. However, even though we design our packaging for recyclability, some of it can still end up being incinerated or sent to landfill if the local market lacks sorting and recycling/reuse infrastructure. The impact of packaging on the environment is a critical one for Pernod Ricard due to two key factors: environmental impact and stakeholder expectations.

With respect to environmental impact, a significant amount of packaging waste ends up in landfills, contributing to environmental pollution and resource depletion. Furthermore, improper disposal can lead to soil, water and air pollution, harming ecosystems and human health.

Secondly, our stakeholders, notably consumers, are increasingly concerned about environmental issues and are more likely to choose brands that demonstrate sustainability practices. One way to do that is to offer products with optimized packaging made from recycled or recyclable materials. In addition, local authorities are tightening regulations and raising taxes on packaging and product end-of-life management to overcome waste management challenges.

For the product, waste generation is very low, as wine and spirits have a long shelf life and are consumed before perishing.

Key ambitions

To address the IROs related to our strategic axis "Embrace circularity in product distribution and end of life", we have set the following key ambitions:

- **Key ambition n°1**: Distribute recyclable and reusable packaging and ensure they are effectively recycled/reused.
- **Key ambition n°2**: Support local recycling and reuse programmes.

We are taking actions in three areas to achieve those ambitions:

(i) Design and distribute recyclable packaging

(ii) Pilot distribution of reusable packaging

(iii) Support local recycling programmes

Actions

Design and distribute recyclable packaging

Packaging recyclability is now integrated early in the design stage. Consequently, the rate of recyclable, compostable or reusable packaging has been above 99% for the past few years.

Pilot distribution of reusable packaging

Through our global recycling and reuse experiments, Pernod Ricard has gained insights into systems that can significantly reduce waste and pollution while laying the groundwork for virtuous reuse. We are committed to putting that knowledge to use at scale, expanding the positive impact our operations have on their local markets. By 2030, we aim to take part in five pilot projects on circular distribution of wine and spirits.

Scale up reuse model for off-trade markets

Reuse for off trade markets refers to an arrangement where beverages are sold in reusable containers which are later returned to a store or drop-off point once the product has been consumed. We are pursuing several programmes in this area: ensuring that Pernod Ricard India implements its action plan on "market bottles" and supporting Pernod Ricard France's pilot of a reusable bottle. This year, we joined forces with eight major players in the Wines & Spirits industry to explore a viable, sustainable, and desirable model for reusing glass bottles in France. This work, coordinated by Circul'R and EcoInPack, is helping us validate and refine our approach to measuring the benefits of reuse projects.

We are gaining valuable insights and learning lessons from pilot projects that will inform future scaling of reuse initiatives. In FY26, we will continue to scale up such reuse models globally and pursue to investigate further options.

Deploy ecoSPIRITS programme for on-trade markets

The ecoSPIRITS programme involves transporting products in bulk and delivering them to hospitality venues in fully reusable 4.5-litre glass ecoTOTE™ containers. Following a successful pilot for Havana Club in Cuba, we are now expanding the ecoSPIRITS model to other targeted markets as part of our effort to assess the economic and environmental benefits of reuse. One key aspect of the programme will be to ensure strong quality control and health and safety at co-packer operations. We have set up a dashboard to track ecoSPIRITS' implementation and the savings it generates in terms of tonnes of glass, carbon emissions and euros. We expect this model to make our operations more efficient and give us data-driven tools to deploy additional successful reuse models. It will be rolled out in four global markets between now and FY27.

Support local recycling programmes

One way to enhance circularity is to increase recycling, but local systems remain fragmented and some local systems still default to landfill over recycling. As an international group, we are contributing our knowledge and best practices to help enhance circular systems around the world. We are studying local glass recycling systems and grasping their performance. The Group is leveraging its relationships with local authorities, glass suppliers, customers and NGOs to map the current context and ways to improve, such as by improving collection (exploring deposit schemes, for example), optimizing sorting, developing end-markets (e.g., by supporting local recycling streams), raising consumer awareness and eco-designing packaging. Based on that research, we develop or join programmes to increase glass collection and recycling and monitor the programme's implementation. Helping to boost glass recycling is mandatory for distribution affiliates in nine markets : USA, Canada, France, UK, Brazil, Mexico, South Africa, Spain and China.

Pernod Ricard has already set up or joined various programmes worldwide to improve glass recycling:

- **USA:** We are member of the Glass Recycling Coalition to foster efficient and economically viable recycling channels by involving all players in the chain (glass manufacturers, bottlers, recycling service providers, etc.). We also joined the Don't Trash Glass coalition during the last quarter of this financial year. This coalition works directly with local restaurants and bars to collect glass bottles and divert them away from landfills into the recycling stream. The collected bottles are directed into a separate collection stream – away from waste streams – to be turned into new bottles and glass products. By prioritizing glass waste recycling, the programme helps conserve raw materials and reduce the environmental impact of glass waste disposal.
- **Brazil:** We have been part of the Glass is Good project since 2018. The effort aims to increase the glass recycling rate by involving all industry players.
- **China**: We have partnered with Shanghai Yan Longji Regeneration Resources Co. since 2023 to collect unrecovered glass from household waste for recycling.
- **France**: We joined the White Glass Coalition in 2024 to find opportunities to increase flint cullet availability in France.

In addition, we are also contributing around €18 million to national schemes designed to improve the collection and recycling of domestic packaging, including glass.

3.2.5.3 Circularity targets and metrics

3.2.5.3.1 Targets

In addition to our target on certifications in Section 3.2.4.4 and our targets on water in Section 3.2.3.3.3, we have set the following:

Objective	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
Zero tonnes of waste sent to landfill at production level[1]	0	t	Continuous	227	164	On plan
Ensure all packaging is recyclable, reusable, or compostable	100%	%	2025	99	99	Achieved
Certify 100% of cardboard and paper used according to standards ensuring sustainable forest management[2]	100%	%	2025	74	98	On plan
Reach 50% of post-consumer recycled content for glass	50%	%	2025	37	40	In progress
Reach 25% of post-consumer recycled content in PET bottles	25%	%	2025	20	21	In progress
Pilot R&D projects on circular distribution of wine and spirits	5	Nb	2030	2	3	On plan
Support recycling in key markets with low recycling rates	9	Nb	2030	4	5	On plan

(1) FY24 data was corrected to integrate missing data from waste management contractors that were not available at the reporting time. Objective is excluding construction waste.
(2) Transportation packaging (shipping cases, dividers, trays) and gift boxes are included in the reporting. The inclusion of certification criteria early in the packaging design stage has helped increase the performance between FY24 and FY25

3.2.5.3.2 S&R metrics

By-products	Unit	FY24	FY25
Total quantity of organic by-products*	t	1,114,366	1,028,642

** Organic by-products are secondary products deriving from the manufacturing process which can be sold or used for the production of other products, or transformed into biogas. These are not considered as waste.*

3.2.5.3.3 CSRD metrics

RESOURCE INFLOWS

Resource inflows	Unit	FY24	FY25
Total weight of products and technical and biological materials used during the reporting period	t	2,208,140	2,234,681
Percentage of biological materials sustainably sourced	%	65	69
Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials (including packaging)	t	648,155	667,144
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials	%	29	30

RESOURCE OUTFLOWS

Recyclable content information	Unit	FY24	FY25
Rate of recyclable content in products packaging	%	99	99

WASTE MANAGEMENT

Waste details	Unit	FY25
TOTAL AMOUNT OF HAZARDOUS WASTE	**t**	**1,779**
Hazardous waste diverted from disposal	**t**	**158**
Hazardous waste diverted from disposal due to other recovery operations	t	3
Hazardous waste diverted from disposal due to recycling	t	149
Hazardous waste diverted from disposal due to preparation for reuse	t	6
Hazardous waste directed to disposal	**t**	**1,621**
Hazardous waste directed to disposal by incineration	t	1,293
Hazardous waste directed to disposal by landfilling	t	13
Hazardous waste directed to disposal by other disposal operations	t	314
TOTAL AMOUNT OF NON-HAZARDOUS WASTE	**t**	**1,096,486**
Non-hazardous waste diverted from disposal	**t**	**1,095,294**
Non-hazardous waste diverted from disposal due to other recovery operations	t	1,044,573
Non-hazardous waste diverted from disposal due to recycling	t	50,617
Non-hazardous waste diverted from disposal due to preparation for reuse	t	104
Non-hazardous waste directed to disposal	**t**	**1,192**
Non-hazardous waste directed to disposal by incineration	t	236
Non-hazardous waste directed to disposal by landfilling	t	956
Non-hazardous waste directed to disposal by other disposal operations	t	0
TOTAL WASTE GENERATED	**t**	**1,098,265**
TOTAL AMOUNT OF NON-RECYCLED AND NON-RECOVERED WASTE	**t**	**2,813**
PERCENTAGE OF NON-RECYCLED AND NON-RECOVERED WASTE	**%**	**0.3**

3.2.6 EU Green Taxonomy

3.2.6.1 Overview of the EU Taxonomy Regulation

Stemming from the European Commission's Action Plan for Sustainable Finance, launched in 2018, the Taxonomy Regulation[1] constitutes an essential component of the European Union's overall efforts to reach the objectives of the Green Deal and make Europe climate-neutral by 2050. By implementing a classification system for sustainable activities, the new regulation aims to redirect capital flows towards a more sustainable economy.

This regulatory framework is defined by Regulation (EU) 2020/852 and has been implemented progressively by a series of regulations known as the "Delegated Acts", including the Climate Delegated Acts (2021/2139 and 2023/2485), the Environmental Delegated Act (2023/2486), and the Disclosures Delegated Act (2021/2178). Additional guidelines have also been published by relevant authorities, including the various question & answer (FAQ) documents published by the European Commission to facilitate implementation, as well as reports published by the Platform on Sustainable Finance with regard to the four objectives and the minimum safeguards.

Under the EU Taxonomy, companies are required to publish the portions of their turnover, capital expenditures (CapEx) and operating expenditures (OpEx) eligible for and substantially contributing to any of the following six environmental objectives[2]:

1. Climate change mitigation (CCM)
2. Climate change adaptation (CCA)
3. Sustainable use and protection of water and marine resources (WTR)
4. Transition to a circular economy (CE)
5. Pollution prevention and control (PPC)
6. Protection and restoration of biodiversity and ecosystems (BIO)

An economic activity is thus environmentally sustainable when it:

- Is eligible for at least one of the environmental objectives
- Contributes substantially to the objective to which it is eligible
- Does not significantly harm any of the other environmental objectives
- Is carried out in compliance with the minimum safeguards

Subject to the CSRD for the reporting year 2025, Pernod Ricard is required to publish Key Performance Indicators (KPIs) highlighting the proportion of its Taxonomy-eligible and Taxonomy-aligned turnover, capital expenditures (CapEx) and operating expenditures (OpEx) resulting from products and services associated with economic activities defined as sustainable in the Delegated Acts[3].

(1) *Regulation (EU) 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investment and amending Regulation (EU) 2019/2088.*
(2) *Disclosure of alignment with the two climate objectives, CCM and CCA, has been required since 2022. As of 2024, companies are also required to publish alignment for the remaining four objectives, WTR, CE, PPC and BIO.*
(3) *Commission Delegated Regulation (EU) 2021/2139 of 4 June 2021 supplementing Regulation (EU) 2020/852. Available here.*

3.2.6.2 Implementation of the EU Taxonomy at Pernod Ricard

In order to ensure Pernod Ricard's understanding of and compliance with the EU Taxonomy, a dedicated internal taskforce composed of experts from all the required teams (Sustainability, Finance, Engineering & Manufacturing, and Procurement) has worked for several months with external help from specialised consultants.

To ensure a collaborative approach to this hybrid project that links finance to growing CSR expectations, the group was led by both financial and sustainability teams.

3.2.6.3 Presentation of the eligibility results

The scope of calculation of the Taxonomy indicators is the consolidated financial perimeter as detailed in Note 7 *Consolidation scope* (see Section 6.6 Notes to the consolidated financial statement).

Turnover

After conducting the eligibility assessment for the Group's turnover, only one activity contributing to the environmental objectives has been identified: *CCA 13.2 Libraries, archives, museums and cultural activities*. Consistent with FY24, this activity represents less than 1% of Pernod Ricard's total revenue for FY25. Given the amount, this revenue is not reported for the FY25 Taxonomy reporting. Additionally, Pernod Ricard's core business, related to the manufacture and sale of beverages, is not currently included in the Delegated Act.

Consequently, the Group's eligible turnover represents 0% of its FY25 consolidated turnover (€10,959 million, see Section 6.1 Consolidated income statement)[1]. Subsequently to this choice of not reporting eligible turnover for the exercise, turnover alignment with European Taxonomy activities is assessed to be 0%.

As required per the regulation, eligibility and alignment results can be summarised by objective as:

	Proportion of turnover	
Objectives	**Aligned**	**Eligible**
Climate change mitigation (CCM)	N/A	0%
Climate change adaptation (CCA)	N/A	0%
Sustainable use and protection of water and marine resources (WTR)	N/A	0%
Transition to a circular economy (CE)	N/A	0%
Pollution prevention and control (PPC)	N/A	0%
Protection and restoration of biodiversity and ecosystems (BIO)	N/A	0%

Operating expenditures (OpEx)

Consistent with FY24, the amount of OpEx as defined by the Taxonomy Regulation[2] represents less than 5% of Pernod Ricard's total OpEx in FY25 (€8,008 million, see Section 6.1 Consolidated income statement). As a result, it is deemed non-material, and the Group therefore applies the exemption from the obligation to publish the OpEx ratio, as permitted by the regulation[3]. Since OpEx within the meaning of the Taxonomy is not material, the alignment of OpEx with activities related to the EU Taxonomy is assessed at 0%

As required per the regulation, eligibility and alignment results can be summarized by objective as:

	Proportion of OpEx	
Objectives	**Aligned**	**Eligible**
Climate change mitigation (CCM)	N/A	N/A
Climate change adaptation (CCA)	N/A	N/A
Sustainable use and protection of water and marine resources (WTR)	N/A	N/A
Transition to a circular economy (CE)	N/A	N/A
Pollution prevention and control (PPC)	N/A	N/A
Protection and restoration of biodiversity and ecosystem (BIO)	N/A	N/A

[1] *Additional information on the calculation of turnover KPI is in the methodological note (see Section 3.6 Methodological Note).*
[2] *Total OpEx consists of (i) direct non-capitalised costs that relate to research and development; (ii) building renovation measures, short-term lease and maintenance and repair, and (iii) any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking of third parties to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.*
[3] *The exemption of OpEx KPI is described in the methodological note (see Section 3.6 Methodological Note).*

Capital expenditures (CapEx)

Due to the non-eligibility of its revenue-generating activities, Pernod Ricard's eligible CapEx does not include CapEx directly related to its activities (CapEx Type A). As a result, the analysis is limited to CapEx implemented as "individually sustainable measures" (CapEx Type C). Total eligible CapEx represented 34.9% of the Group's acquisitions of property, plant and equipment, intangible assets and right-of-use assets (including industrial buildings) in FY25, or €275.5 million (see Section 3.5.3.2 Capital expenditure [CapEx])[1]. In FY24, the Group's eligible CapEx was 25.3%, or €222.5 million. The increased eligibility is due to the inclusion of Napa Winemaker's American Canyon Warehouse, representing 22% of eligible CapEx, €54 million.

The Group's CapEx can be reconciled to the financial statements as follows:

€ millions	30.06.2025	Reconciliation with the financial statements
Intangible assets	33	Note 4.1 Intangible assets and goodwill
Property, plant and equipment	757	Note 4.2 Property, plant and equipment
Of which right-of-use assets (IFRS 16)	*363*	Note 4.2 Property, plant and equipment
TOTAL ACQUISITIONS	**790**	

These eligible investments relate to the following types of activities:

Eligible Taxonomy Activities	Pernod Ricard activities
ARTS, ENTERTAINMENT AND RECREATION	
CCA 13.2 - Libraries, archives, museums and cultural activities	Maintenance of visitor centres
CONSTRUCTION AND REAL ESTATE	
CE 3.4 - Maintenance of roads and motorways	Improvements to and extensions of traffic flows
CCM 7.1 - Construction of new buildings (climate change focus)	Construction of new facilities
CCM 7.2 / CE 3.2 - Renovation of existing buildings	Structural renovations of Pernod Ricard production sites and buildings
CCM 7.3 - Installation, maintenance and repair of energy efficiency equipment	Upgrades to HVAC systems with more efficient equipment
CCM 7.4 - Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	Installation and maintenance of charging stations at several Pernod Ricard facilities
CCM 7.5 - Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Installation of energy management systems within Pernod Ricard facilities
CCM 7.6 - Installation, maintenance and repair of renewable energy technologies	Installation of heat pumps and solar panels
CCM 7.7 - Acquisition and ownership of buildings	Office leases and warehouses with complex energy requirements, such as that of Napa Winemakers
DISASTER RISK MANAGEMENT	
CCA 14.2 - Flood risk prevention and protection infrastructure	Flood risk assessment and mitigation plans
ENERGY	
CCM 4.1 - Electricity generation using solar photovoltaic technology	Operation of solar panels within Pernod Ricard facilities
CCM 4.8 - Electricity generation from bioenergy	Maintenance of biomass fuel handling systems
CCM 4.9 - Transmission and distribution of electricity	Electrification projects for several Pernod Ricard facilities
CCM 4.15 - District heating/cooling distribution	Upgrades and maintenance of district heating and cooling systems
CCM 4.16 - Installation and operation of electric heat pumps	Upgrades and maintenance of electric heat pump systems
CCM 4.24 - Production of heat/cool from bioenergy	Feasibility assessments for biomass heating systems
CCM 4.25 - Production of heat/cool using waste heat	Several Mechanical Vapour Recompression (MVR) projects to capture and use heat released during the distillation process
ENVIRONMENTAL PROTECTION AND RESTORATION ACTIVITIES	
BIO 1.1 - Conservation, including restoration, of habitats, ecosystems and species	Projects related to biodiversity on Pernod Ricard facilities, such as fish passages to support aquatic biodiversity

[1] *Additional information on the calculation of CapEx KPI is available in the methodological note (see Section 3.6 Methodological Note).*

PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES	
CCM 9.1 - Close to market research, development and innovation	Studies for low carbon or decarbonisation efforts
TRANSPORTATION	
CCM 6.3 - Urban and suburban transport, road passenger transport	Procurement of vehicles for employee transport
CCM 6.5 - Transport by motorbikes, passenger cars and light commercial vehicles	Company cars and vehicle fleets
WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND REMEDIATION	
CE 2.2 - Production of alternative water resources for purposes other than human consumption	Rainwater collection and treatment projects at several Pernod Ricard sites
CCM 5.2 - Renewal of water collection, treatment and supply systems	Upgrade and maintenance of water supply systems for production sites
CCM 5.3 - Construction, extension and operation of waste water collection and treatment	Extension of wastewater treatment from production sites
CCM 5.4 - Renewal of waste water collection and treatment	Maintenance of existing wastewater treatment processes

3.2.6.4 Presentation of alignment results

Since the Group's eligible turnover represents less than 1% of its FY25 consolidated turnover and the Taxonomy OpEx is considered non-material, the alignment assessment has been carried out only for eligible CapEx, with a review of the technical screening criteria for each of the activities identified as eligible for its main affiliates.

For FY25, aligned CapEx represented 4.1% (€32.6 million) of total CapEx, compared to 5.7% (€50.1 million) for FY24. This change is due to lower investment in MVR projects (€43 million in FY24 versus €19 million in FY25). Eligible and aligned CapEx as a percentage of total CapEx is broken down per objective, as required by the regulation.

	Proportion of CapEx	
Objectives	**Aligned**	**Eligible**
Climate change mitigation (CCM)	4.1%	34.5%
Climate change adaptation (CCA)	0.0%	4.2%
Sustainable use and protection of water and marine resources (WTR)	0.0%	0.0%
Transition to a circular economy (CE)	0.0%	0.0%
Pollution prevention and control (PPC)	0.0%	0.3%
Protection and restoration of biodiversity and ecosystem (BIO)	0.0%	0.0%

Technical Screening Criteria

The Group conducted a review of the substantial contribution and activity-specific Do No Significant Harm (DNSH) criteria for eligible activities, as described below.

CCM 4.25 - Production of heat/cool using waste heat

Pernod Ricard invests in Mechanical Vapour Recompression (MVR) technology to capture heat generated from the distillation process, recycle it through stream recompression and reuse it in the production process. The nature of these projects fulfils the substantial contribution criteria for activity CCM 4.25 in that these projects enable the production of heat/cool from waste heat.

The DNSH – Pollution and Circular Economy criteria for this activity require certain energy efficiency and waste management standards. Only projects which are operational could demonstrate compliance with these criteria and were deemed aligned. For other projects still in the design phase, compliance with these criteria could not be determined and are thus not aligned for this year.

Regarding the DNSH – Pollution and Circular Economy criteria, only projects for which the equipment has been procured could be considered aligned. This equipment meets the energy efficiency and waste management requirements. For other projects still in the design phase, compliance with these criteria could not be verified, and thus, they are not aligned for this year.

CCM 4.9 - Transmission and distribution of electricity

The substantial contribution criteria for activity CCM 4.9 prescribe a list of possible investments to be aligned. Certain projects, primarily at the Chivas Brothers' distilleries, satisfy this requirement by improving the energy efficiency of transformers or the installation of smart metering systems to enable electrification. Additional requirements to be connected to a primarily green electric grid are fulfilled by green tariff contracts with energy providers. The relevant sites are also operated with a waste management plan that prioritizes the waste hierarchy, as required by the DNSH – Circular Economy criteria.

Other projects deemed eligible for CCM 4.9 were ultimately not aligned because they did not correspond directly to the list of investments considered aligned for this activity.

CCM 6.5 - Transport by motorbikes, passenger cars and light commercial vehicles

The Group conducted a review of leased and owned vehicles in FY25 to assess compliance with technical screening criteria. As Pernod Ricard continues to invest in electric and hybrid vehicles, vehicles across many affiliates are below the emission and pollutant thresholds. However, ultimately few vehicles were deemed aligned due to a difficulty in demonstrating compliance with the other DNSH criteria, such as noise and tire efficiency standards.

CCM 7.1 - Construction of new buildings

To achieve its carbon reduction targets, the Group is investing in low-carbon facilities, such as the distillery in Marion County, Kentucky, which aims to eliminate the use of fossil fuels and achieve LEED certification. As of FY25, none of the eligible projects were aligned in 2025, as they remain under construction. Consequently, they could not yet demonstrate compliance with the substantial contribution criteria, specifically the requirement to undergo a lifecycle assessment (LCA). For more information on the Group's carbon reduction plans, please refer to Section 3.2.1.3.3 Transition Plan.

CCM 7.3 - Installation, maintenance and repair of energy efficiency equipment

In 2025, the Group continued to upgrade heating, ventilation and air-conditioning (HVAC) and water heating systems with more efficient technologies. Similar to that of CCM 4.9, the substantial contribution criteria of activity CCM 7.3 prescribe a list of aligned investments. By the nature of the projects, this substantial contribution criterion is fulfilled for several projects, particularly at Chivas Brothers' facilities.

Other projects eligible for this activity were ultimately not aligned because they are still in the design phase and thus greater energy efficiency could not yet be demonstrated.

CCM 7.4 - Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)

The Group invested in charging stations at two Chivas Brothers' distilleries, which are by nature aligned as per the substantial contribution criteria for this activity.

CCM 7.6 - Installation, maintenance and repair of renewable energy technologies

Investments in upgrades to water heating systems with heat pumps are aligned for this activity in that the nature of the project satisfies the substantial contribution criteria. Additionally, the energy efficient equipment chosen satisfies the requirement that the output or energy removed from an area exceeds the primary energy needed to drive them.

CCM 7.7 - Acquisition and ownership of buildings

The Group conducted an analysis of leased buildings to identify compliance with the technical screening criteria, particularly for nearly zero-energy building criteria (nZEB). Certain offices, such as in Germany and China, are aligned because they have A-rated energy performance certificates (EPC) or other recognized environmental certifications (e.g., LEED) as evidence that the building is among the top 15% in terms of energy efficiency.

Other offices meet the energy efficiency requirements but were ultimately not aligned because they were built after 2020 and do not satisfy the requirements of activity CCM 7.1, notably the requirement to undergo an LCA.

CE 2.2 - Production of alternative water resources for purposes other than human consumption

As part of the Water strategy detailed in Section 3.2.3 Water, the Group invested in several rainwater collection projects, notably in Ireland, India and Mexico. In compliance with substantial contribution criteria, these projects are segregated at source, do not include wastewater, and are suitable for use after proper treatment (primarily used for cleaning and cooling purposes). However, these projects were ultimately not aligned because they are not part of a municipal master plan, as required for alignment, but rather aim to improve water efficiency within Pernod Ricard facilities.

Do No Significant Harm (DNSH) adaptation to climate change

The Group has conducted a climate risk and vulnerability assessment to evaluate the exposure of its activities to physical climate risks, in accordance with Appendix A of the Climate Delegated Act. This assessment was conducted according to scenarios RCP4.5 and RCP8.5, as described in Section 3.2.1.3.1 Climate resilience assessment. Recognising the increasing severity and frequency of extreme weather events driven by climate change, the Group has established business continuity plans to mitigate potential disruptions to its operations. Looking ahead to FY26, the Group will continue to develop specific adaptation plans tailored to address identified climate risks.

Minimum safeguards

Minimum safeguards were reviewed at Group level, in light of the requirements of the EU Platform on Sustainable Finance's report on minimum safeguards[1] published in October 2022, in terms of human rights, consumer interest, anti-corruption practices, responsible taxation and competition laws.

To be compliant with minimum safeguards, the Group continuously improves its procedures to ensure alignment with the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, the United Nations International Bill of Human Rights and the fundamental instruments identified in the Declaration of the International Labour Organisation (ILO) on Fundamental Principles and Rights at Work.

[1] *Platform on Sustainable Finance's report on minimum safeguards published in October 2022. Available here.*

The Group meets the requirements on minimum safeguards, and the corresponding policies and action plans are detailed in other sections:

- Pernod Ricard is committed to respecting human rights within its own operations and throughout the value chain, as illustrated by the Global Social and Human Rights policies (see Section 3.3.1.3), as well as its Supplier Standards (see Section 3.3.2.4.2).
- The Group has a zero-tolerance policy with respect to corruption and all related misconduct preventing fair competition, which is upheld by the Code of Business Conduct (see Section 3.4 Governance Information – Code of Business Conduct).
- Pernod Ricard is also committed to complying with all applicable laws and regulations concerning matters of taxation and conducting itself with integrity in all tax matters (see Section 3.10).

More information on the Group's commitment to human rights and fundamental freedoms can be found in Section 3.8 Vigilance plan.

3.3 Social information

We are Créateurs de convivialité, and true to this vision, at Pernod Ricard we believe in sharing warmth, care, and respect for people everywhere – employees, consumers, and communities alike. We are committed to fostering fair, sustainable working conditions by cultivating a welcoming, equitable, healthy, safe, and responsible environment for both our own employees and the workers across our value chain.

We put these commitments into practice by:

- Creating a welcoming, equitable workplace where our employees can thrive and contribute their best
- Fostering employee well-being and a positive workplace experience
- Promoting a responsible supply chain with reduced risks and empowered stakeholders
- Ensuring consumers are well informed and encouraging responsible alcohol use

In this chapter, we describe the risks and opportunities related to Pernod Ricard's workforce, providing details on the Group's Social and Health & Safety policies, their implementation, specific actions and outcomes.

3.3.1 Own workforce (ESRS S1)

3.3.1.1 Introduction

Pernod Ricard is a business with a soul – a legacy shaped by generations and carried forward by passionate, talented teams across the globe. Our people-centric culture is at the heart of everything we do, and we are committed to fostering a work environment where individuals in our own workforce can thrive – not only our 18,224 employees, but also the workers employed by external service providers under contract with Pernod Ricard. Blending performance with *convivialité* defines our unique way of working – one that celebrates the breadth of our teams, reflects the richness of our consumers, embraces challenges and thrives on continuous growth and innovation.

3.3.1.2 Strategy

The information published under ESRS S1 covers the entire scope of Pernod Ricard's own activities, as described in ESRS 2-BP-1. This means that the potential impacts, risks and opportunities (IROs) described below concern all Pernod Ricard employees – whether working in office environments or industrial sites – as well as external workers who may be engaged to provide third-party services for the Group.

The negative impacts have been identified by taking into account the specific features of Pernod Ricard's business sector (see in particular IRO 068 in Sections 3.3.1.3.1(3) and 3.3.4.4.3, which is specific to our industry). The Group has also considered all the issues that may be encountered by an employee throughout their career, in terms of working conditions, health and safety, security, training, equal opportunities or violence, severe human rights violations and discrimination. These negative impacts can occur on a one-off basis and depend to a large extent on the care taken by the Group to ensure a healthy and respectful working environment. From a risk standpoint, the occurrence of several of these negative impacts, particularly in terms of health and safety and working conditions, could lead to business interruptions resulting from either an accident or internal industrial action. These negative impacts, if they result in legal action, could lead to the payment of damages or even a reduction in Pernod Ricard's attractiveness as an employer.

The positive impact identified by Pernod Ricard concerns equal opportunities, regardless of the singularities of employees' individual characteristics, and a performance-based culture. The Group is working to ensure that this positive impact covers all its sites and activities, notably via the actions described in Section 3.5.1.3.1.1 Growing our talents in a convivial and equitable workplace.

As part of its decarbonisation action plans, Pernod Ricard aims to upskill its teams and ensure their continued employability in anticipation of the operational and cultural adjustments required by the environmental transition. We see this transition as an opportunity for our employees to develop an even stronger sense of purpose and benefit from an improved working environment.

Within our own workforce, no case related to forced or child labour has been reported to the Group. To continue enhancing the monitoring of human rights related risks, we plan to conduct a more granular Human Rights study in FY26, which will also encompass workers in the value chain and affected communities.

Description of own workforce-related material social impacts, risks and opportunities and impact on the strategy

The material topics revealed by our analysis of the Group's impacts, risks and opportunities – which we will discuss in greater detail in the relevant sections below – are as follows: working conditions, social dialogue, health and safety, equal opportunities, training and skills development, employment of persons living with disabilities, measures against violence and harassment, discrimination and other human rights breaches.

The impacts, risks and opportunities identified for employees working in our own operations are presented in the table below and addressed in the following sections:

Code	IRO Description	Policy	Type	Time horizon	Sections
IRO.057	Impact of poor working conditions such as long hours or inadequate pay and benefits on employee well-being, health, work-life balance and engagement.	Global Social Policy	Negative impact	ST	3.3.1.3.1(1) 3.3.1.3.1(3)
IRO.058	Risk that poor working conditions reduce attractiveness and talent retention, which would lead to higher turnover, loss of skills and reduced productivity.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(1) 3.3.1.3.1(3)
IRO.076	Impact of promoting equal opportunities within the workforce to better represent our consumer base and enhance the working environment.	Global Social Policy	Positive impact	ST to MT	3.3.1.3.1(1)
IRO.077	Risk of failing to offer equal opportunities, which could mean high employee turnover, with loss of skills, knowledge and reputational consequences for our employer brand. Non-compliance with equal pay laws and standards could result in legal or reputational consequences.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(1)
IRO.072	Impact of poor representation of people with disabilities in corporate life, which could harm their well-being, mental health and quality of life at work.	Global Social Policy	Negative impact	ST to MT	3.3.1.3.1(1)
IRO.068	Impact of lack of sales staff training on alcohol-related issues, which could affect both their own and customers' health and cause societal backlash.	Global Social Policy	Negative impact	ST to MT	3.3.1.3.1(2) 3.3.4.4.3
IRO.069	Risk of not matching employee training with business needs, and not achieving our transformation and business goals.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(2)
IRO.065	Impact of gaps in equal opportunity policies, which could affect employee well-being, allow the persistence of discrimination and lead to disengagement of employees concerned.	Global Social Policy	Negative impact	ST	3.3.1.3.1(1) 3.3.1.3.1(3)
IRO.066	Risk of failing to take sufficient action on gender representation and equal payment, which could lead to higher turnover, lost productivity, damaged reputation and legal risks.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(1) 3.3.1.3.1(3)
IRO.059	Impact of failing to involve social partners in decision-making, which could cause labour disputes, reduce loyalty and sense of belonging, and impact mental health.	Global Social Policy	Negative impact	ST	3.3.1.3.1(4)
IRO.060	Risk of poor employer-employee relations, which might cause financial (business disruption) and reputational (rating agencies and customer scrutiny) damage.	Global Social Policy	Risk	ST	3.3.1.3.1(4)
IRO.061	Risk of legal action and fines for violating ILO conventions on freedom of association and collective bargaining.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(4)
IRO.074	Impact of failing to prevent workplace violence and harassment, which would harm employee well-being, cause health issues and distress and lead to disengagement.	Global Social Policy	Negative impact	ST	3.3.1.3.1(5)
IRO.075	Risk of liability for workplace violence and harassment in the event of unethical labour practices, leading to financial and reputational consequences.	Global Social Policy	Risk	ST to MT	3.3.1.3.1(5)
IRO.080	Risk of human rights violations in our operations, which could have financial (share price decline, fines, sanctions) and reputational (media backlash, controversies) consequences.	Global Social Policy	Risk	ST	3.3.1.3.1(5)
IRO.062	Impact of neglecting employee health and safety, which could cause injuries and illnesses, industrial accidents, mental health issues and even fatalities.	Health & Safety Policy	Negative impact	ST	3.3.1.3.2
IRO.063	Risk of neglecting health and safety, which could lead to legal action, reputational damage from media backlash, and NGO complaints.	Health & Safety Policy	Risk	ST	3.3.1.3.2
IRO.064	Risk of increased business interruptions due to poor H&S management, causing additional expenses.	Health & Safety Policy	Risk	ST	3.3.1.3.2

For more information on how material impacts, risks and opportunities interact with our business model and strategy, please refer to Section 3.1.2.3 ESRS 2. For more information on Pernod Ricard's dialogue process, please refer to the Section 3.3.1.4 Processes for engaging with own workers and workers' representatives about impacts.

3.3.1.3 Management of own workforce-related material social impacts, risks and opportunities

Pernod Ricard's approach to ensuring a fair and welcoming workplace – where all workers can thrive – is underpinned by its two social policies: the Global Social Policy and the Health & Safety Policy.

WORKFORCE BREAKDOWN BY GEOGRAPHICAL REGION



Number of employees (headcount) by gender	FY24	FY25
Male*	11,688	10,836
Female*	7,869	7,388
TOTAL EMPLOYEES*	**19,557**	**18,224**

* *FY25 change of scope as per CSRD requirements is not applicable for FY24 published data.*

Number of employees in countries with 50 or more employees (representing at least 10% of total workforce)	FY25
France	2,981
UK	2,438
TOTAL EMPLOYEES	**5,419**

	2025	
Number of employees, by contract type and by gender	**Female**	**Male**
Number of employees (headcount)	7,388	10,836
Number of permanent employees (headcount)	6,896	10,329
Number of temporary employees (headcount)	486	500
Number of employees with non-guaranteed hours (headcount)	6	7

3.3.1.3.1 Social Policy

The Group's strategy for attracting, managing and developing talent is based on ensuring fair working conditions and equal opportunities to develop skills and build successful careers, as well as fair and attractive remuneration policies and competitive benefits. Talent management is – and will remain – a strategic business priority for the Group.

As a result, our S&R roadmap includes commitments to ensure all our employees feel valued, heard and supported.

Providing equal opportunities for growth and development requires a holistic approach to employee career journeys, which includes:

- A convivial culture that fosters an environment where everyone can thrive
- A workplace that nurtures talent
- Individual development plans and fair access to learning and development opportunities
- Performance-based decision making
- Fair compensation and competitive benefits
- Open social dialogue
- Protecting employees' human rights

During FY25, we formalized our Global Social Policy, relying on already existing Human Resources processes rolled-out across the Group. This consolidated policy applies to our entire workforce. It is approved at the highest level by the Executive Vice President of Human Resources. Oversight is provided by global bodies such as the Executive Committee, the Board of Directors and the Integrity Committee, which are regularly informed of important updates.

The policy covers a number of topics designed to address our key employee-related impacts, risks and opportunities. They include equal opportunities, learning, fair compensation and benefits, social dialogue, discrimination, preventing violence and protecting human rights.

3.3.1.3.1.1 Third-party standards and initiatives respected by the policy

Pernod Ricard's Global Social Policy respects several international and national frameworks that uphold ethical business practices, including on:

- Equitable workplaces: Loi Rixain (France's gender equality law), UN Convention on the Rights of Persons with Disabilities (CRPD), UN Women's Empowerment Principles, ILO Global Business and Disability Network Charter.
- Fair working conditions: ILO Conventions, Universal Declaration of Human Rights, OECD Guidelines, UN Global Compact (10 Principles), AFEP-MEDEF Code of Corporate Governance.
- Human rights: ILO Conventions on Forced and Child Labour and on Violence & Harassment, UN Guiding Principles on Business & Human Rights, UN UDHR (Articles 4 & 25), UN Global Compact (Principles 4 & 5), and SDG 8.7.

3.3.1.3.1.2 Dissemination

Pernod Ricard shares its policy with all employees through internal channels. Affiliates are in charge of implementing the principles locally. Moreover, the social policy is also featured in training, onboarding, performance reviews, leadership communications and employee surveys. We also use diagnostic tools and self-assessments in our learning and workplace equity initiatives to strengthen understanding and impact.

Pernod Ricard's Global Social Policy is a formal distillation of the Human Resources management principles adopted by the Group's internal experts. As such, no stakeholders were consulted.

3.3.1.3.1.3 Measures to remedy human rights impacts

Pernod Ricard's Global Social Policy provides guidance on remediating human rights impacts. In the rare event of human rights violations, we take immediate action.

3.3.1.3.1.4 Growing our talents in a convivial and equitable workplace

Introduction

As Créateurs de convivialité, we want our workforce to reflect the richness of society, the marketplace and the communities in which we operate. We believe that this is the best way to build effective teams, understand our consumers by market and grow our business sustainably. With operations in around 60 countries and a workforce representing over 120 nationalities, we are committed to fostering a work environment where everyone feels respected, valued and heard.

We work together to prevent discrimination and ensure equal opportunities, and we create a supportive environment where everyone can thrive. We focus on building stronger relationships, improving team collaboration, and reinforcing our positive reputation as an open and welcoming organisation.

3 Sustainability & Responsibility
SUSTAINABILITY STATEMENT

KEY AMBITIONS

Vision	Be a **convivial workplace**, reflecting the richness of our society, marketplace and communities		
Strategy	Build high performing teams by engaging, developing and supporting them throughout their career		
Priorities	**CONVIVIALITY AND AUTHENTICITY**	**EQUAL OPPORTUNITIES**	**WELCOMING ALL ABILITIES**
Commitments	We want to create the conditions for each person who works with us to be their true selves and feel heard, valued and safe to feel they belong and thrive at Pernod Ricard	As a performance and skilled based organization, we grow our Talents by enhancing their skill sets while providing fair access to equal opportunities for development and growth	We are committed to supporting our employees throughout their working time with us, regardless of the health or disability situations they are going through
Our values	Fiercely authentic	Connected beyond borders	Passion for challenge	Grounded in the real

We have established a consistent roadmap for all our affiliates worldwide, which is enriched and adapted locally. Its purpose is to share a common vision beyond borders and empower everyone to ensure the same opportunities for success wherever Pernod Ricard operates. This policy shows we value our people not only for the skills and competencies they contribute to Pernod Ricard's success, but also for who they are.

- **Key priority n°1:** Continue fostering a convivial workplace culture that allows all our employees to thrive.
- **Key priority n°2:** Ensure equal opportunities for development and growth.
- **Key priority n°3:** Welcome all abilities and support our employees throughout their careers with us.

Action plan and FY25 progress

All the actions described below have already been implemented at Pernod Ricard. We remain committed to introducing additional initiatives each year to further enhance our employees' work environment and address their evolving needs, such as providing more agile channels for employee feedback, improving website accessibility, reviewing our listening strategy and continuing to providing the best support for employees living with disability.

AMBITION 1: FOSTERING THE BEST WORK ENVIRONMENT IN CONVIVIALITY AND AUTHENTICITY

Where Conviviality is at Work

This motto reflects who we are. Conviviality defines Pernod Ricard – it is at the heart of our culture. Here, employees feel empowered to be their authentic selves, embrace challenges and make great things happen, together. This spirit enriches who we are as an organization, because being Better Together drives a Stronger Business.

As Créateurs de convivialité, we are guided by our values – not only for our employees, but for everyone impacted by our work, including consumers and communities around the world. Inclusion is embedded in each of our values (see Section 3.4.1 Corporate Culture) and serves as a unifying force that shapes our rituals and fosters a positive and supportive environment for our people.

We aim to set the benchmark for workplace excellence by empowering individuals through growth opportunities and nurturing a welcoming, healthy and responsible environment across our operations and value chain.

The Way We Perform

The Way We Perform is a forward-looking leadership framework. It explains expected leadership behaviours, embeds our core values – collaboration, innovation and sustainability – and simplifies the approach to talent development. While we share and communicate the same values and leadership attributes, we also recognise and embrace different leadership styles. Conviviality is everyone's mission. It is about how we work, connect, collaborate, make decisions, deliver and shape our workplace culture.

These principles are embedded in our global Human Resources strategy and have been refreshed this fiscal year through leadership assessments, development programmes, annual performance appraisals, 360 feedback surveys, coaching and mentoring. All these initiatives help employees grow their leadership skills, leaving them better prepared to master challenges and drive change to deliver on business goals.



THE WAY WE PERFORM

Cultivating a high-performance, convivial culture

We foster collaboration and teamwork with an approach that balances business results (what) with leadership behaviours (how) to ensure we deliver both immediate and long-term impact, while instilling the right behaviours. By evaluating our people on both these components, Pernod Ricard ensures a sustainable process that nurtures an optimal work environment.

Continuous learning to nurture a welcoming and respectful culture

We are committed to creating a workplace where everyone feels valued, heard and safe. Discrimination can be unintentional, so raising awareness is crucial. We address these issues and upskill our people through our Training & Awareness programmes and Annual Global Webinars. For instance, we've introduced a voluntary self-assessment process where employees reflect on workplace interactions, such as exposure to differing viewpoints. Additionally, in 2025, 3,000 leaders and colleagues attended our global webinar on psychological safety, reinforcing our commitment to a safe and positive workplace culture.

Our listening strategy

We value the voices of our employees and are continuously improving our engagement surveys. This year, we have introduced a more agile methodology with a new tool set to launch in September 2025. By cultivating a culture of active listening, we gather feedback on engagement, culture, health and well-being, transformation, and change. This data-driven approach enables us to refine our initiatives based on feedback, ensuring fair and equitable treatment for all.

Employee Resource Groups (ERGs)

ERGs are open to all, voluntary, employee-led initiatives designed to foster well-being and belonging. These forums ensure we continue to hear our employees' varied opinions and reflect the richness of our workforce and society.

AMBITION 2: ATTRACTING AND GROWING OUR TALENTS BY PROVIDING EQUAL PROCESSES AND OPPORTUNITIES

We continue to build a skills- and performance-based organization by developing effective teams and bringing in strong expertise to drive sustainable growth and future readiness. Our approach to talent management ensures that we continuously attract, engage and develop top talent worldwide, creating opportunities for personal and professional development while maintaining Pernod Ricard's competitive edge. We promote talents that reflect the richness of our varied customer base and encourage our teams, affiliates and functions across the world to work together by instilling a culture of engagement, transparency and teamwork.



Attracting and hiring top talent fairly

At Pernod Ricard, recruitment is based on skills and experience. Our job descriptions clearly outline role expectations. We assess candidates using a standardized global methodology and evaluate their experience against our leadership framework, The Way We Perform (see above). To ensure fairness, vacancies are advertised both internally and externally – up to band C roles, subject to confidentiality.

This FY, we designed and rolled out the HR GEN AI LAB globally, providing our Talent Acquisition teams around the world with AI-powered tools and resources to standardize job descriptions and interview questions, ensuring fair candidate assessments. Designed to empower recruiters and managers, the new tool streamlines and enhances our HR processes, generating relevant interview questions that align with our leadership framework, The Way We Perform, as well as scenario-based questions using the global common STAR method (Situation, Task, Actions, Results). We are also currently reviewing our recruitment guidelines and preparing to introduce HiredScore, an AI-powered, skill-driven CV screening tool. The aim is for HiredScore to enable faster, more objective recruitment by expanding the pool of candidates, identifying relevant profiles more accurately, and leveraging skills data and AI skills matching.

In FY25, Pernod Ricard revamped its Employer Value Proposition (EVP) to better communicate the promise our Group makes to employees and candidates. Our EVP defines the unique set of benefits and experiences we offer our employees and the top talent we want to attract externally. It is what sets us apart from other companies. Simply put, the EVP's purpose is to attract, engage and retain the right talent and continue to build a strong employer brand globally. Our EVP's tagline is "Where Conviviality is at Work" (see above), and it is based on the following three pillars.

Managing talent and performance globally

Let's Talk Talent

All our affiliates use Let's Talk Talent, a global framework for assessing performance and potential. It provides a common language to evaluate not just what employees achieve, but how they achieve it, and it emphasizes Leadership Attributes. Pernod Ricard uses this framework to identify the skills, competencies and behaviours needed to support strategic plans while fostering a respectful, high-performance culture. Combined with agile learning assessments of individual growth potential, this process helps us support teams and develop talent for promotions and succession planning. To ensure adequate skills development, we monitor the number of employees who have had performance and potential reviews and completed their individual development plans. To strengthen our internal processes and promote employee growth, we will launch a dedicated annual campaign on cloud-based enterprise software platform Workday, starting at the beginning of the next fiscal year. This two-month initiative will encourage all office-based employees to reflect on their skills and career development, and to collaborate with their managers in creating a formal Individual Development Plan (IDP). The campaign will be repeated each year to support continuous learning and development across the organization.

Strategic Talent Reviews

We also conduct annual Strategic Talent Reviews – a key priority for senior management – as part of the succession planning process across all our activities worldwide. These reviews focus on assessing, identifying and growing internal talents for future leadership roles. By aligning talent strategies with Pernod Ricard's long-term business goals, we foster the agility and adaptability needed to succeed in an ever-evolving market.

Developing future-ready leaders

We prepare leaders at all levels with the skills they need to navigate an increasingly complex and volatile market environment. To strengthen our leadership pipeline we offer:

- Individual assessment and development opportunities,
- Structured collective development programmes, like leadership initiatives Mixers, Shakers ... and
- Personal transformational development, including on-demand coaching, global, functional and local mentoring programmes, and seminars like EVE.

A Global Framework for Leadership Assessment and Development

This framework aims to assess and support the development of both current and future generations of leaders at Pernod Ricard. It covers employees from band E to Executive Leadership Team and is managed by the Global Talent Management team at Pernod Ricard HQ. By assessing talent against Pernod Ricard's The Way We Perform model, this framework provides a holistic view of our skills, leadership potential, strengths and development areas, enabling the Group to nurture high-potential individuals and better prepare talents for future leadership roles. To enhance this process, Pernod Ricard collaborates with three external global partners who have designed bespoke leadership assessments and development programmes tailored to our needs. In FY25, nearly 150 employees participated in these initiatives.

A unique global platform to enable fair chances and equal access

Since it was introduced in 2018, our single Group-wide HR management system has enabled a consistent and equitable approach to key HR processes across all affiliates. This tool ensures employees and their managers have reliable access to information, including role details, career paths, compensation, performance and development.

Pernod Ricard is committed to improving the employee experience through innovative HR solutions. In 2024, we launched HR Buddy, our first conversational chatbot designed to answer employees' questions on annual performance, talent and development initiatives. Pernod Ricard deploys new generative AI use-cases tailored to HR needs on an ongoing basis, empowering both its stakeholders and internal customers.

Expanding everyone's career horizons

Following a successful pilot in January 2024, Pernod Ricard rolled out Talent Marketplace powered by Workday Group-wide this fiscal year. This new AI-powered platform advances skills-based development and career growth, offering all employees a pathway for professional development rooted in fair access and equitable opportunities.

Talent Marketplace matches employee's current skills and skill interests with a tailored development path that integrates mentorship, learning, gigs and career opportunities – all within a single platform. It is a transparent and equitable platform where employees can showcase their skills, interests and experiences, explore new projects, collaborate with different teams, and gain valuable experiences that will enrich their professional journey.

Our ultimate aim is to expand the realm of possibilities, ensuring everyone has access to development and career opportunities – regardless of their personal situation, age, health status or other individual characteristics. We will reinforce the deployment by giving access to Talent Marketplace to employees from Operations next fiscal year, and continue embedding this platform in the Business Units where we launched it one year ago.

AMBITION 3: WELCOMING ALL ABILITIES

At Pernod Ricard, we are committed to supporting our employees throughout their time with us, regardless of health conditions or disabilities. Through our roadmap we aim to:

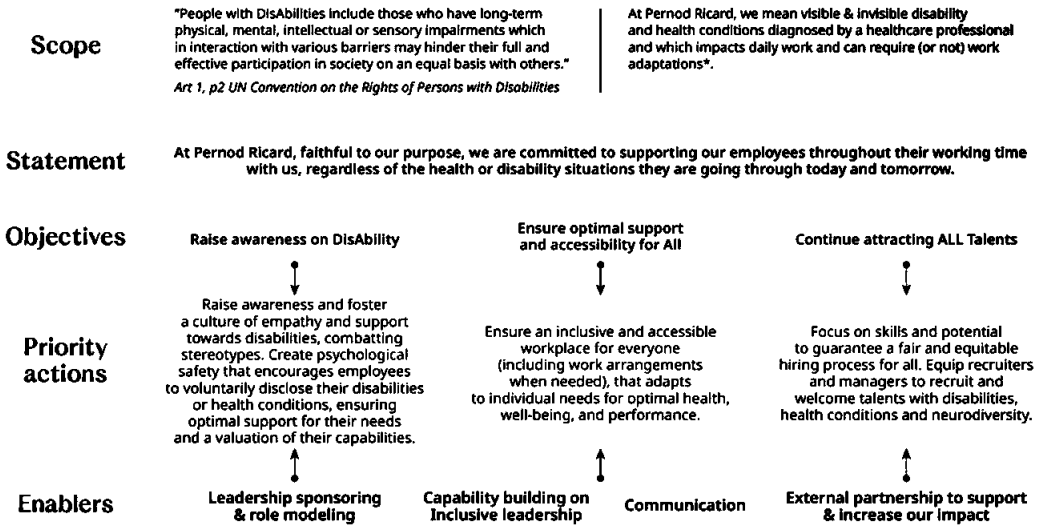
- Raise awareness about disabilities
- Support employees with disabilities and adapt their working environment so they can work effectively and comfortably
- Continue fostering a more empathetic and supportive culture to engage and attract talent

Drawing on the results of our global survey on country-specific disability regulations, we have accelerated Group-wide efforts to promote the employability of workers living with disabilities. Because there are many forms of disability, we have established a five-year Global Disability Framework to achieve meaningful change. Formally introduced this fiscal year, this new disability plan establishes a solid foundation and raises awareness across the Group. Disability is broad and evolving topic, and we will therefore, introduce new initiatives each year. Following the launch of our global framework and the first awareness campaign in FY25, in FY26 we will focus on deploying the local roadmap and employee education. Our aim is to foster an environment where our employees feel comfortable declaring their disability, enabling a more accurate representation of our workforce. We will also enhance digital accessibility across our websites. From FY27, we will shift into continuous improvement mode – ensuring our policies reflect the full range of employee experiences and needs, including those related to cognitive and neurological differences.

This worldwide plan includes:

- **Establishing a global disability framework to create a supportive workplace for employees with both visible and invisible disabilities**

Designed to provide a global direction while respecting local needs and regulations, the Global Disability Framework outlines the scope and definitions, Pernod Ricard's commitment, main objectives and priority enablers. Affiliates are responsible for designing their own disability plan, recommending a Management Committee Sponsor and appointing an HR Point of Contact so employees have easy access to support. For now, the framework focuses on raising awareness, challenging potential stereotypes, and fostering a culture of empathy and psychological safety, encouraging employees to disclose their disabilities if they choose.



* *To be adjusted locally if needed per local regulation.*

- **Launching a 360° awareness campaign communicated to all our employees worldwide**

In February 2025, Pernod Ricard launched a global campaign to raise awareness about disability.



The campaign slogan "It's all about ConviviABILITY" was chosen to embed the concept in Pernod Ricard's culture and collective mindset, emphasising ability rather than disability. We believe that our people are defined by their skills, competencies and who they are as individuals, not by their health conditions. ConviviABILITY encourages everyone to support colleagues living with disabilities or health conditions, reinforcing the idea that disability does not define capability.

The global campaign features five posters showcasing the personal experiences of colleagues living with disabilities – some openly, others anonymously. Recognizing that disabilities can be visible or invisible, these stories offer insights into the wide spectrum of disabilities in the workplace:

- Visual impairments
- Hearing impairments
- Chronic health conditions
- Physical disabilities
- Neurodivergent and cognitive conditions
- Mental conditions

• An interactive disability learning calendar

We launched a Disability Learning Calendar in April 2025 to equip all affiliates, HR teams, managers and employees with a better understanding of ConviviABILITY at Pernod Ricard, raising awareness of and knowledge about disability in the workplace.

Through learning modules, testimonials and tips, it teaches employees how to support colleagues living with disability, adopt the right behaviours, and create a more supportive environment for everyone. Available in 14 languages, it features six e-learning courses:

- Disability in the workplace – best practices
- Integrating and supporting a colleague with hearing impairment
- Integrating and supporting a colleague with visual impairment
- Integrating and supporting a colleague with reduced mobility
- Integrating and supporting a colleague with ADHD
- Integrating and supporting a colleague with dyslexia

We also have a special module on integrating and supporting colleagues with autism.

By the end of the fiscal, year, over 5,000 disability modules had been completed, totalling more than 1,500 hours of training. Additionally, some 1,200 employees worldwide have completed at least one disability learning module.

At Pernod Ricard, we are very proud of our teams, which reflect the richness of society and contribute unique perspectives, expertise and strengths to our organization. By embracing a broad range of talent, skills and abilities, we drive our business forward and create a workplace environment where everyone can thrive and succeed.

For years, Pernod Ricard affiliates around the world have taken proactive steps to expand job market access for people with disabilities. These efforts extend beyond our own employees. For example, in Kanpur, India, our ADPL bottling plant has successfully integrated over 100 employees with disabilities since March 2024, scaling up from an initial 30-person team to full three-shift operations by October 2024. This inclusive workforce now stands out for having the lowest absenteeism and near-perfect adherence to Standard Operating Procedures (SOPs).

Targets & Metrics

Pernod Ricard has long tracked affiliates' progress on disability in its annual social reporting. Given the varying definitions across the countries we operate in, the Disability Framework will improve consistency and accuracy in reporting on this subject.

Additionally, we are improving reporting on the number of colleagues living with visible and invisible disabilities (in countries where this is possible), so we can better support them.

Respecting employees' right to confidentiality, we recommend that they disclose their disability through HR & Occupational Health, where their information will be securely managed.

Targets

Objective	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
Gender balanced Top Management[1]	40-60	%	2030	38	40	Achieved

(1) Targets linked to LTIP, talent & compensations decisions are based on performance, merit and experience, and data collected as per French legal requirements.

CSRD-specified Metrics

The turnover rate for the current reporting period is 27.0%, which is slightly above the FY24 reference of 26.5% for the same perimeter. It is important to note that starting from FY25, the scope of the indicator has been expanded to include permanent, temporary, seasonal, casual and apprenticeship contracts, whereas the FY24 figure was based only on permanent employees.

This broader scope, which captures more contract types with typically higher attrition, naturally contributes to an elevated turnover rate.

For consistency and transparency, the turnover rate based solely on permanent employees will be disclosed later in the Universal Registration Document (URD), allowing for more accurate year-over-year comparisons under a consistent scope.

Employee turnover and departures	FY25
Number of departures	5,159
Percentage of employee turnover	27%

Number of employees (head count) at top management level	FY24		FY25	
	Number	%	Number	%
Female*	219	38	229	40
Male*	351	62	349	60

* *FY25 change of scope as per CSRD requirements is not applicable for FY24 published data.*

Age distribution in workforce	FY25
Number of employees (head count) under 30 years old*	2,606
Percentage of employees under 30 years old	14%
Number of employees (head count) between 30 and 50 years old*	11,650
Percentage of employees between 30 and 50 years old	64%
Number of employees (head count) over 50 years old*	3,968
Percentage of employees over 50 years old	22%

* *FY25 change of scope as per CSRD requirements is not applicable for FY24 published data*

Employee performance review	Unit	FY24	FY25
% of male employees who received at least one performance review	%	92	94
% of female employees who received at least one performance review	%	95	95
% of employees who received at least one performance review	%	94	94

S&R Metrics

TALENT MANAGEMENT

Employee turnover and departures	Unit	FY24	FY25
Voluntary departure rate	%	7.8	7.2
Turnover rate (permanent employees)	%	15.1	17.4
Absenteeism rate	%	3.9	4.3

EQUAL OPPORTUNITIES

Women in management	Unit	FY24	FY25
% of women in Top Management (Band C+)	%	38	40
% of women in Group employees	%	40	40
% of women in Middle Management	%	48	48

3.3.1.3.1.5 Cultivating our learning culture

Introduction

At Pernod Ricard, learning and skills development are key to our long-term success, directly contributing to business performance, regulatory compliance and employee engagement. As a global leader in the spirits industry, we operate in a rapidly evolving marketplace characterised by changing consumer expectations, digital transformation, and increasing commitments to sustainability and responsibility. To remain competitive and resilient, we prioritise continuous learning as a strategic enabler for growth and innovation.

Our strong focus on upskilling and leadership development fosters a high-performing workforce that can drive transformation and maintain our reputation for excellence. Fostering a learning culture also supports talent retention, fair career progression and the overall well-being of our people.

This commitment is reflected in our structured approach to learning, which is aligned with business priorities. Through targeted programmes, digital learning platforms and leadership initiatives, we ensure that employees at all levels are equipped to make a meaningful contribution to the company's mission as Créateurs de convivialité.

Ambition

Pernod Ricard's strategy is to provide an effective learning environment with pathways that empower employees to grow while building a company-wide skills portfolio that supports business performance, transformation, sustainability commitments and regulatory compliance. This ambition is directly linked to our broader HR strategy of becoming a skills-based organisation, reinforcing our global leadership in the spirits industry. Our Learning Policy is designed to ensure that everyone has access to opportunities that inspire, develop and transform – through mentorship, practical experience and world-class programmes. By fostering a spirit of continuous learning, we empower our people to shape their own career paths while driving business success and contributing positively to our communities and the planet. Our three key ambitions reflect this policy:

- **Key ambition n°1:** Equip employees with the right skills to adapt to evolving business needs, market dynamics and industry transformation.
- **Key ambition n°2:** Ensure that all employees are trained to comply with international and national laws, sustainability commitments and Pernod Ricard's ethical guidelines.
- **Key ambition n°3:** Provide continuous career development opportunities and skills enhancement to foster motivation, retention and talent growth.

We are committed to making learning both accessible and effective. Our comprehensive approach measures the true impact of our training efforts, ensuring transparency in training investment and assessing effectiveness through both quantitative and qualitative metrics.

The Group encourages a 10/20/70 learning approach:

- Formal learning (10%): classroom training, e-learning, certifications, and self-directed learning
- Social learning (20%): mentoring, coaching, peer-to-peer knowledge sharing, and collaboration platforms
- Experiential learning (70%): on-the-job training, gigs, stretch assignments, job rotations and cross-functional projects

Action plan and progress

Equipping employees with the right skills to adapt to evolving business needs, market dynamics and industry transformation

Skills development at Pernod Ricard is closely linked to business priorities. Functional taxonomies are regularly updated to guide learning content, keeping employees up to date and engaged. To align skills development with business-strategic priorities, the Global Learning Team collaborates with various functions to identify emerging skills, co-design learning content and prepare relevant content curation and learning pathways.

Pernod Ricard is committed to supporting every employee's growth by reviewing performance according to the annual touchpoints calendar.

- Individual Development Plan: as part of the Annual Performance Review cycle, every employee receives feedback from their line manager on their performance over the financial year. A Mid-Year Review and Career Conversation are also opportunities to discuss development options and support required to reach career goals.
- Self-declared skills: employees can document their skills – work-related or personal – in the Career Hub.
- Skills gap assessment: to measure progress and set expected proficiency levels for each role, the Group Academies help employees reach the required skill standards. Our global programmes offer a flexible, personalised approach to skills development.

Our AI-driven learning platform recommends courses employees can self-enrol in based on job roles, interests, skills assessments and career goals. They can also gain hands-on experience through job rotations, cross-functional projects, and stretch projects. Our mentoring and coaching programmes further facilitate knowledge transfer.

These initiatives ensure skills align with Pernod Ricard's evolving strategy, enhancing our agility in response to market changes. They effectively integrate new ways of working and new capabilities, driving efficiency and competitiveness. By proactively identifying and addressing skills gaps, we prepare employees for critical roles, enhancing employability, facilitating internal talent mobility and reducing reliance on external recruitment.

Pernod Ricard offers a complete and extensive training catalogue with:

- Leadership development programmes, including coaching and 360-degree feedback
- Management training and upskilling sessions
- Compliance training focusing on industry standards and ethics
- Functional training to build core technical skills for specific functions
- Technology training to improve digital literacy and software skills
- Soft skills development, such as communication, collaboration and emotional intelligence
- Problem-solving skills, including design thinking and critical thinking

Driving digital transformation: Generative AI training programmes

As part of our ongoing commitment to digital transformation, Pernod Ricard has developed and implemented comprehensive acculturation and global training programmes focused on Generative AI (GenAI), engaging more than 2,600 participants across all geographies and functions. These initiatives equip our employees with the skills to leverage AI tools effectively, fostering innovation, enhancing productivity and ensuring responsible usage.

AI Discovery for All sessions aim to familiarize employees with AI and its applications and prompting techniques, and explain how GenAI can streamline tasks and boost productivity through practical use cases.

Unlock Your Superpowers sessions further empower employees to integrate GenAI in various job functions and develop problem-solving skills using GenAI for innovative solutions.

Revenue Management: A strategic approach to maximizing growth

Revenue Growth Management is a comprehensive strategy aimed at maximizing revenue and enhancing profitability through effective management of four strategic pillars: Pricing, Promotions, Trade Terms and Mix Management. This approach is designed to optimize net sales while ensuring sustainable growth and profitability.

This year, the Group reached the key milestone of 1,000 employees trained over the past five years, across various departments, including sales, marketing and business analysis. This training effort underscores Pernod Ricard's commitment to equipping employees with the skills and knowledge necessary for commercial excellence.

Enhancing cybersecurity

To help reduce the exposure of critical production systems to cybersecurity risks across operations, we have trained over 2,500 employees on cybersecurity awareness for Industrial Control Systems.

Engaging on Sustainability

Pernod Ricard provides internal training through MOOCs and interactive workshops to raise employee awareness on key sustainability topics. The digital modules provide an introduction to our 2030 S&R roadmap and cover specific areas such as responsible procurement, sustainable packaging and responsible drinking. To complement these online courses and foster deeper engagement, we have developed The Good Fresk, a collective intelligence workshop designed in-house and tailored to our value chain to help employees understand the environmental and social challenges of our business and how our S&R strategy addresses them.

Building strong, future-ready pools of leaders

Pernod Ricard fosters a dynamic growth environment for its talent and its current and future leaders. Pernod Ricard University rolls out several leadership development programmes a year. This financial year, two programmes were particularly impactful:

The Mixers programme: 36 participants from various countries and affiliates attended this course, which focused on developing agility, adaptability and a range of skills, preparing them for various roles within the organization and helping them discover their own leadership identity.

The Shakers programme: 31 senior leaders took part in this programme, which strengthened their leadership identity by cultivating strategic thinking, innovation and the ability to lead through uncertainty, with a focus on long-term vision and organizational impact.

Supporting Junior Public Affairs employees

Pernod Ricard is committed to supporting junior Public Affairs employees through a new mentoring programme with senior Public Affairs leaders across the Group. This one-year programme targets key skills essential for their function, such as stakeholder management, industry collaboration, regulatory framework and communication. It also includes training sessions delivered by experienced facilitators, experience-sharing moments and an individual final case study presented to mentors and other mentees at the end of the programme.

Ensuring all employees are trained to comply with international and national laws, sustainability commitments and Pernod Ricard's ethical guidelines

At Pernod Ricard, all employees receive basic ethics and compliance training as part of their onboarding process, ensuring that they understand the company's ethical standards and regulatory requirements from the outset. Throughout their careers, they attend regular refresher courses to reinforce these principles and keep abreast of evolving regulations. In addition, employees in specific roles, such as sales, marketing or finance, receive specialised training tailored to their responsibilities, giving them the knowledge they need to effectively address industry-specific compliance challenges.

This comprehensive approach ensures full regulatory compliance and fosters stronger ethical business practices through the systematic application of the Pernod Ricard Code of Business Conduct and Responsible Drinking Promotion policies and guidelines. By enhancing employees' understanding of compliance obligations and ethical responsibilities, we increase accountability and awareness, minimizing misconduct and regulatory breaches.

Monitoring compliance and ethics training

At Pernod Ricard, ensuring that all mandatory compliance and ethics e-learning courses are fully completed is a continuous priority embedded in our culture. Every new joiner in the Group is automatically assigned mandatory learning paths through our Learning Management System, and automatic reminders are sent if courses are not completed on time. Our learning teams consistently monitor progress using real-time data in dedicated dashboards to ensure affiliates stay on track. Thanks to everyone's ongoing commitment, the average completion rate for mandatory e-learning is 96%.

Launching new e-learning modules on Health & Safety

At Pernod Ricard, employee safety is also a top priority. This financial year, we launched two engaging and gamified e-learning modules that immerse non-industrial employees in realistic scenarios. They help them identify hazards and report near misses, fostering a safe working environment for all. Two additional modules on risk assessment and incident investigation will follow soon.

Providing continuous opportunities for career development and skills enhancement to foster motivation, retention and talent development

Employees' Individual Development Plans (IDP) are tailored to their performance, merit and potential based on their line managers' recommendations. These recommendations are in turn based on discussions with employees about career ambitions and development options during annual and mid-year performance reviews and career conversations. Pernod Ricard University offers role-specific learning programmes as well as on-demand learning to support career growth.

Our leadership development programmes engage high-potential employees in strategic assignments, executive education programmes, cross-functional projects, mentoring and coaching. We also offer an online coaching platform and mentoring programmes along with on-demand learning content through digital platforms such as Coursera and a knowledge library that produces ongoing content and curation.

This approach is designed to boost retention and motivation rates as employees feel valued and supported in their career growth. It also bolsters our internal talent pipeline, improves agility and employability by keeping employees ahead of industry trends and business needs, and reduces external hiring costs through internal upskilling.

Talent Marketplace: Empowering learning and development at Pernod Ricard

Pernod Ricard is committed to fostering a culture of continuous learning and development. The launch of Talent Marketplace powered by Workday marks a significant step in this direction. The platform empowers employees to take charge of their career and development journey, creating their own unique skill set by leveraging existing capabilities and developing new ones. Skills serve as the common language that connects all aspects of the employee life-cycle and development.

The AI-powered Talent Marketplace matches employee's skills and interests with tailored learning opportunities, gigs, peers and job opportunities, creating a personalized experience, and making it easier for employees to find opportunities that resonate with their professional aspirations.

With a strong focus on fairness and transparency, the platform promotes equal opportunities for all employees, fostering an inclusive environment where everyone can thrive.

Since its global launch in September 2024[1]:

- 74% of employees connected at least once
- 63% have declared over ten skills interests
- 92 gigs have been created
- 171 peer-to-peer collaborations are ongoing

Forging strategic partnerships with leading content providers like Coursera

As part of Pernod Ricard's commitment to lifelong learning and sustainable employability, the Group has partnered with Coursera, a leading e-learning platform, to offer employees a comprehensive catalogue of learning resources from top universities and companies worldwide. With over 13,000 courses available in 49 languages, employees can expand their expertise and build confidence at their own pace.

The launch of Talent Marketplace, alongside a high Coursera experience rating of 4.6/5 among Pernod Ricard learners, has significantly boosted engagement on this e-learning platform, with a 31% increase in enrolments and 16% more unique learners compared with last year.

Targets and Metrics

Targets

The following table tracks the effectiveness of our employee training policies and actions, providing a clear overview of our commitment to continuous development and responsible practices among our workforce.

Objective	Ambition	Unit	FY24 performance	FY25 performance	Progress
Offer all employees at least one training session during the year	100%	%	99	100	Achieved

[1] *Excluding Cuba and Kazakhstan.*

CSRD-specified metrics

TRAINING HOURS PER EMPLOYEE

Training and skills development metrics	Unit	FY24	FY25
Total number of training hours	hours	485,901	416,606
Total number of training hours - Female[1]	hours	184,468	169,366
Total number of training hours - Male[1]	hours	301,433	247,240
Average of training hours per employee	hours/employee	25	21
Average of training hours per employee - Female	hours/employee	*N/A*	21
Average of training hours per employee - Male	hours/employee	*N/A*	21

(1) Trainings are accessible to all employees regardless of protected characteristics such as gender. The total number of training hours completed may reflect both individual choices, as employees can freely access open resources, and organizational requirements or recommendations, based on job roles, skills assessments, business priorities and career goals

3.3.1.3.1.6 Offering fair compensation and benefits

Introduction

At Pernod Ricard, we believe that working conditions are the foundation of a thriving, engaged workforce. Our competitive compensation packages are designed to attract and retain a varied, dynamic and highly skilled workforce. To ensure that our employees feel valued and recognised, we offer not only attractive compensation but also competitive benefits that support various aspects of their lives.

Our commitment to fair compensation goes beyond compliance with legal and ethical standards – it reflects our dedication to promoting equity, reducing disparities and fostering a culture where everyone can grow and succeed. By supporting livelihoods and encouraging local economic resilience, we reinforce our sustainability goals and create long-term value for our shareholders.

Fair and favourable working conditions, including appropriate compensation and benefits, enhance employee well-being by reducing stress and improving quality of life, which in turn increases job satisfaction and morale. This leads to increased productivity and performance. Competitive compensation packages are essential for attracting and retaining top talent, ensuring a stable and skilled workforce. Additionally, adequate wages contribute to economic stability by enabling employees to support local economies and drive overall growth.

Ambition

The Group's strategy is centred on achieving long-term profitable growth by conducting business responsibly and in the best interests of the Company and its shareholders. We aim to:

- Align compensation with short- and long-term performance, engaging executives through share-based incentives to support the Company's strategic objectives and secure its long-term future.
- Attract, develop and retain talent by offering competitive working conditions, a fair and attractive remuneration policy and a strong benefits package.
- Provide pay and benefits in line with market practices, tailored to individual skill sets and performance, and create straightforward, meaningful and motivating compensation packages.
- Go beyond pay and benefits, engaging employees with a meaningful mix of programmes that recognise achievements, reward high performance, offer employee share ownership plans, and provide benefits tailored to employees and their dependents. All compensation and benefits decisions comply with local statutory and collective agreements as well as market practices.
- Offer a benefits portfolio that addresses employees' needs across various life stages, with a wide range of well-being, flexibility and financial protection options to ensure peace of mind for employees and their dependents.

By viewing employees as investors of their time, energy and talent – rather than as business expenses – Pernod Ricard fosters a more engaging employee experience, strengthens its employer brand and drives better financial performance.

Action plan and FY25 progress

Job grading / Competitive compensation

Our global job grading system is designed to support talent growth and mobility across affiliates and geographies. By aligning with market practices, we ensure fair and competitive compensation for each role. This increases transparency and empowers employees to take charge of their career paths, fostering opportunities for development and long-term success.

We ensure that our Compensation & Benefits (C&B) policy is competitive by regularly benchmarking it against relevant local markets through external surveys conducted by specialist firms. Compensation decisions follow a pay-for-performance approach, rewarding employees based on their results ("What") and behaviours ("How"), ensuring that rewards and recognition are firmly tied to the employee's individual contributions and business results, with a combination of fixed and variable elements (due to the compensation structure scheme). These actions apply to all permanent employees. They are carried out annually.

The Group also focuses on continuous improvement by developing educational programmes for managers and employees to enhance understanding of compensation topics, which fully aligns with broader Pay Transparency initiatives.

Pay and gender equity

Pernod Ricard's strategy strives to ensure all employees are treated fairly and equitably for commensurate skills and experiences, and commits to maintaining gender pay equity across the Group.

To measure pay equity, we conduct audits across the Group and within affiliates to identify any drivers or root causes of identified gender pay gaps. This is reinforced by a systematic, long-term compensation review and local gender pay equity initiatives, including raising the lowest salaries (negative outliers) to close pay gaps globally. We also identify potential bias in local talent and performance management processes, remediating them with relevant actions in areas such as hiring policies, promotion and retention strategies, employee assessment and development, and pay-for-performance structures. These actions apply to all permanent employees and are carried out annually.

In FY25, the Group conducted the annual Gender Pay Equity analysis with the help of an external specialized firm, measuring both:

- Raw pay gap: the difference between the arithmetical average remuneration of men and women
- Adjusted pay gap: the difference in remuneration between men and women accounting for key factors such as grade, performance that can significantly influence the level of remuneration

Adequate wage

In FY25, we ensured that all employees' compensation met or exceeded applicable minimum legal and regulatory standards and respected negotiated agreements with legally registered trade unions. Partnerships and industry coalitions allow us to monitor other companies' wage practices and enhance Pernod Ricard's approach through progressive and continuous improvement. We are currently developing Pernod Ricard's definition of adequate wage – encompassing both minimum wage compliance and living wage goals – and performing assessments. These actions apply to all permanent employees. Having initiated our work on minimum wage compliance in FY25, we will focus on establishing living wage goals in FY26.

Benefits

Pernod Ricard ensures that employee benefits meet both local and global standards while remaining competitive. Given the range of social, tax and legal regulations across countries, our benefits portfolio is tailored to each territory, ensuring consistency and relevance within local frameworks. To ensure alignment with local regulations and market practices, the Group conducts a benefits inventory for all affiliates every three years. This review helps define targets for some specific benefits. The most recent assessment in FY25 demonstrated that Pernod Ricard complies with local legislation and provides a competitive offering, and that the majority of affiliates are in line with or exceed market practice. The review also highlighted our strong focus on well-being, notably through on social and emotional initiatives and programmes.

Pay transparency

The Group continues to strengthen its reward framework, ensuring all employees feel fairly compensated both internally and externally. Through this approach and together with ongoing communication, particularly during compensation campaigns, Pernod Ricard transparently addresses employees' growing need to understand how pay decisions are made. Work on pay transparency in affiliates worldwide is under way, and this will clearly be one of our priorities in the coming years.

Short- and long-term incentives

Pernod Ricard's annual short-term incentive programme for senior executives links rewards to both individual performance and collective results at Group and local levels. It also includes sustainability performance criteria, reinforcing the Group's commitment to its S&R strategy.

The Long-Term Incentive Plan offers share ownership to Executive Committee members and senior management, aligning rewards with shareholder interests. The shares granted are subject to performance conditions, 20% of which are linked to sustainability targets. For more information, please refer to Section 2.6 Compensation report (sub-section 2.6.2 for short-term incentives and 2.6.5 for long-term incentives).

Pernod Ricard is reviewing its People and Equal Opportunities KPIs to evolve future performance metrics in response to shifting strategic priorities and a changing legal and regulatory landscape.

Welfare protection and health insurance

Employees benefit from a welfare protection plan covering major risks such as death and disability, with benefits equivalent to at least one year's fixed annual salary.

Promoting well-being and quality of life

We believe in workspaces that foster collaboration, well-being and personal connection. The Island, our flagship building in Paris, embodies "conviviality by design", offering a variety of flexible workspaces, wellness services and HQE-certified environmental and well-being standards. We also support flexible working and remote working to promote work-life balance.

Employee share ownership

Launched in 2019, Pernod Ricard's Accelerate share ownership plan allows employees to become Pernod Ricard shareholders on preferential terms, fostering a sense of belonging and alignment with the Group's performance. The 2022 edition covered 24 markets, with 80% of employees eligible and a participation rate of 45.7%.

Targets and metrics

Targets

Pernod Ricard has established the following targets to guide actions ensuring that its pay and benefits provide the kind of working environment that will enable us to attract top talent and achieve long-term profitable growth.

Objective	Ambition	Time horizon	Unit	FY24 performance	FY25 performance	Progress
Maintain gender pay equity	<1%	Yearly	%	1.64	1.63	On plan
Offer all employees insurance coverage	100%	Yearly	%	98	98	On plan

S&R Metrics

The following table shows our performance in key areas related to employee compensation and benefits, reflecting our ongoing commitment to fairness and comprehensive support for our workforce.

KPI	Unit	FY24	FY25
Gender pay gap (adjusted figures)	%	1.64	1.63
Employees covered by a welfare protection plan (death and invalidity) with a benefit equivalent to at least one year of the employee's fixed annual salary*	%	94	94

* *FY25 change of scope as per CSRD requirements is not applicable for FY24 published data.*

CSRD-specified metrics

	FY25
Gender pay gap (unadjusted figure)	-2.67%
Remuneration ratio (high to median)	44.2
% of workforce paid under benchmarking	0%

3.3.1.3.1.7 Promoting open and constructive social dialogue

Introduction

The Group has a long tradition of social dialogue and promotes freedom of association in every country in which it operates. We firmly believe in fostering a working environment with optimal working conditions. Our commitment to open and constructive social dialogue goes far beyond ticking boxes – it is about creating a vibrant, collaborative workplace where every voice is heard and valued.

We create practical opportunities for open dialogue through regular feedback sessions, structured consultations and dedicated communication channels that allow employees and managers to engage in meaningful discussions. We focus on collaborative problem-solving and ensuring that decisions reflect a broad range of perspectives.

Metrics

CSRD-specified metrics

The Group is operating at global scale with more than 60% of its headcount located outside of EEA countries. The global percentage of total employees covered by collective bargaining agreements of 43% for FY25 thus reflects the weight of non-European frameworks as per our structure.

Employees covered by collective bargaining agreements	FY25
Percentage of total employees covered by collective bargaining agreements	43

Collective bargaining agreements and Social Dialogue by country - for countries over 50 employees, representing more than 10% of the total number of employees

	FY25	
	Collective Bargaining Coverage	Social Dialogue
Coverage Rate	Employees – EEA	Workplace representation (EEA only)
0-19%	*N/A*	*N/A*
20-39%	*N/A*	*N/A*
40-59%	*N/A*	*N/A*
60-79%	*N/A*	*N/A*
80-100%	France	France

3.3.1.3.1.8 Measures against violence, harassment or other severe human rights violations

Introduction

At Pernod Ricard, we believe that every employee deserves to work in an environment where they feel secure, safe, respected and valued. Violence and harassment are not just human rights violations – they undermine the very foundation of our workplace culture. We envision a workplace where upholding human dignity is central to our sustainable business practices and drives our fight against discrimination, violence, harassment, forced labour, human trafficking and child labour.

Protecting all employees and ensuring their safety, security, well-being and productivity is crucial for Pernod Ricard. These issues can cause severe physical and psychological harm, erode trust and create a toxic work environment. That is why we proactively tackle these severe human rights concerns, guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs) and International Labour Organization (ILO) conventions such as the Violence and Harassment Convention, 2019 (No. 190) and the Worst Forms of Child Labour Convention, 1999 (No. 182). By embedding these principles into our policies, we create a safe, respectful and accepting workplace. This commitment not only safeguards our employees but also enhances our brand reputation, ensures legal compliance and supports our mission to be Créateurs de convivialité, aligning with our core values of respect and inclusion.

Pernod Ricard's Global Social Policy explicitly addresses:

- Trafficking in human beings, forced labour or compulsory labour, and child labour
- Measures to eliminate discrimination based on factors such race, religion, physical appearance, ethnicity, national or social origin, disability, sexual orientation, gender, marital status, age, political opinions or whether our employees choose to drink alcohol or not

All employees are expected to lead by example, demonstrating zero tolerance for any form of violence, discrimination, harassment or severe human rights abuses. By actively promoting a culture of respect and accountability, they help create an environment where everyone feels valued and protected.

Pernod Ricard values its employees as stakeholders. The Group also recognises that it has a responsibility and an ethical duty to ensure human rights are respected across its worldwide operations and value chain. Doing so requires adhering to internationally recognised standards and addressing any gaps wherever they arise.

Ambition

Our overarching ambition is to ensure a safe and respectful work environment, free from violence, harassment, discrimination or other severe human rights breaches, to protect the well-being and dignity of our employees.

Our three key ambitions are:

- **Key ambition n°1:** Integrate key policy commitments into all HR processes.
- **Key ambition n°2:** Raise awareness and empower our workforce.
- **Key ambition n°3:** Report and remediate incidents.

Violence and Harassment process

Violence and harassment in the workplace are not only detrimental to the individuals involved but also to the overall health of our organization. These behaviours erode trust, reduce morale and hinder productivity. At Pernod Ricard, we recognize that addressing violence and harassment is crucial for maintaining a positive and productive work environment. By fostering a culture of respect, safety and security, we protect our employees' well-being, enhance our brand reputation and ensure operational efficiency. This commitment aligns with our core values of respect and inclusion and supports our mission to be Créateurs de convivialité. That is why this topic is included in our Global Social Policy.

Through this process, we pledge to:

- Adhere to legal and ethical standards: Our Global Social Policy aligns with national and international laws, including the ILO Violence and Harassment Convention, 2019 (No. 190). We are committed to upholding these standards to protect our employees. This includes complying with all relevant legislation, implementing best practices and continuously monitoring legal developments to ensure our policies remain current and effective.
- Promote a safe and secure work environment: We are dedicated to creating a workplace where violence and harassment are not tolerated. This involves implementing comprehensive safety measures, conducting regular risk assessments and ensuring that all employees are aware of the behaviours that constitute violence and harassment. We aim to create a space where everyone feels secure and can focus on their work without fear.
- Support victims: We understand the profound impact that violence and harassment can have on individuals. To support those affected, we provide confidential reporting mechanisms and counselling services. Our goal is to offer a safe and supportive environment where victims can come forward without fear of retaliation. We are committed to listening to their concerns, providing necessary assistance and ensuring their well-being.
- Ensure training and awareness: We provide training and awareness-raising programmes to educate employees about violence and harassment and how to prevent it. Knowledge is power, and we want our employees to be empowered. Our training programmes cover topics such as recognizing signs of violence and harassment, understanding the impact of these behaviours and knowing how to respond effectively. We also emphasize the importance of bystander intervention and encourage employees to support their colleagues in creating a safe and respectful workplace.
- Ensure leadership commitment: Our leaders are committed to upholding the principles of this policy and leading by example. They are the champions of our safe and respectful workplace. This involves demonstrating a zero-tolerance approach to violence and harassment, and actively promoting a culture of respect to foster an environment where everyone feels valued and protected.

Human rights due diligence (HRDD) process

As Créateurs de convivialité, Pernod Ricard is committed to social sustainability, focusing on creating a fair, safe and secure world that respects and supports employees and other stakeholders. This commitment includes driving better outcomes not only for our employees but also for our workers and communities throughout our value chain, ensuring that everyone can thrive.

Guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs), we aim to embed effective human rights due diligence (HRDD) throughout our operations.

Upholding human dignity and combating forced labour, human trafficking, and child labour are central to our sustainable business practices.

With a global footprint encompassing 94 production sites across the world, including vineyards and agave farming, as well as production activities such as distillation, bottling, ageing and winemaking, Pernod Ricard may be exposed to risks such as child labour, forced labour or other forms of severe human rights violations. Although the likelihood of encountering such issues is very low, it remains crucial for us to address and tackle these risks proactively.

In addition to proactive measures, our Global Social Policy aims to establish a responsive and well-prepared process to ensure responsible disengagement and remediation if child labour or forced labour is identified. This includes a comprehensive approach to responsibly disengage children from labour and ensure their safe return and reintegration into appropriate educational and social systems.

Pernod Ricard's Global Social Policy sets the framework for preventing and addressing forced and child labour in our operations, specifically focusing on our own employees. We will address severe human rights issues concerning workers in the value chain and affected communities in separate policies.

Action plan and progress

To prevent or mitigate negative impacts on own workforce and remediate actual material impacts, we have implemented or plan to implement the following actions.

1. Integrate key policy commitments into all HR processes

To ensure global adherence to Pernod Ricard principles and a proper process, key policy commitments will be integrated into our HR processes in all the countries where we operate and for all our employees from FY26 onwards.

Recruitment process: Human Resources verify the age of all new employees through official documents, in accordance with the strictest legal and international standards.

Internal control principles: Internal Control teams shall formalise and integrate these into our Internal Control Principles (ICPs), to ensure that reporting requirements are met and human rights due diligence is respected.

2. Raise awareness and empower workforce

Violence and harassment are covered in our Global Social Policy, which is disseminated across all the countries we operate in and accessible to all employees. We already provide training for managers and supervisors on setting a good example and leverage existing e-learnings and reporting tools.

This ensures that all employees are informed and know how to respond if they witness any act of violence or harassment in the workplace, or any breach of human rights. Each employee completes a MOOC on our Code of Business Conduct, which condemns violence and harassment in the workplace and explains how to prevent them.

3. Report and remediate incidents

To ensure accountability, we provide accessible procedures to report and address incidents and prevent recurrence. We monitor and manage human rights and people-related incidents through two channels:

- Speak Up: This alert system allows employees to report workplace or human rights concerns or incidents anonymously or confidentially. For details on Speak Up, our global whistleblowing programme, see Section 3.4. Governance information – Reporting and whistleblower protection.
- Group Security Reporting: This involves tracking and documenting incidents through our security reporting mechanisms.

Employees are encouraged to report concerns either through management or through Speak Up, and are protected from retaliation. Violations of this policy will result in disciplinary actions, including warnings, suspension, dismissal and potential legal action.

In the event of a potential human rights violation in any of Pernod Ricard's operations or activities, the incident must be reported to the Human Rights and Social Sustainability team and the Security team, and an immediate remediation process must be initiated.

Additional initiatives delivering positive impacts

Pernod Ricard prohibits all forms of harassment, disrespectful or inappropriate behaviour and retaliation of any kind, and has a Group-wide approach based on:

- Zero Tolerance: We enforce a zero-tolerance policy towards all forms of violence, discrimination, harassment or human rights abuses at the workplace.
- Support for Victims: We provide confidential reporting mechanisms and support services.
- Legal and Ethical Standards: We adhere to national and international laws and standards.
- Training and Awareness: We educate employees on prevention and response strategies.
- Leadership Commitment: We ensure leaders uphold and model the principles of the policy.

Targets and metrics

Targets

Pernod Ricard does not have specific targets for Violence & Harassment. However, our strategy is based on a zero-tolerance approach to child labour, forced labour and any form of discrimination, violence or harassment – whether physical, psychological, sexual or psychosocial – that poses risks to individual well-being and organizational success. We also condemn disrespectful behaviour, retaliation and inappropriate conduct. Additionally, practices that involve unreasonable pressure and stress by management are banned at all levels of the organisation.

CSRD-specified metrics

	FY25
Number of complaints filed through channels by employees to raise concerns	19
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	0

Number of complaints filed through channels for people in own workforce to raise concerns

Pernod Ricard encourages a culture of trust, openness and transparency, where all employees and stakeholders can confidently raise genuine concerns related to the Group's activities. The Group's Code of Business Conduct advocates a "speak up" policy, which calls on all employees and stakeholders to report any ethical concerns regarding practices or situations that may be contrary to or inconsistent with Pernod Ricard's Code, associated policies or any laws or regulations.

The Pernod Ricard Ethics & Compliance team operates Speak Up, a safe, confidential Group-wide channel allowing stakeholders to report potential misconduct. For details on Speak Up, our global whistleblowing programme, see Section 3.4 Governance information – Reporting and whistleblower protection.

It is hosted by an independent third party and available 24/7. Reports deemed to have been filed in good faith are investigated following a preliminary assessment by the Integrity Committee. If the allegations are deemed to be substantiated, the Integrity Committee or its local delegate examines their severity and issues recommendations as to the appropriate mitigation and/or remediation and/or disciplinary measures against the offending party. Moreover, Pernod Ricard has a zero-tolerance policy regarding retaliation against parties who, in good faith, have reported misconduct, made an allegation or supported an investigation. The Group has led dedicated workshops with Human Resources Directors and the Legal & Compliance network on how to manage whistleblowing cases and conduct investigations. Such efforts are complemented by global communication campaigns to raise awareness and educate employees on what can be reported and how alerts are processed.

In FY25, a total of 19 alerts related to social sustainability were received and deemed partially or fully substantiated. The breakdown is as follows:

- 17 cases of discrimination, harassment or unfair treatment
- 2 cases related to health & safety
- 0 cases of alcohol misuse
- 0 cases involving other human rights and fundamental freedoms

Our approach to remediation varies depending on the issue and ranges from coaching and training to policy/process reviews, departures, written warnings or legal action. In cases of non-compliance with company policies, the employees involved are investigated and may face disciplinary action. If gaps in policy are identified, an action plan is implemented to address them and update the relevant policies.

Number of complaints filed to National Contact Points for OECD Multinational Enterprises

The company supports the OECD Guidelines for Multinational Enterprises, which establish voluntary standards for responsible business conduct in areas including employment, human rights, the environment and anti-corruption. Governments that have endorsed these Guidelines have National Contact Points (NCPs) to handle complaints regarding corporate conduct. Under the NCP process, when a complaint is filed, the company concerned is notified and given the opportunity to respond and engage in dialogue. Public records of all cases – both ongoing and closed – are maintained in the OECD database (https://mneguidelines.oecd.org/database/). Based on available records, and to the best of the Group's knowledge, no complaints have been filed against the holding company or its affiliates, as any such complaint would be promptly communicated.

Number of incidents of discrimination

In FY25 and FY26, the human rights and security teams will enhance the existing Group Security Incident Reporting guidelines, reporting tool, and processes to include incidents and related fines, penalties or compensation involving discrimination, violence, harassment and other human rights issues – including forced and child labour.

This year, the data points were not published, as the appropriate tool, governance structure and processes still needed to be identified and reviewed to ensure comprehensive data reporting. Additionally, affiliates require time for training and familiarization with the new reporting framework. The first full dataset is expected in FY26.

3.3.1.3.2 Taking care of each other

Introduction

Pernod Ricard's activities can impact the health and well-being of its employees, so protecting them is a major responsibility. The Group is committed to creating a safe working environment, but safety is also a shared duty – each employee must actively contribute to protecting themselves and others.

Since 2023, we have adopted a holistic approach to health, safety and well-being, addressing both the physical and mental health of all our employees whether they work on manufacturing sites, office environments, brand homes or while visiting clients or attending events. We believe that health, safety and well-being are interconnected, requiring an environment where people can identify hazards and support each other.

We are committed to eliminating accidents by strengthening mitigation measures across all work settings. In addition to complying with local applicable health and safety regulations, we have developed our own standards and processes to manage the activities of our employees and on-site contractors. They include risk assessments, on-site evaluations and mitigation measures.

The Impacts, Risks and Opportunities addressed by the Global Health & Safety policy are presented in Section 3.3.1.2.

Ambitions

Our Health and Safety (H&S) ambition is to become best in class in the Wine & Spirits industry by developing a culture where hazards are identified, risks are managed and everyone is committed to building a safer workplace for themselves and others.

Our three key ambitions regarding Health & Safety are:

- **Key ambition n°1:** Culture – A strong culture is the foundation of our success, shaping the way we work and care for each other every day. At Pernod Ricard, we ensure safety is discussed and improved through open communication, continuous learning and by implementing preventive measures.
- **Key ambition n°2:** Leadership – Visible felt leadership is about leading by example and inspiring others to make safety a priority. Our leaders are empowered to champion health and safety by fostering accountability, setting clear expectations and ensuring that safety is deeply embedded in our operations and decision-making.
- **Key ambition n°3:** Performance – We are committed to excellence, continuously improving our performance through clear goals, data-driven insights and innovative practices. By leveraging new technologies, sharing best practices and relentlessly focusing on risk reduction, we create safer workplaces and drive long-term, sustainable success.

Policy

In FY25, we have introduced a new **Global Health & Safety Policy**, replacing the Taking Care of Each Other Policy, which was created in 2019. The policy is an updated version of the previous one and strengthens our commitment to a healthy and safe workplace where everyone plays an active role in their own safety and that of their colleagues. It reflects our drive to eliminate accidents and occupational diseases, identify hazards and mitigate workplace risks. By prioritising health and safety, we protect our people, reduce operational risks, improve productivity, ensure sustainable growth and reinforce our reputation as an ethical and responsible global leader.

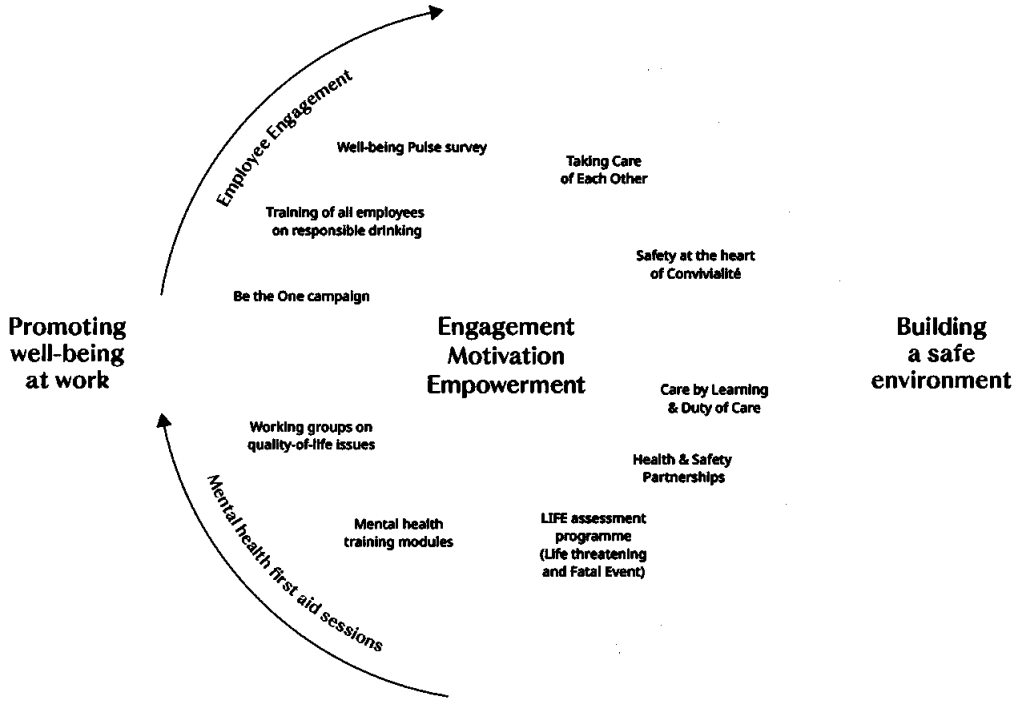
Our Health & Safety Policy applies to all Pernod Ricard operations, all employees and all joint ventures, and serves as a minimum standard that reflects our unwavering commitment to fostering a culture of care and collective well-being. It sets out clear commitments and procedures that go beyond legal compliance to ensure alignment with our values and business objectives. Where our policy sets higher standards than local regulations, affiliates are expected to comply with our stricter requirements, provided they do not conflict with local laws. Our Health & Safety Policy is approved by Pernod Ricard's Chairman, Chief Executive Officer, the Executive Committee and the Board of Directors. It is implemented by the EVP Integrated Operations and S&R.

It respects the UN SDGs and is rooted in internationally recognised standards OHSAS 18001/ISO 45001 – all our industrial sites must be OHSAS 18001/ISO 45001 certified. This means they have implemented a management system that meets the requirements of these standards, demonstrating a commitment to maintaining a safe and healthy workplace.

The policy is developed through a collaborative effort involving key stakeholders across the organisation: senior management, Group-level functions, local affiliate leaders and the Health & Safety Steering Committee.

Pernod Ricard considers the interests of key stakeholders when setting and evolving the Health & Safety Policy, by engaging with employees in various ways:

- **Perception surveys:** the newly developed, actionable health and safety culture perception surveys improve our understanding of site-specific needs and enable us to monitor and respond effectively to priorities.
- **On-site and self-assessments:** By identifying high-risk activities through on-site and self-assessments, we define tailored training and actionable roadmaps to address red flags, effectively mitigate risks and continuously improve our health and safety performance. These assessments play an important role in ensuring consistency across our entities, reinforcing our commitment to continuous improvement and operational excellence. We are gaining valuable insights through a thorough assessment, paving the way for the development of comprehensive lessons learned and standards that will further strengthen our safety culture.



The Group Health & Safety policy is implemented within Pernod Ricard by the Group Health & Safety Director. At the local level, the Chief Executive Officers, Human Resources Directors and Operations Directors of the affiliates are responsible for implementation within their entities, supported by Pernod Ricard headquarters to coordinate action plans in line with the Group's health and safety strategy and roadmap.

The Group Health & Safety team oversees implementation by monitoring progress through key performance indicators, reviewing action plans, setting priorities and addressing challenges, with regular reporting to the Executive Committee to ensure continuous improvement and accountability.

The implementation of our Health & Safety Policy is supported by its integration within the Group's Internal Control Principles as well as mandatory training on Duty of Care for all employees. The updated version is available to all employees on our intranet platform.

Action plan and FY25 progress

We have implemented the following actions for all Pernod Ricard employees worldwide across industrial and non-industrial sites, to collectively create a safer, healthier and more engaged workforce, supporting Pernod Ricard's broader goals of operational excellence and sustainable growth. Our immediate focus is on improving current practices and behaviours (e.g., hazard recognition, incident reporting). The aim is to create a strong and visible commitment to health and safety that permeates the organization, fostering a culture of proactive safety engagement, which leads to tangible improvements in workplace safety and reduced operational risks.

Visible Felt Leadership

Our goal is to ensure that leaders at all levels consistently model and prioritize safety-first behaviours, demonstrating a strong and visible commitment to health and safety. To foster health and safety leadership in all employees across all industrial and non-industrial sites worldwide, we have rolled out the following initiatives.

- Care Visits – Visible, on-site leadership engagement focused on open discussions about health and safety, raising hazard awareness, and ensuring risks are effectively mitigated.
- Annual Safety Day – A key event to educate and engage employees in health and safety initiatives, celebrate achievements, and reinforce leadership's visible commitment.
- Robust data management dashboards – Advanced tools that support informed decision-making for CEOs, HR Directors and VP Operations.

Raising Awareness

- Care by Learning – Pernod Ricard's global e-learning programme equips all employees across industrial and non-industrial sites with the skills to identify hazards and mitigate the risks in their work environments, and fosters proactive safety behaviours. The training programme includes modules on roles and responsibilities, hazard recognition and near-miss tracking, risk assessment and incident investigation.
- Champions network – A network of employee advocates promote safety within their teams, fostering peer-driven accountability and cultural change.

Mental Health and Well-being

- Our Well-being Framework equips managers with a toolkit and resources to talk about mental health. It also includes a communication campaign integrating mental health, our Be the One movement (see Leadership section below).

Communication Campaign

Our Be the One campaign has become a real movement, reflected in strong commitments, creative initiatives to further engage and raise awareness, and practical tools to help everyone make health and safety a priority. The campaign helps employees identify hazards and change their habits, and fosters a sense of caring about safety – and people.

Recognition

- Several affiliates received ROSPA Awards (Royal Society for the Prevention of Accidents) in recognition of team efforts to mitigate risks and proactively manage safety.
- Pernod Ricard Group was awarded the Platinum medal at the Safety on the Edge Recognition Awards, which celebrate companies who go above and beyond to ensure the safety and well-being of employees. The award highlights innovative solutions and best practices that significantly reduce workplace risk and enhance overall safety culture through exemplary leadership. We're proud of this recognition, particularly of our efforts in high-risk management and our Be the One campaign, which encourages looking out for each other every day.
- Be the One to Praise is our internal recognition programme designed to engage, motivate and empower employees.

Actions to improve health and safety performance

We have rolled out the following initiatives across all Pernod Ricard operations, including distilleries, production sites, vineyards, and administrative and head offices, globally.

LIFE (Life threatening and Fatal Event) Assessments

To protect lives, we have established comprehensive safety requirements covering a wide range of activities across all work settings:

- Industrial sites – Work at height, handling chemicals, confined spaces, explosive environments, hazardous gases, fire & evacuation protocols, equipment safety, forklifts, racks and pallets, truck loading and unloading, truck fleets, work permits, and hazardous energy
- Office environments, brand homes, while visiting clients or attending events – Responsible drinking, safe driving, ergonomics, risk assessment, safe events, contractor management, and emergency planning

All affiliates have conducted self-assessments, identifying gaps and implementing prevention measures to strengthen local practices and behaviours. LIFE assessments are also carried out by third parties at selected sites to evaluate local practices. Findings are discussed with the site management team.

Safety Perception survey

Safety Perception surveys are structured surveys conducted across Pernod Ricard's manufacturing sites and office environments to measure the maturity and effectiveness of the organization's safety culture. These assessments identify strengths and areas for improvement, guiding efforts to embed safety as a core organizational value.

Standards

We acknowledge that safety performance should not be separated from other aspects of our business. As such, Health & Safety performance is aligned with our business goals. Health & Safety KPIs help drive business improvement and reach business targets. These established KPIs are consolidated at Group level, reviewed during strategic meetings and deployed at all levels of our organization and value chain (see Target & Metrics section).

Asset protection

Asset protection is managed through comprehensive risk assessments, robust security management systems, emergency preparedness, infrastructure maintenance, insurance coverage and management oversight. These measures ensure the safety of physical assets, minimise operational disruption and support long-term business continuity.

Targets and metrics

Targets

Objective	Ambition	Unit	FY24 performance	FY25 performance	Progress
Move towards zero lost-time accidents (employees and temporary staff)	Towards 0	Nb	44	33	On plan

S&R related metrics

Since FY22, the Group's H&S efforts have cut our lost time accident frequency rate by over 55%. Workplace accidents and associated KPIs cover 100% of temporary, fixed-term and permanent contracts.

Health and safety metrics	Unit	FY24	FY25
Accident frequency rate (FTE x 1,000)	Rate	2.00	1.57
Accident severity rate (FTE x 1,000)	Rate	54.29	72.38
Accident frequency rate (hours worked x 1,000,000)	Rate	1.11	0.87
Accident severity rate (hours worked x 1,000,000)	Rate	30.15	39.93

Our accident severity rate slightly increased; however, it's largely driven by the number of days lost from certain events as well as carryover from incidents last year that may not have been severe. We are carefully deep-diving into each case, though the data reflect more statistical noise than a rise in truly severe events.

CSRD-specified metrics

Health & Safety	Unit	FY24	FY25
Number of fatalities as a result of work-related injuries and work-related ill health	Nb	0	0
Number of recordable work-related accidents for own workforce	Nb	206	97
Rate of recordable work-related accidents for own workforce	%	5.2	2.6

While 80% of our industrial sites are certified under an externally-audited ISO 45001 Health & Safety Management System, we do not currently report the share of employees covered due to the lack of consolidated site-level data on employee numbers. In FY25, we launched a global programme to establish a consistent Health & Safety management framework across all our sites – industrial and non-industrial – with the objective of covering 100% of our own workforce and enabling reporting of this data point in FY26.

3.3.1.4 Processes for engaging with own workers and workers' representatives about impacts

We have a long-standing commitment to social dialogue and the promotion of freedom of association in every country where we operate. We recognize that open communication with employees and their representatives is essential to fostering a respectful and constructive working environment. By continuing to engage in meaningful dialogue, we not only uphold fair labour practices and improve working conditions, but we also contribute to sustainable development.

Our commitments

Employee relations

- Dialogue: We engage in regular and meaningful dialogue with employees and their representatives to ensure that their voices are heard and considered in decision-making.
- Feedback: We prioritise employee feedback by providing multiple channels for sharing ideas, concerns and suggestions. Every year, we conduct a global internal survey to gather insights from all employees across the Group. Employees with no access to electronic devices can share their views, concerns or feedback directly with their managers at any time. In addition, they can answer the employee engagement survey by scanning a QR code using either company-provided electronic devices or their own personal device.
- Development: We support our people with training and resources to build the skills needed for effective social dialogue, fostering constructive communication and problem solving.

Freedom of association and collective bargaining

- Rights: We respect the right of employees to form or join trade unions and to engage in collective bargaining. We are committed to providing a safe, supportive environment in which these rights are protected and free from any form of retaliation.
- Fair resolution: Our procedures for resolving conflicts and grievances are designed to be clear, transparent and timely, to promote fairness and to foster a workplace based on mutual respect and harmony.
- Continuous improvement: We regularly assess the effectiveness of our social dialogue efforts through surveys. By adapting and refining our approach, we aim to remain responsive to the evolving needs of our employees and business.

A social dialogue driving growth, engagement and success

Principles of social dialogue

Our approach is based on principles that foster an environment of open and constructive dialogue:

- Respect and listening: We ensure that all employees can engage in dialogue and be heard.
- Transparency and trust: We respect fair, transparent and effective collective bargaining processes and engage in negotiations with employees representatives to achieve equitable outcomes.
- Collaboration and partnership: Employees and managers work together to address issues and improve conditions.
- Legal and ethical integrity: Our practices comply with local laws and uphold global human rights standards.
- Sustainability through well-being: We invest in employee development and well-being to drive innovation and long-term success.

Works councils

Works councils play a central role in social dialogue, serving as a formal platform for employee representation, mainly in Europe. They facilitate structured consultation on key workplace issues such as working conditions, health and safety, and organisational change. Through these councils, employees can actively participate in decisions that affect their working environment.

European works council

With more than half of our workforce in Europe, we have prioritized engagement with employees representatives based in Europe. This council, made up of representatives from affiliates with more than 45 employees, meets annually. It had a total of 22 representatives at 30 June 2025.

Additionally, a Select Committee – comprising five members from five different countries – meets at least once a year. The Select Committee may act independently in response to any social measure impacting more than 300 employees in at least two European countries in which Pernod Ricard has local teams. To share information, content is co-written by delegates and the HR Department annually and published on Pernod Ricard's intranet.

The France Group Committee meets once a year. It brings together employee representatives appointed by the largest trade unions in the French affiliates. The purpose of this meeting is to review the Group's business activities and analyse employment trends and forecasts.

The Group Committee and the European Works Council are both chaired by the Group Chairman & CEO, Alexandre Ricard, and moderated by the HR Department.

Collective bargaining

Collective bargaining and labour agreements are essential elements that provide clear, negotiated terms on pay, benefits and work policies. These agreements, developed in collaboration with employee representatives, help create stability and fairness in the workplace.

3.3.1.5 Processes to remediate negative impacts and channels for own workers to raise concerns

Pernod Ricard fosters a culture of trust, openness and transparency, where all employees and stakeholders can fearlessly express their concerns about the Group's activities. The Group's Code of Business Conduct includes a whistleblowing policy, which calls on all employees and other stakeholders to report any ethical suspicions they may have regarding practices or situations deemed contrary to or incompatible with the Pernod Ricard Code of Business Conduct, related policies, or any laws or regulations. All employees are informed of this process through both the MOOC and the annual internal Compliance Days, which feature awareness sessions held across the Group.

Pernod Ricard's Ethics and Compliance team operates Speak Up, the Group-wide alert line which enables stakeholders to report suspected inappropriate behaviour securely and confidentially. For details on Speak Up, our global whistleblowing programme, see Section 3.4 Governance Information – Reporting and Whistleblower protection.

Pernod Ricard takes all allegations seriously. If the allegations prove to be well founded, the Integrity Committee or its local delegate examines their seriousness and makes recommendations on the implementation of mitigation and/or remediation measures and/or the use of disciplinary measures against implicated persons. Pernod Ricard also has a zero-tolerance policy with regard to retaliation against any person who, in good faith, makes a report (of inappropriate behaviour, for example) or assists in an investigation.

In 2022, as part of the review of the Group's Internal Rules and the enhancement of the Code of Business Conduct, a dedicated section regarding the Speak Up alert line and policy was added. To ensure the documents and processes were comprehensive and effective, the changes were presented to employee representatives of French affiliates during dedicated sessions.

For more information on how we address issues raised and our Speak Up platform, please refer to Section 3.4 Governance Information – Reporting and Whistleblower protection.

3.3.2 Workers in the Value Chain (ESRS S2)

3.3.2.1 Introduction

At Pernod Ricard, we recognize that the well-being of workers across our value chain is fundamental to the sustainability of our business. In this section, we cover workers in sectors such as agriculture, logistics, manufacturing, co-packing, hospitality and recycling, who face significant risks related to working conditions, wages, and health and safety. From agricultural workers earning below the living wage to informal contract labourers vulnerable to exploitation, we acknowledge these challenges and the need to address any adverse impacts in which the Group is involved either though its own activities or as a result of business relationships.

As Créateurs de convivialité, we are committed to fostering fair, safe and acceptable working environments across our value chain. This commitment extends beyond our employees to all workers engaged in our supply chain, ensuring that everyone has the opportunity to thrive. In accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), we aim to fully embed human rights due diligence (HRDD) in our processes to ensure that working conditions across our global operations meet the highest standards. With 94 production sites across 24 countries, we are committed to improving the lives of workers throughout our value chain.

The following section presents the Group's material gross impacts, risks and opportunities related to workers in the value chain, as well as Pernod Ricard's associated policies and action plans. The Group still needs to conduct further studies to gain a full understanding of impacts on workers in the value chain, and formalize its strategy and associated processes, targets and metrics.

3.3.2.2 Strategy

The negative impacts we have identified reflect general circumstances that may affect any type of worker, regardless of the context or sector they work in. However, there are also a number of situations the wine and spirits sector is particularly exposed to. In upstream agricultural operations, for example, the use of under-age or undocumented workers is more frequent than in most other sectors. Downstream, due to their working conditions, hospitality staff and bartenders are more exposed to the risks of harmful drinking, fast-paced work and violent behaviour.

Repeated negative impacts may expose Pernod Ricard to reputational, legal and financial risks, particularly in the event of litigation initiated by workers in the value chain or their representatives.

Key value chain workers

Pernod Ricard has identified the key value chain workers potentially impacted by its business decisions, operations and activities, and listed them in the table below.

Worker Type	Value Chain Stage	Examples of Potential Impacts	Particular Characteristics or Context
UPSTREAM			
Agricultural Workers	Farms and plantations where raw materials are grown (e.g., barley, wheat, grapes, agave, sugarcane).	• Positive: Employment opportunities, skills development. • Negative: Inadequate working conditions, exposure to hazardous chemicals, health & safety risks, seasonal job insecurity.	Often rely on seasonal or informal work. Vulnerable workers: Migrant labourers, women, informal workers, and seasonal workers with low job security.
Factory & Processing Workers	Workers in suppliers' operations (e.g., distillation, processing, bottling, copacking).	• Positive: Stable employment, skills development. • Negative: Health & safety risks, repetitive work, exposure to chemicals, risk of low wages in outsourced operations.	Employment often dependent on production demand. Conditions vary widely depending on whether the site is owned or outsourced. Vulnerable workers: Women, subcontracted workers, temporary workers, and those in high-risk environments.
OWN OPERATIONS			
Outsourced Services	Pernod Ricard premises and activities, including offices, manufacturing sites, etc.	• Positive: Employment opportunities, skills development. • Negative: Impacted wages, precarious contracts, limited access to company benefits, risk of exclusion from workplace protections.	Includes kitchen staff, security staff, housekeeping and maintenance teams and other outsourced service providers. Vulnerable workers: Contract workers, outsourced staff, etc.

Worker Type	Value Chain Stage	Examples of Potential Impacts	Particular Characteristics or Context
CROSS VALUE CHAIN			
Logistics & Supply Chain Workers (Warehouse, 3PL, Transport & Delivery)	Warehouses, distribution centres, third-party logistics providers, truck drivers, and delivery workers transporting raw materials or finished products.	• Positive: Job creation, opportunities for skills development. • Negative: Long working hours, ergonomic risks, exposure to extreme temperatures, subcontracting risks, road safety concerns.	Often work under third-party providers with varying labour standards. Vulnerable workers: Migrant workers, subcontracted truck drivers, and informal workers in logistics with minimal job security.
DOWNSTREAM			
Waste Management & Recycling Workers	Workers handling waste from production, bottling, packaging and distribution.	• Positive: Employment in circular economy sectors. • Negative: Health risks from hazardous materials, lack of protective equipment, informal work arrangements.	Many workers in this sector operate informally or under precarious contracts, with limited labour protections. Vulnerable workers: Informal workers, waste pickers, and subcontracted staff without proper safety gear.
Hospitality Workers	Bars, restaurants, hotels and event venues serving Pernod Ricard's products.	• Positive: Employment opportunities, skills development, tourism-related benefits. • Negative: Low wages, informal contracts, risk of harassment, long hours, job insecurity.	Often work in precarious conditions with tips supplementing low wages. High exposure to night shifts and alcohol-related risks. Mental health. Vulnerable workers: Women, young workers, migrant workers, and those with informal contracts.

It is important to note that the scope specifically excludes individuals who are direct employees of Pernod Ricard under Pernod Ricard contracts. For more information on those workers, see Section 3.3.1 Own workforce (ESRS S1).

At Pernod Ricard, we recognize that the well-being of workers across our value chain is fundamental to the sustainability of our business. In this section, we cover workers – in sectors such as agriculture, logistics, manufacturing, co-packing, hospitality and recycling – who face significant risks related to working conditions, wages, and health and safety. Potential challenges – such as agricultural workers earning below the living wage or informal contract labourers vulnerable to exploitation – may arise. We acknowledge the importance of identifying such risks and addressing any adverse impacts involving the Group whether though its own activities or business relationships, should they occur.

Geographies and commodities with potential risk of child labour, forced or compulsory labour

There are 58 terroirs identified as strategic priorities in our action plan, as they account for the largest share of Group annual purchases (95% of annual spend) and represent key or iconic raw materials. After identifying and analysing the priority terroirs in FY21, we conducted an in-depth review covering all remaining terroirs to achieve full risk-mapping coverage for key agricultural raw materials. To stay ahead of evolving local dynamics and potential new threats, we updated our risk mapping of environmental and social risks across all terroirs in FY24. For more information, please refer to Section 3.2.4 ESRS E4. The table below lists the raw materials flagged as potentially at risk of child or forced labour, based on our terroir risk mapping.

GEOGRAPHIES & RAW MATERIAL COMMODITIES POTENTIALLY AT RISK OF CHILD LABOUR OR FORCED LABOUR

Raw Material	Country of origin
Agave	Mexico
Juniper	Italy, Macedonia, Romania, Serbia, Bosnia, Albania,
Licorice	Tajikistan
Orange	Brazil
Rice and other cereals	India
Sugarcane	Brazil

Once it has completed its upstream corporate-level Human Rights Impact Assessment, Pernod Ricard will expand its analysis of compulsory, forced and child labour risks to other commodities.

3.3.2.3 Description of social material impacts, risks and opportunities related to the value chain and their interaction with the strategy

Based on our analysis and our Double Materiality Assessment, we have identified the following risks and impacts related to workers in our value chain.

Code	IRO description	Policies	Type	Value Chain stage	Time Horizon	Sections
IRO.081	Impact of inappropriate working conditions like unfair wages and excessive working hours on value chain workers' well-being.	Pernod Ricard's supplier standards Global Human Rights Policy	Negative impact	Upstream, Downstream	ST	3.3.2.4
IRO.082	Risk of strained supplier relations due to poor working conditions, which could lead to legal action, production disruptions and loss of suppliers and partners.	Pernod Ricard's supplier standards Global Human Rights Policy	Risk	Upstream and Direct Operations	ST to MT	3.3.2.4
IRO.085	Risk of neglecting value chain workers' health and safety, potentially leading to injuries, illnesses, human rights violations and reputational damage.	Pernod Ricard's supplier standards Global Human Rights Policy	Risk	Upstream, Direct Operations, Downstream	ST	3.3.2.4
IRO.086	Risk of neglecting value chain workers' health and safety, causing accidents, resulting in prosecution, fines and other legal action.	Pernod Ricard's supplier standards Global Human Rights Policy	Risk	Upstream and Direct Operations	ST to MT	3.3.2.4
IRO.087	Risk of business disruptions due to H&S issues, which would increase production costs and reduce subcontractor appeal.	Code of Business Conduct	Risk	Upstream, Direct Operations, Downstream	ST to MT	3.3.2.4
IRO.088	Impact of gaps in policies for equal treatment in the value chain, which could impact workers' well-being and foster a sense of injustice and disengagement.	Pernod Ricard's supplier standards Global Human Rights Policy	Negative impact	Upstream, Downstream	ST to MT	3.3.2.4
IRO.090	Impact of human rights violations (child and forced labour), which would limit education, increase the risk of injury and unfair wages, and harm mental health.	Global Human Rights Policy	Negative impact	Upstream, Downstream	ST	3.3.2.4

Post Double Materiality Analysis deep dive on Human Rights

After performing our Double Materiality Assessment, we decided to go beyond our IRO analysis and launched our first corporate-level Human Rights Impact Assessment (HRIA) focusing on upstream activities to progressively align with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This initiative aims to deepen the company's understanding of potential and actual impacts, risks and opportunities across its value chain.

The key elements of the assessment include:

- Stakeholder mapping within Pernod Ricard's upstream value chain, identifying vulnerable, protected or marginalized groups
- A granular heatmap of actual and potential human rights impacts on workers and communities
- Impact prioritization based on severity and likelihood, detailing:
  - The rights-holders or affected stakeholders
  - Impact descriptions and associated risks and opportunities
  - Pernod Ricard's relationship to each impact

Based on our findings, we will share practical recommendations in FY26 with relevant functions to strengthen strategies for affected workers and communities. They will include:

- Strategies to prevent, mitigate and remediate negative human rights impacts
- An action plan outlining steps and associated responsibilities by area and defined timelines

Following this upstream assessment, Pernod Ricard will progressively extend corporate-level Human Rights Impact Assessments (HRIAs) to other parts of its value chain, focusing on value chain workers and affected communities in relation to its own operations and activities and, at a later stage, focusing on downstream activities in the value chain, using the same methodology.

By FY28, Pernod Ricard aims to incorporate dedicated sections on Workers in the Value Chain into relevant policies, and ensure they are applicable across the entire value chain.

3.3.2.4 Management of social aspects related to workers in the value chain

3.3.2.4.1 Governance

The social topics related to workers in Pernod Ricard's value chain are overseen by the Executive Vice President (EVP) of Integrated Operations and S&R.

Several teams at headquarters and in the affiliates are involved in different strategies depending on the key groups of workers and topics.

Team	Role & Responsibilities
Social Sustainability & Human Rights – Integrated Operations	In the first half of 2024, the Group decided to strengthen its overall approach to human rights by establishing a dedicated Social Sustainability centre of expertise. This initiative will aim to: • Oversee the Group's vision and strategies for human rights and social sustainability • Ensure robust and progressive Human Rights Due Diligence (HRDD) by assessing the saliency of impacts through Human Rights Impact Assessments (HRIAs) and ensuring meaningful engagement with (potentially) affected workers and affected communities in the value chain • Provide expertise to support capacity building, training and the development of tools for effective implementation across the Group
Sustainable Procurement Team – Integrated Operations	Pernod Ricard's Sustainable Procurement approach is overseen by the Chief Procurement Officer with a dedicated team in charge of developing and implementing the Sustainable Procurement Programme across the Group for tier 1 suppliers. Since 2025, local affiliates' Sustainable Procurement Champions (SPCs) are responsible for: • Supporting programme implementation • Overseeing supplier risk management • Driving awareness and engagement
Nature & Climate Team – Integrated Operations	The Nature & Climate team, part of the Sustainable Business Team, is specifically responsible for developing the Terroir Strategy related to farmers, among others, and ensuring that it is implemented locally. It also oversees the implementation of sustainable and regenerative agriculture practices and environmental initiatives, including water stewardship.

3.3.2.4.2 Policies and guidelines related to workers in the value chain

Pernod Ricard's Supplier Standards, Sustainable Agriculture Principles and Code of Business Conduct embody the Group's commitment to respecting and strengthening human rights for workers across its value chain. In addition, the Global Human Rights policy, published on our website, also applies to Workers in the Value Chain.

The Pernod Ricard Code of Business Conduct provides practical guidance on how to behave in real-world situations and who to contact when in doubt. The latest version expands its coverage of anti-corruption and business integrity to address a wider range of topics, including sustainability, equal opportunities, bullying, harassment, and health and safety.

In 2025, the Supplier Standards were updated to strengthen and review requirements, including those related to social sustainability. The update aims to better reflect the most recent guidance, notably on compensation, living standards and income, free and informed prior consent, respect for human rights defenders, and equal opportunities. These updated standards will be communicated to suppliers during calls for tender and included in all Purchasing Orders and Purchasing T&Cs before signing a contract. The Supplier Standards are based on internationally recognized instruments and address different human rights issues including trafficking of human beings, forced labour and child labour.

Our Sustainable Agriculture Key Principles establish essential sustainability practices in farming, with a focus on our priority terroirs. This document is key in our efforts to drive sustainable development and responsible sourcing. It outlines our vision, scale of action, areas of impact and principles for advancing sustainable agriculture across our supply chain.

Key goals include:

- **Climate Change, Ecosystems and Biodiversity**
- **Community Livelihoods**: working with communities and smallholder farmers to improve farming practices, living standards, and economic empowerment

We engage with value chain workers through information sharing, consultation and collaboration. Pernod Ricard ensures communities are informed of site activities, potential impacts and mitigation plans. We actively seek input on decisions affecting local communities, especially on matters like land use, noise and waste management. We also collaborate on community development projects, as well as other initiatives.

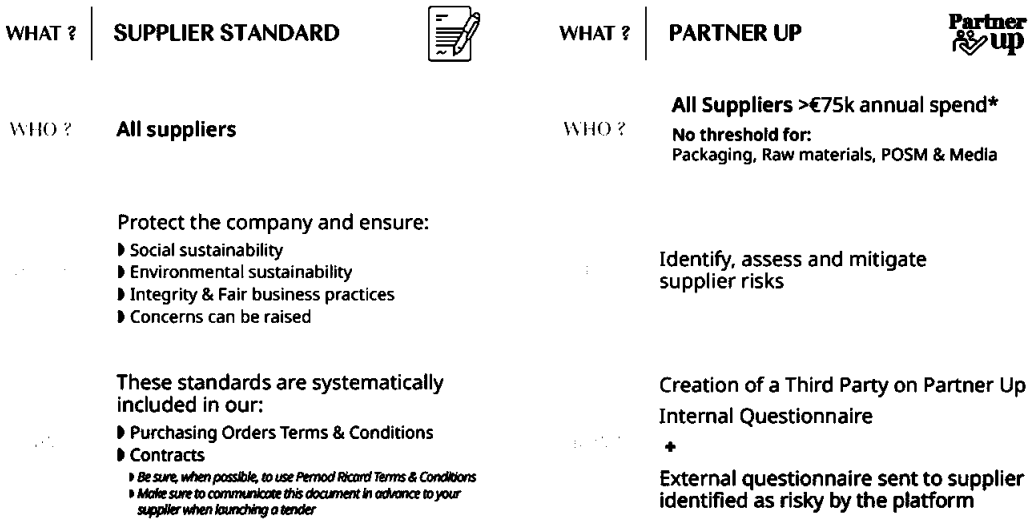
3.3.2.4.3 Action plan

To the best of its knowledge, during the 2024/2025 financial year, Pernod Ricard Group was not subject to any condemnations related to human rights violations in its downstream or upstream value chain. No complaints or serious incidents concerning the human rights of workers in the value chain were recorded.

Third Party Due Diligence and Sustainable Procurement Programme for tier-1 suppliers

Integrity and sustainability are core values that underpin Pernod Ricard's business model across its entire value chain. To support this key commitment, Pernod Ricard performs due diligence on third parties using our Partner Up tool to identify potential risks related to integrity (e.g., corruption, international sanctions) and sustainability (e.g., forced labour, pollution) that may arise from doing business with them.

Any employee seeking to engage Pernod Ricard in a contractual relationship or transaction with a third party must complete a series of due diligence steps before signing a contract or issuing a purchase order (whichever comes first), or renewing an existing partnership.



* *Spend threshold of €75k: All suppliers with an actual (or estimated) annual spend below this amount are exempt from completing both processes.*

Our due diligence process consists of two levels of assessments.

1. Integrity Assessment – This is conducted on all third parties vetted through Partner Up that exceed applicable thresholds to identify behaviours that could represent a risk for Pernod Ricard, including corruption, international sanctions and reputational damage.
2. Resilience Assessment – We assess selected suppliers to identify risks for Pernod Ricard related to labour rights, child labour and forced labour, affected communities, health and safety, contributions to climate change (climate exposure, water, pollution, biodiversity and ecosystems), the circular economy, business conduct and ethics (geopolitics, regulatory issues, cybersecurity, data security), as well as financial health, economic dependency and business continuity. For more information on these issues, please see Section 3.4 Governance information.

When we spot risks, they are reviewed by our Local Compliance Officers (LCOs) and Sustainable Procurement Champions (SPCs), who either recommend mitigation measures or advise against engaging with the third party. Our due diligence findings remain valid for one to three years, depending on the risk rating assigned to the third party: three years for low risk, two years for medium risk, and one year for high risk.

Sustainable Procurement process to identify, assess and mitigate supplier risks

Once the suppliers are assessed through the process, and if they are evaluated as highly risky, we conduct more detailed audits, depending on the risk nature, to identify potential gaps and implement adequate mitigation plans. The charts below explain the role our partners – EcoVadis and SMETA – play in the supplier risk mitigation process.

EcoVadis, a ratings agency, provides an online assessment tool that allows us to evaluate the quality of a company's CSR management system through its policies, actions and results. The table below presents the criteria EcoVadis uses in its screening process, especially of suppliers.

ENVIRONMENT	LABOUR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
• Operations: energy consumption, GHGs, water, biodiversity, local & accidental pollution, materials, chemicals & waste • Products: product use, product end-of-Life, customer, health & Safety, Environmental services & advocacy	• Human Resources: employee health & safety, working conditions, social dialogue, career management & training • Human Rights: child Labour, forced labour & human trafficking, equal opportunities, discrimination & harassment, external stakeholder human rights	• Corruption • Anticompetitive practices • Responsible information management	• Supplier environmental practices • Supplier social practices

The SMETA standard (Sedex Members Ethical Trade Audit) is a social audit standard used to assess suppliers in four areas: labour, health and safety, environment, and business ethics. Widely used in the FMCG industry, it helps businesses share audit results efficiently, which is why Pernod Ricard recognizes it. It evaluates suppliers, monitors worker safety, and ensures zero tolerance of child and forced labour. An independent auditor reviews a company's site, processes and documents against the ETI Base Code and local laws. The table below presents the criteria SMETA uses for its assessments.

LABOUR STANDARDS	HEALTH & SAFETY	ENVIRONMENT	BUSINESS ETHICS
• Freely chosen employment • Child Labour and Young Workers • Discrimination • Living Wages and Benefits • Entitlement to Work • No Harsh or Inhumane Treatment • Regular Employment • Sub-Contracting and Homeworking • Working Hours	• Safety and Hygenic Conditions including Compliance with local and national laws, Machine/Equipment safety, Access to sanitary food and housing, Emergency preparedness, Training, Worker transport, Licenses/ Permits/Certificates, Accident records maintained, etc.	• Compliance with local and national laws, Staff training on sustainability issues, Valid licenses/permits/ certificates (e.g., water use rights, land use rights, water treatment, waste disposal), Environmental Management System, Policy on land use and rights, No illegal appropriation of land, etc.	• Fraudulent Records/ Recordkeeping practices • Corruption, bribery or any type of fraudulent Business Practice • Allegations follow-up & monitoring • Business partners relations and accountability

I Grow Procurement Academy

Launched this year, the I Grow Procurement Academy is a three-year initiative designed to enhance skills within the procurement function. As part of the induction programme, the Group has developed a dedicated module entitled Sustainable Procurement Deep Dive – Social Sustainability, which explores key procurement and human rights topics. This module will be further expanded once we complete our corporate level Human Rights Impact Assessment (HRIA) and develop guidelines to address salient issues.

In addition, at a later stage the Group will gradually introduce awareness activities for procurement teams, notably Sustainable Procurement Champions, and develop a training plan to boost human rights management skills within relevant functions.

Focus on farmers through our Nurturing Terroir strategy

Pernod Ricard has identified 58 priority terroirs globally (as mentioned in Section 3.2.4.2), along with 49 secondary terroirs. Through extensive mapping analysis of the priority terroirs, we identified 16 risk categories, rating them as high, medium or low. We found that the most material risks affecting our priority terroirs are climate change, soil quality and pollution, water availability, community health, and health and safety.

METHODOLOGY

Structure

Terroirs were categorized as either priority or secondary, based on their level of significance, and then assessed using two different approaches. Priority Terroirs were subject to an in-depth mapping analysis, covering 16 distinct risk categories.

ENVIRONMENTAL		SOCIAL	
1. Biodiversity	**5.** Waste management	**8.** Health & Safety	**13.** Freedom of association
2. Deforestation	**6.** Water availability	**9.** Discrimination	**14.** Health communities
3. Soil quality & pollution	**7.** Water pollution	**10.** Child labor	**15.** Land rights
4. Climate change		**11.** Forced labor	**16.** Defenders
		12. Living wages & incomes	

Secondary Terroirs underwent a simplified mapping process, based on a semi-automated calculation system that uses crop type and country of origin as input criteria.

Scoring system

Each risk could be categorized as low, medium or high.

The overall risk was calculated as:

HIGH, when at least **one** highly important risk category was rated as **high** and at least **two** highly important risk categories were rated as **medium**.

MEDIUM, when at least **two** highly important risk categories were rated as **medium**.

LOW, when there were **no** highly important risk categories rated as **high**.

3.3.2.4.4 Workers in the Value Chain Engagement

Understanding views of stakeholders and processes for engaging with workers in the value chain

To date, Pernod Ricard has conducted field research to understand its value chain IROs. That said, it has yet to adopt a comprehensive strategic approach to gathering insights from value chain workers, particularly those who may be vulnerable or marginalized. To bridge this gap, we rely on industry reports, assessments and external databases.

Our sustainability teams, notably in Social Sustainability and Climate & Nature, also engage with experts in human rights, as well as key stakeholders on an ad-hoc but ongoing basis through working groups, conferences, coalitions, programme development or studies. These experts and stakeholders include:

1. Human Rights Due Diligence (HRDD) experts and representatives of affected communities
2. Local and regional community leaders, and farmers' cooperatives
3. Other impacted or at-risk workers and communities, who we will also consult through future Human Rights Impact Assessments (HRIAs), programme implementation and grievance mechanisms
4. Partner organizations, including regional and local NGOs supporting the Group's initiatives or programmes
5. Global organisations, such as WBCSD (World Business Council for Sustainable Development), UN Global Compact, UEBT (Union for Ethical BioTrade), Bonsucro, and La Isla Network
6. Farmers and smallholders, engaged through innovative, long-term contracts to support their transition to regenerative agriculture and improve livelihoods

Channels for value chain workers to raise concerns and remediation processes

To date, there are no formalised processes for workers to raise concerns and address negative impacts on value chain workers. Pernod Ricard will need to implement a range of grievance mechanisms in order to provide effective, accessible and culturally appropriate channels for raising concerns, resolving disputes and facilitating remediation. These are critical factors in assuming accountability and building trust with those most affected by our operations and value chain.

Raising concerns through Speak Up

One such existing channel is our Speak Up alert line. For details on Speak Up, our global whistleblowing programme, see Section 3.4 Governance Information – Reporting and Whistleblower protection. Pernod Ricard has zero tolerance for retaliation against anyone who, in good faith, makes a report or assists in an investigation.

Raising concerns and providing remedies through other tailored mechanisms

We acknowledge that one size does not fit all, and grievance mechanisms must be tailored to local contexts and stakeholder needs. Pernod Ricard is exploring additional approaches, including:

- Site-specific and community grievance mechanisms tailored to local needs, languages and cultural sensitivities
- Collective grievance systems at the commodity or industry level, such as the Bonsucro Grievance Mechanism, which addresses sector-specific risks and ensures sector-wide accountability
- Human Rights Impact Assessments
- Resolving concerns identified through SMETA and other supplier audits (e.g., BSCI) as part of our Sustainable Procurement Programme
- Engaging with local National Contact Points (NCPs) in OECD home or host countries if a complaint is raised

Encouraging tier-1 suppliers to adopt similar practices regarding grievance mechanisms

As indicated in our Supplier Standards, Pernod Ricard expects suppliers to provide their employees and local communities with an accessible, confidential and secure grievance reporting system. This system should ensure that reported issues are dealt with in a fair and timely manner. Suppliers must effectively communicate this process to all their employees and workers. We also expect suppliers to resolve and remediate any adverse impacts on individuals, workers, communities and the environment that they have caused or contributed to. Pernod Ricard is committed to working with suppliers to remedy adverse impacts that are directly linked to our company's operations, products or services.

3.3.3 Affected Communities (ESRS S3)

3.3.3.1 Introduction

At Pernod Ricard, we are committed to identifying and addressing the potential impacts of our operations on affected communities – i.e., groups living or working in areas that may be affected by our activities or across our value chain. We aim to support the well-being of these affected communities through collaborative initiatives and responsible practices, and ensure that our business practices contribute to their long-term resilience and prosperity, creating shared value and a sustainable future for all.

The information published under ESRS S3 covers the communities affected by the upstream activities of Pernod Ricard's own operations as outlined in the ESRS 2 – Value chain section. These communities are presented in the table below, "Key communities potentially impacted by Pernod Ricard's business decisions, own operations and value chain activities". The Group still needs to conduct further studies to gain a full understanding of impacts on affected communities across its value chain and formalize its strategy and associated policies, processes, targets and metrics.

3.3.3.2 Strategy

3.3.3.2.1 Pernod Ricard's affected communities and associated potential impacts

At Pernod Ricard, we recognize that communities – particularly in the rural and agricultural areas where it operates – are vital to the sustainability of our business and global value chain. These communities, which are described in detail in the table below, often depend heavily on natural resources and are especially vulnerable to challenges such as climate change, land rights issues, pollution and water scarcity. With significant portions of the global population living in rural areas and facing these pressures, the need for responsible action has never been greater.

Some of the negative impacts identified refer to situations specific to the location of the affected communities. Communities located near agricultural or forestry areas, for example, are more exposed to the negative effects of agriculture on biodiversity, access to water, or air quality, particularly if these communities are themselves dependent on agriculture. Communities near Pernod Ricard's industrial sites may also be concerned by pollution, water availability or quality issues. Additionally, in the absence of specific regulations, competition for water use may exist between Pernod Ricard and the communities. Pernod Ricard's various roadmaps in terms of climate, biodiversity, pollution and water aim in particular to respond to these negative impacts on communities.

With regard to risks for Pernod Ricard, the repeated occurrence of several negative impacts may expose the Group to reputational, legal and financial risks, particularly in the event of litigation initiated by affected communities or their representatives.

KEY COMMUNITIES POTENTIALLY IMPACTED BY PERNOD RICARD'S BUSINESS DECISIONS, OWN OPERATIONS AND VALUE CHAIN ACTIVITIES

The following list of potentially affected communities was developed through active dialogue with stakeholders – including participants in farming programmes and human rights experts – benchmarking, and insights from external reports. In addition, Pernod Ricard is progressively conducting corporate-level Human Rights Impact Assessments (HRIA) to identify workers and communities potentially impacted, including those most vulnerable due to particular characteristics or context. The first assessment of its upstream value chain was launched and finalised in 2025. The Group will extend corporate HRIA to its operations and downstream value chain at a later stage. This table will be progressively enhanced as the Group conducts more of these studies, whether at corporate or field level. For more information, refer to Section 3.3.3.3 Workers in the Value Chain – Description and Monitoring of IROs.

Community Type	Value Chain Stage	Type of impacts	Definitions
Farming and rural communities	Rural areas where raw materials are grown.	• **Positive:** Economic opportunities and job creation. • **Negative:** Land use, water consumption, pesticide exposure, biodiversity loss.	Economically dependent on agricultural production. Vulnerable to environmental degradation and climate change.
Indigenous communities in sourcing areas	Regions where indigenous peoples reside	• **Positive:** Support for cultural heritage and local economies. • **Negative**: Land rights violations, resource depletion.	Deep cultural ties to land and resources. Marginalized groups with limited access to legal or economic resources.
Communities near supplier sites	Communities near distilleries, processing plants, co-packing or bottling factories, and third-party logistics providers not owned by Pernod Ricard.	• **Positive:** Local job creation, community investment. • **Negative**: Pollution, including noise.	Often located in small or semi-urban areas. May lack infrastructure to handle industrial-scale environmental impacts.
Local and remote communities near Pernod Ricard's sites	Locations surrounding Pernod Ricard's own manufacturing operations.	• **Positive:** Economic support through employment and infrastructure investment • **Negative:** Environmental impacts, noise.	Often local, semi-urban communities dependent on company presence. Can face challenges if environmental or safety standards are not upheld.
Communities near waste & landfill sites	Areas around landfills, recycling sites.	• **Positive:** Potential for local employment. • **Negative:** Pollution, hazardous waste exposure.	Areas in both urban and rural regions, often marginalized communities disproportionately exposed to waste management issues.
Communities in water stressed areas	Communities facing water scarcity. Areas where water-intensive crops are grown or where production requires significant water resources.	• **Positive:** Community water initiatives (replenishment, distribution), infrastructure investment. • **Negative**: Over-extraction, water shortages.	Vulnerable populations in arid regions, with limited access to alternative water sources. May include agricultural workers and indigenous groups.

3.3.3.3 Affected communities – strategy and management of associated impacts, risks and opportunities

3.3.3.3.1 Description of material impacts, risks and opportunities related to affected communities

The table below details the impacts, risks and opportunities (IROs) related to affected communities in Pernod Ricard's value chain, identified as material through the company's 2024 double materiality assessment. All IROs were evaluated without considering the mitigation measures implemented by Pernod Ricard, meaning the assessment reflects gross impacts, risks and opportunities.

Pernod Ricard is conducting a Corporate Level Human Rights Impact Assessment (HRIA) that addresses both workers in the value chain and affected communities. It will be carried out in three steps. First, it will focus on our upstream value chain, then on our own operations and activities, and lastly on the downstream value chain. See Section 3.3.2 Workers in the Value Chain.

Code	IRO Description	Policies	Type	Value chain stage	Time horizon	Sections
IRO.017	Impact of upstream conventional farming on water pollution, which could harm freshwater resources and community health.	Water Resilience Policy Sustainable Agriculture Principles	Negative impact	Upstream	ST	3.2.3.3.2(3) 3.2.4.3.2
IRO.018	Impact of Pernod Ricard's industrial activities on water quality, which could affect local ecosystems and communities.	Water Resilience Policy	Negative impact	Direct Operations, Downstream	ST to MT	3.2.3.3.2(3) 3.2.4.3.3
IRO.022	Impact of upstream intensive agriculture on biodiversity, pollution, erosion, habitat loss and soil degradation.	Sustainable Agriculture Principles	Negative impact	Upstream	ST to MT	3.2.4.3.2
IRO.025	Impact of intensive agriculture on soil and biodiversity, which could disrupt environmental services and threaten the ecosystems that support Pernod Ricard's raw material production.	Terroir & Nature Resilience Sustainable Agriculture Principles	Negative impact	Upstream, Direct Operations	LT	3.2.4.3.2
IRO.093	Impact of contribution to water scarcity, which could deprive communities of water and sanitation, leading to economic imbalance, damaged living conditions, and denial of basic human rights.	Water Resilience Policy	Negative impact	Upstream, Direct Operations	ST to MT	3.2.3.3.2(2)
IRO.094	Risk of denying water and sanitation rights in the value chain, which could lead to community disengagement, fines and reputational damage.	Water Resilience Policy Global Human Rights Policy Pernod Ricard's Code of Business Conduct	Risk	Upstream, Direct Operations	ST to MT	3.2.3.3.2(2)
IRO.095	Impact of land-grabbing, which could deprive communities of water and sanitation, leading to economic imbalance, damaged living conditions, and denial of basic human rights.	Terroir & Nature Resilience	Negative impact	Upstream, Direct Operations	ST to MT	3.2.4.3.2

3.3.3.3.2 Policies and guidelines related to affected communities

We are committed to supporting the well-being of affected communities in our value chain and understand that their success is integral to the future sustainability of our business. In alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs), we aim to fully embed human rights due diligence (HRDD) in our processes to ensure fair, safe and resilient communities throughout our supply chain.

Pernod Ricard's Global Human Rights Policy, Supplier Standards and Code of Business Conduct align with internationally recognised instruments, including the Universal Declaration of Human Rights and the ten principles of the Global Compact. Its Sustainable Agriculture Principles are rooted in regenerative agriculture, which respects local communities. Together, these policies underscore the Group's commitment to respecting and strengthening human rights within affected communities.

To the best of its knowledge, during the 2024/2025 financial year, Pernod Ricard Group was not subject to any condemnations related to human rights violations in its downstream or upstream value chain. No complaints or serious incidents concerning the human rights of affected communities were recorded.

In addition, Pernod Ricard's Global Human Rights Policy, launched in 2019, explicitly refers to water rights and land ownership and use by communities.

Impacts, risks and opportunities concerning affected communities are covered by the following policies:

IRO	Name	Policy	Section
IRO.017	Impact of intensive agriculture on water pollution	• Water Resilience Policy • Sustainable Agriculture Principles	ESRS E3
IRO.018	Impact of industrial activities on water pollution	• Water Resilience Policy	ESRS E3
IRO.022	Impact of intensive agriculture on soil degradation and pollution	• Sustainable Agriculture Principles	ESRS E2
IRO.025	Impact of intensive agriculture on biodiversity and ecosystem services	• Terroir & Nature Resilience • Sustainable Agriculture Principles	ESRS E4
IRO.093	Impact of PR on the contribution to the depletion of water resources	• Water Resilience Policy	ESRS E3
IRO.094	Risk of denial of water and sanitation rights in the value chain	• Water Resilience Policy • Global Human Rights Policy • Pernod Ricard's Code of Business Conduct	ESRS E3
IRO.095	Impact of contributing to land grabbing	• Terroir & Nature Resilience	ESRS E4

At present, apart from the policies cited above, Pernod Ricard does not have global processes in place to remedy or facilitate the remediation of human rights impacts. However, we investigate reported situations case by case to ensure appropriate and adequate resolution.

3.3.3.3.3 Actions and future plans

Pernod Ricard does not yet have a formalized, comprehensive process nor specific targets to address its impacts and dependencies on value chain workers and affected communities. However, the Group recognizes the importance of this issue and will develop key principles as part of an action plan.

In parallel, the Social Sustainability & Human Rights team remains actively engaged through its membership in the UN Global Compact and the UN Working Group on Business and Global Human Rights, both of which provide dedicated guidelines for addressing affected communities from a human rights perspective. These guidelines inform the Group's strategy and provide the foundation for meaningful engagement with affected communities, ensuring efforts are timely, relevant and impactful.

As part of these efforts, Pernod Ricard organized a dedicated event in 2025 with key internal stakeholders at Headquarters – notably from Manufacturing, Sustainability, Procurement, Legal and Public Affairs – to explore how best to address the specific needs of affected communities. The event focused on raising awareness of how to identify, engage and take action, focusing on why some communities are more vulnerable and how to mitigate risks while creating shared value.

Next financial year, we will conduct interviews and corporate-level impact assessments focusing on our own operations and downstream activities to identify materially impacted workers and affected communities.

Regarding our own operations, particularly in water-stressed areas, Pernod Ricard is committed to defining a risk-based water management strategy based on the criticality level of the risk, as described in Section 3.2.3.3.2 Water strategy and management of associated Impacts, Risks and Opportunities.

3.3.3.3.4 Stakeholder and Affected Community Engagement

Understanding the views of affected communities and processes for engaging with them

Engaging with affected stakeholders and communities needs to be central to our Human Rights Due Diligence approach, as it is crucial to prevent and mitigate human rights impacts.

Pernod Ricard's Social Sustainability Centre of Excellence team is still in the early stages of developing a more systemic and comprehensive approach to stakeholder engagement and priority actions for affected communities.

Our teams engage regularly with human rights and social sustainability experts, as well as key affected stakeholders, including:

- Human Rights Due Diligence (HRDD) experts and representatives of affected communities
- Local and regional community leaders
- Farmers, smallholders and farmers' cooperatives, engaged through dedicated innovative programmes related to their terroir, to improve their livelihoods and support their transition to regenerative agriculture
- Partner organizations, including regional and local NGOs that support the Group's initiatives and programmes
- Other impacted or at-risk workers and communities, who we will engage through future in-depth analyses as part of the Human Rights Impact Assessment (HRIA), programme implementation and grievance mechanisms
- Local communities around Pernod Ricard's sites, specifically in water-stressed areas

While we are still developing a comprehensive engagement strategy, programmes like Kahlúa's Coffee for Good for coffee farming communities in Mexico already demonstrate our ability to engage effectively with communities. These tailored efforts provide valuable insights for future initiatives.

Channels for affected communities to raise concerns and remediation processes

To date, there are no formalised processes for affected communities to raise concerns and address negative impacts on them. Pernod Ricard will need to implement a range of grievance mechanisms to provide effective, accessible and culturally appropriate channels for raising concerns, resolving disputes, facilitating remediation, ensuring accountability and building trust with those most affected by our operations and value chain.

These channels will include:

- Raising concerns and providing remedies through Speak Up. For details on our global whistleblowing programme, see Section 3.4 Governance Information – Reporting and Whistleblower protection.
- Raising concerns and providing remedies through other tailored mechanisms.

3.3.4 Consumers and end-users (ESRS S4)

3.3.4.1 Introduction

As a spirits company, Pernod Ricard is acutely aware of the potential negative impacts its products can have on consumers and end-users. We recognize that alcohol abuse or misuse can lead to individual and societal issues, including excessive drinking, drunk driving and underage drinking. As an industry leader, we aim to prevent, mitigate and remediate these impacts through our commitment to:

1. **Providing the Highest Quality:** Guided by our Global Quality Policy, we strive to earn the trust and loyalty of our customers and consumers by ensuring our products maintain an unparalleled reputation.
2. **Ensuring Ethical Sales & Marketing Practices:** Guided by our Code of Commercial Communications, we protect our consumers by marketing and selling our products in an ethical, transparent, safe and legally compliant manner. Our actions in this area are implemented through two strategic axes:
   - Ensuring ethical marketing practices
   - Guaranteeing responsible sales of our products
3. **Promoting Responsible Drinking:** Guided by our Global Responsible Drinking Policy, we leverage our products to combat alcohol abuse and encourage moderation. Our actions in this area are implemented through three strategic axes:
   - Harnessing the power of our brands to champion moderation
   - Tackling alcohol abuse through high-impact prevention initiatives
   - Equipping and inspiring employees to become ambassadors of moderation

In this chapter, we outline these three policies and the different strategic axes.

The information published under ESRS S4 covers Pernod Ricard's downstream value chain as presented in ESRS 2 Value Chain. Given the nature of the products sold by Pernod Ricard, all consumers can be targeted by the IROs described in ESRS S4. The most vulnerable populations are minors, drivers and pregnant women.

3.3.4.2 Strategy

Consumers and end-users are a key segment of Pernod Ricard's affected stakeholders. For information about the interests and views of stakeholders, see Section 3.1.3.2 Dialogue with stakeholders.

At Pernod Ricard, we firmly believe adult consumers should be encouraged to make responsible choices about whether to drink alcohol and how much to consume. Moderate drinking aligns with our premiumisation strategy. For that strategy to succeed, we need to be uncompromising on product quality. It also requires marketing that is transparent and ethical in order to build trust with consumers and customers. We recognise that collective action is essential to achieve real and positive change and we collaborate with stakeholders, including industry peers, governments and local communities to enhance our responsible practices. Pernod Ricard has a positive role to play in promoting responsible drinking and can be part of the solution to prevent alcohol misuse.

The negative impacts we have identified are mainly due to the nature of the products sold by Pernod Ricard – which call for particular vigilance – and to existing regulations, which require us to demonstrate responsibility in the messages we disseminate and the way we sell our products to consumers.

The positive impact identified, linked to more responsible drinking behaviours, stems from the fact that Pernod Ricard offers responsible drinking guidance and runs awareness-raising campaigns, leveraging the power of its brands and partnerships.

With regard to risks for Pernod Ricard, the repeated occurrence of several negative impacts may expose the Group to reputational, legal and financial risks, particularly in the event of litigation. The reputational opportunity identified, on the other hand, can be cultivated by Pernod Ricard's awareness-raising activities and efforts to promote the social value of its brands.

3.3.4.3 Description of material impacts, risks and opportunities

The table below summarizes the consumer and end-user-related impacts, risks and opportunities (IROs) identified in our double materiality assessment and addressed by these policies and their corresponding action plans.

IROs	Description	Policy	Type	Value Chain stage	Time horizon	Section
IRO.102	Impact of defective or substandard products, which could harm consumers and cause commercial issues and consumer dissatisfaction.	Quality Policy	Negative impact	Downstream	ST	3.3.4.4.1
IRO.103	Risk of distribution of defective or substandard products, which could lead to sales suspensions, recalls, reputational damage, liability claims, fines, and lost sales and revenue.	Quality Policy	Risk	Direct Operations, Downstream	ST	3.3.4.4.1
IRO.104	Impact of inappropriate marketing, which could mislead consumers, promoting irresponsible drinking and harming health and personal lives.	Ethical Marketing & Sales Policy	Negative impact	Downstream	ST	3.3.4.4.2
IRO.105	Impact of unethical marketing on vulnerable populations: minors must not be able to buy alcohol online, and vulnerable groups should not be targeted due to health risks.	Ethical Marketing & Sales Policy	Negative impact	Downstream	ST	3.3.4.4.2
IRO.106	Risk of stricter Sales & Marketing regulations due to anti-alcohol sentiment, which could reduce profits, limit operations, and critically affect value creation.	Ethical Marketing & Sales Policy	Risk	Downstream	ST to MT	3.3.4.4.2
IRO.107	Risk of breaches of alcohol promotion regulations, which could prompt legal action for underage sales or improper marketing.	Ethical Marketing & Sales Policy	Risk	Downstream	ST to MT	3.3.4.4.2
IRO.108	Risk of green- and social-washing, which could damage consumer and investor trust, and pose financial, reputational and legal risks.	Ethical Marketing & Sales Policy	Risk	Downstream	ST to MT	3.3.4.4.2
IRO.109	Impact of lack of quality information on responsible drinking, which may lead to binge drinking, misuse, accidents, and long-term harm to health and personal lives.	Responsible Drinking Policy	Risk	Direct Operations, Downstream	ST to MT	3.3.4.4.3
IRO.110	Impact of raising awareness of responsible drinking to promote safe, moderate consumption habits.	Responsible Drinking Policy	Positive impact	Upstream, Direct Operations, Downstream	ST to MT	3.3.4.4.3
IRO.111	Risk of stricter alcohol regulations, which might reduce profits, limit operations, and critically affect value creation.	Responsible Drinking Policy	Risk	Upstream, Direct Operations, Downstream	Short-term and mid-term	3.3.4.4.3
IRO.112	Opportunity to promote responsible drinking, strengthening Pernod Ricard's appeal, and boosting competitiveness and brand equity with investors.	Responsible Drinking Policy	Opportunity	Upstream, Direct Operations, Downstream	Short-term and mid-term	3.3.4.4.3

3.3.4.4 Management of material impacts, risks and opportunities

At Pernod Ricard, we manage our consumer and end-user-related impacts, risks and opportunities through three policies: the Global Quality Policy, our Code of Commercial Communications and our Global Responsible Drinking Policy.

3.3.4.4.1 Providing the highest quality

Introduction

At Pernod Ricard, we are proud to be one of the world's leading premium beverage companies, with an exceptional portfolio of iconic brands. But our success is built on more than heritage and craftsmanship – it is founded on an unwavering commitment to quality. Guided by our global vision, "Delighting consumers and customers always, everywhere", we are committed to consistently delivering superior products, exceptional service and outstanding value without ever compromising on food safety, customer and consumer safety, or product quality. These commitments underpin the Group's significant efforts to prevent the risks associated with alcohol misuse and our end-to-end, stringent, proactive quality and food safety policy covering product design, sourcing and manufacturing.

Our action plan to address material sustainability matters related to quality is supported by our Global Quality Policy, which we describe below.

Policy

Key contents of the policy

Because quality is fundamental to our long-term success and building trust in our brands, we are committed to delivering superior quality and sustainable products, ensuring customer and consumer satisfaction. We strive to achieve excellence at the right cost while maintaining a competitive advantage. That means aiming for zero defects and no waste by constantly looking for opportunities to apply a Continuous Improvement approach.

To raise our product quality ambitions, comply with CSRD regulations, and align with industry peers, Pernod Ricard has introduced a new standalone Global Quality Policy.

The Global Quality Policy establishes a clear framework and expectations with respect to quality at the Group level, while also fostering a broader culture of quality awareness among all employees – not just within operations. It will be embedded in our Code of Business Conduct.

Scope of the policy

Our quality policy covers all aspects of the value chain from suppliers to customers and consumers. It applies to all Pernod Ricard brands, associated products and affiliates worldwide.

Approval, implementation and dissemination

The policy is approved at the highest level of the company by the Executive Vice President (EVP) of Integrated Operations and S&R. Senior management is responsible for overseeing the policy, and the Quality team at corporate headquarters is tasked with its implementation. Affiliates' Quality teams are responsible for ensuring full compliance with Pernod Ricard's quality standards. Process owners and managers in all departments are responsible for developing their teams' skills, leadership and initiative to maintain quality standards at every stage. Every employee plays a crucial role in upholding these standards, supported by strong governance and a commitment to excellence across the value chain. Top management reinforces this commitment by ensuring adequate resources, fostering an open and supportive environment, and maintaining accountability through regular performance reviews. The Pernod Ricard Global Quality Policy is available internally on our intranet and communicated to all employees.

The policy was developed in consultation with internal stakeholders, including internal experts responsible for quality issues.

Third-party standards

Pernod Ricard ensures its operations comply with internationally recognised standards: all brand companies that produce the Group's strategic brands are ISO 9001 and ISO 22000 certified, covering 100% of volumes. Moreover, some of our facilities are also applying for FSSC 22000 certification. Our processes are rigorously controlled and, as well as these international standards, comply with our own strict internal product quality and safety standards. They are supported by a robust end-to-end integrated Quality Management System and a deeply embedded quality culture covering all aspects of our products, from design to delivery. We use the Hazard Analysis Critical Control Point (HACCP) for consumer product safety control. This framework aims to identify every potential point of risk in the manufacturing process to set up appropriate preventive measures.

Actions

Quality standards and controls

Pernod Ricard's top priorities are to ensure its products are safe, comply with applicable regulations in each market, and meet customer and consumer expectations for product quality.

The Group's industrial activities adhere to our internal quality standards. These standards include specific guidelines and operating requirements designed to control risks such as accidental product contamination or the presence of foreign objects in bottles. We regularly review these standards as part of an internal cross-audit process.

Every two months, all affiliates receive a summary of insights from our continuous monitoring of food laws and food safety. This ensures they stay up to date on regulations and food safety risks. Every two years, the Group develops a mandatory chemical analysis plan for our main products.

The Group also uses an in-house system – Intelex – to record and track quality complaints from customers and consumers in real time. Crisis management procedures exist for each affiliate. The interactive web tool is a loop application connected to standardised Pernod Ricard public forms on all relevant websites to ensure consumers can easily provide feedback. To facilitate a rapid response, the system immediately informs the affiliate in question so it can take corrective action in the event of a serious product safety concern, and also immediately informs the affiliate's top management and corporate headquarters.

Furthermore, Pernod Ricard is committed to refraining from conducting, funding or commissioning animal testing, unless explicitly required by law. We ask the same of our suppliers. To the best of its knowledge, Pernod Ricard did not engage in any animal testing in FY25.

Targets and metrics

Targets

We primarily measure customer and consumer satisfaction through our Global Quality Complaints KPI. We are committed to continuous improvement and aim to reduce complaints by 5% per year.

Objective	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
Reduction of quality complaints vs. prior year	-5%	%	Ongoing	N/A	5.5	Achieved

Metrics

To measure customer and consumer satisfaction, our primary quality KPI is global quality complaints, tracked in parts per million litres (ppm). Our performance against quality KPIs is regularly reviewed and reported to affiliates and Group Executive Committees, ensuring accountability and a steadfast commitment to quality excellence. The table below shows our performance in FY25:

Certifications	Unit	FY24	FY25
Percentage of Group's strategic brands ISO 22000/FSSC 22000 certified (volume produced)	%	100	100
Percentage of Group Brand Companies producing Group's strategic brands certified ISO 9001	%	100	100

Quality complaints	Unit	FY24	FY25
Quality complaints received through Loop during the year per volume shipped (ppm)	Nb	2.90	2.74

3.3.4.4.2 Ensuring ethical sales and marketing practices

Introduction

Pernod Ricard is committed to leading the industry in responsible marketing of alcoholic beverages. We are proud of our brands and the creativity that drives our global communications. We also recognize the importance of promoting responsible consumption and addressing the risks of alcohol misuse. As a responsible industry leader, we uphold the highest standards in the content and placement of our commercial communications. This commitment spans all media platforms, particularly in today's rapidly evolving digital media landscape. In this section, we explain how we protect our consumers by marketing and selling our products in an ethical, transparent, safe and legally compliant manner.

Policy

Key contents of the policy

Since 2007, our Code for Commercial Communications has ensured that our marketing efforts promote responsible alcohol consumption and do not encourage misuse. It guides our ethical sales and marketing practices and is central to protecting our consumers and maintaining our legitimacy as a responsible industry leader. Responsible marketing and sales are fundamental to the way we do business. All commercial communications must fully comply with applicable national laws, industry regulations and principles of fair competition, ethical conduct and good business practice. All advertising must be developed with a strong commitment to social responsibility, decency and integrity. Where local laws and the Code for Commercial Communications differ, we always apply the highest standard. In FY25, we developed a new policy on Responsible Marketing and Sales practices, based on the Code for Commercial Communications and processes in place within the Group.

Scope of the policy

Our policy and the Code for Commercial Communications apply to sales and marketing activities across both our own operations and our downstream value chain worldwide. For our own operations, these include: consumer and trade promotion, merchandising, sampling, point-of-sale materials, product placement, social media and products that are new to market or have significant changes in labelling, packaging or flavour. In the downstream value chain, the CCC covers product and packaging development, marketing and advertising, distribution and consumer education. Self-regulatory and regulatory codes also exist in some jurisdictions. In this case, the highest standard is applied.

Approval and implementation

The policy is approved at the highest level by the VP Public Affairs & Alcohol in Society. The Public Affairs team oversees its application, led by the VP Public Affairs & Alcohol in Society. The Responsible Marketing & Sales Director oversees the process and its application across the Group. The Marketing, Communications and Sales teams, with assistance from the Legal team, are responsible for integrating the policy into daily operations, training stakeholders and ensuring compliance at all organizational levels. The Responsible Marketing Panel – in collaboration with key functional teams, including the Marketing department – ensures adherence to the Code for Commercial Communications and other relevant guidelines. The Responsible Marketing Panel conducts reviews, provides guidance and validates campaigns to guarantee compliance.

Third-party standards

As well as complying with national laws and regulations, Pernod Ricard respects the following third-party standards through the implementation of the Code of Commercial Communications:

International advertising and marketing standards

- International Chamber of Commerce (ICC) Advertising and Marketing Communications Code, which sets global standards for ethical advertising and marketing
- International Alliance for Responsible Drinking (IARD), which provides industry-specific guidelines, including the Digital Guiding Principles, Influencer Guiding Principles and E-Commerce Standards
- World Federation of Advertisers (WFA) standards, which promote socially responsible and audience-appropriate marketing, including the EU Responsible Marketing Pact

Sustainability and environmental standards

- ISO 14021, which specifies requirements for environmental claims
- EU Unfair Commercial practices Directive (UCPD), which regulates misleading advertising and greenwashing

Consumer protection and ethical practice guidelines

- United Nations Guidelines for Consumer Protection (UNGCP), which advocate ethical marketing, fair trade practices and transparent customer communications
- OECD Guidelines for Multinational Enterprises, which outline responsible business conduct
- WHO's Global Strategy to Reduce Harmful Use of Alcohol and Global Alcohol Action Plan, which aim to reduce the negative health and social impacts of alcohol consumption

Affected stakeholder consultation and policy dissemination

We consulted internal stakeholders to establish the policy, notably holding discussions with the Executive Committee, Responsible Marketing Panel, Legal department, Sustainability & Responsibility and Marketing & Communications teams, and Corporate Communications Advisory Board.

The policy is made available to employees who need to implement it through internal digital platforms (My Portal, Responsible Marketing Panel Platform), via a link to the new MOOC on the CCC, and in the Code of Business Conduct.

Employees and stakeholders can contact the Responsible Marketing Panel or relevant departments such as Legal or Sustainability for support or clarification.

Guided by the Code of Commercial Communications, our action plan to address material sustainability matters related to ethical sales and marketing is based on two strategic axes:

- Responsible marketing
- Responsible sales

Action plan

Ethical marketing practices

Ambitions

Responsible marketing involves promoting products in an ethical, transparent and legally compliant manner. It ensures that all marketing efforts align with the company's values, protect the most vulnerable populations and convey transparent messages. Our responsible marketing actions have three key ambitions:

- **Key ambition n°1**: Promote responsible consumption through our marketing practices.
- **Key ambition n°2:** Enforce legal and ethical commercial communications through training.
- **Key ambition n°3**: Ensure transparent sustainability claims.

Actions

Promoting responsible consumption through our marketing campaigns

Pernod Ricard's actions to promote responsible drinking are fundamental to our business and focus on education, transparency and the prevention of alcohol misuse by:

- Ensuring all marketing and advertising campaigns feature clear and visible messages encouraging moderation and responsible drinking and do not depict excessive consumption
- Providing truthful communication that avoids associating alcohol with health, social or sexual benefits, and does not encourage risky behaviour like drinking and driving
- Targeting and appealing to adult audiences only
- Conducting communication campaigns to educate consumers on the risks of excessive drinking, underage drinking, and drinking and driving. This includes actively participating in initiatives and partnerships to raise awareness about responsible drinking, such as local community outreach programmes and global industry campaigns.

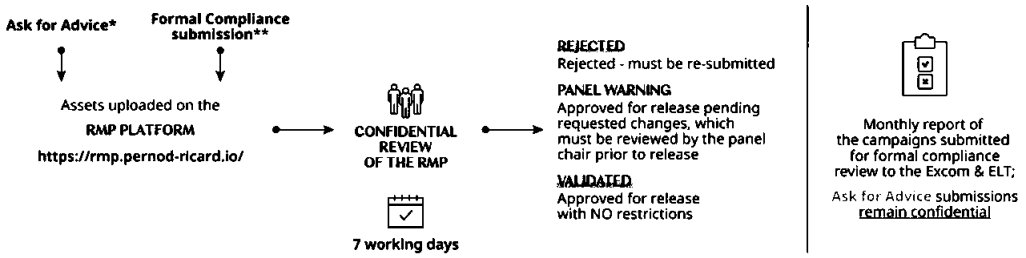
By promoting responsible consumption, we not only comply with laws and regulations but also put our policy ambitions into practice to enhance consumer protection, align with sustainability goals and ensure ethical, compliant and trustworthy marketing and sales practices. These actions are an integral part of our mission to be a responsible leader in the global spirits industry and apply to all global and local marketing and advertising communications, including product labelling. They are implemented on an ongoing basis by the Responsible Marketing Panel and the Public Affairs team.

Created in 2005, the Responsible Marketing Panel is responsible for the ethical oversight of Pernod Ricard's advertising. Its seven members and chair report to the Executive Committee every month. It is sponsored by two Executive Committee members, who are consulted on changes to the Code for Commercial Communications and the drafting of implementation guidelines to ensure Pernod Ricard complies with the highest standards of responsible marketing. All marketing campaigns must be submitted to the Responsible Marketing Panel, which issues an opinion within seven working days. The Responsible Marketing Panel's decisions are binding.

Enforcing legal and ethical commercial communications through training and dedicated governance

Pernod Ricard ensures that all its global and local marketing and advertising communications, including product labelling, are legal and ethical through structured compliance protocols. All communications must:

- Comply with the strictest of the following standards:
  - The Code for Commercial Communications
  - National laws and international regulations
  - Global guidelines on sustainability claims
- Be reviewed by the Responsible Marketing Panel to ensure compliance with the Code for Commercial Communications according to the following strict process:



* ***Ask for Advice:*** *Submit your concept, question, or draft project to the RMP for advisory feedback. Please note that these must be resubmitted under the "Formal Compliance" submission process to obtain final approval before release. All advice provided by the RMP regarding these submissions is confidential and must not be shared within the Group.*

** ***Formal Compliance submission:*** *Submit a finalized or near-final project or mockup containing all required creative elements. It will be assessed and given a colour-coded rating (green, amber, or red)..*

We also provide training on the Code for Commercial Communications, ethical marketing practices and local regulations for all employees, agencies and influencers involved in commercial communications. The online training programmes ensure employees in relevant functions are aware of, understand and adhere to the provisions of the Code for Commercial Communications. They include mandatory e-learning for new starters, refresher training for brand teams and markets, and a dedicated e-learning course for advertising agencies.

Ensuring that all commercial communications align with ethical, legal and sustainability principles helps build consumer trust, protect consumers and drive long-term brand success. This approach embeds responsibility, transparency and compliance into all marketing activities, supporting the company's broader objectives of sustainability, ethical leadership and long-term business success. These actions are implemented on an ongoing basis by the Responsible Marketing Panel and the Legal department.

Ensuring transparent sustainability claims

Pernod Ricard ensures that any environmental or sustainability claims made by Group activities are accurate and verifiable and follow our internal Sustainability Claims guidelines to avoid misleading consumers. We do this by:

- Training employees in relevant functions on the Code of Commercial Communications. This ensures that all team members understand and adhere to the company's standards for ethical and responsible marketing.
- Ensuring all marketing campaigns undergo a compliance review by the Responsible Marketing Panel. This ensures they respect the Code for Commercial Communications' global guidelines on sustainability claims and applicable national laws and international regulations.

These actions are designed to protect our reputation, avoid social washing and greenwashing, enhance credibility and consumer trust, and ensure that any sustainability-related claims support Pernod Ricard's Group commitments, ultimately driving growth. They are implemented on an ongoing basis by the Responsible Marketing Panel, Legal department, Sustainability, Marketing and Communications teams.

Responsible sales

Ambitions

Responsible sales practices ensure that products are sold in a manner that prioritizes consumer safety, ethical standards and community well-being. They include measures to protect vulnerable populations and ensure compliance through audits and feedback mechanisms. Our responsible sales actions have three key ambitions:

- **Key ambition n°1**: Protect vulnerable populations.
- **Key ambition n°2**: Train our sales staff.
- **Key ambition n°3:** Ensure our standards are upheld.

Actions

Protecting vulnerable populations

Pernod Ricard implements strict age verification processes to prevent underage sales and ensures that sales practices do not target or exploit vulnerable populations, such as minors or individuals with alcohol dependency.

Alongside other IARD member companies, we work with global and regional online retailers, e-commerce and delivery platforms to raise global standards. Actions include:

- Age-gating on Pernod Ricard's consumer-facing websites
- Applying IARD E-Commerce Standards for the online sale and delivery of alcoholic beverages to B2B and B2C sites
- Raising global standards by strengthening online safeguards to prevent people below legal drinking age from inadvertently seeing alcohol advertising online and ensure that age-assurance methodologies used by digital platforms are robust.

These actions involve all of Pernod Ricard's sales teams and partners across retail and e-commerce channels. They apply globally in more than 160 countries, with localised adaptations to comply with national regulations and cultural contexts. They are implemented on an ongoing basis by the Sales and Public Affairs departments.

Preventing sales to vulnerable populations, in particular minors, involves promoting ethical sales practices among internal sales staff and partners, and encouraging responsible consumption by end-users. By upholding high ethical standards and ensuring compliance with legal requirements, we build stakeholder trust, mitigate reputational risks and align with the company's sustainability goals.

In FY25, Pernod Ricard surpassed its commitment to achieving 95% compliance with the Digital Guiding Principles. These requirements apply across the most widely-used platforms (Facebook, Instagram, X and YouTube) and websites. They include requirements for age-verification, responsible drinking statements, transparency, restrictions on user-generated content and the use of forward advice notices.

Training our sales staff

Our sales staff and brand ambassadors work on the front lines and may encounter challenging alcohol-related situations. To ensure they are well prepared to navigate these challenges, we have implemented a comprehensive training programme, which includes:

- Dedicated training for relevant job families on identifying alcohol-related risks, preventing potential disputes and maintaining professional and safe conduct
- Train-the-trainer sessions for each affiliate's Sales Director, Field Manager, Sales Representative and S&R Manager to equip them with the knowledge and tools needed to cascade this training to their local teams
- Tailored training for Brand Ambassadors to ensure they understand and uphold responsible sales practices

This proactive approach to responsible sales reinforces our commitment to consumer protection and builds trust with our customers.

Ensuring our standards are upheld

Pernod Ricard conducts regular audits to ensure that our responsible sales principles and guidelines are fully respected and correctly applied by both our employees and e-commerce partners. These audits include reviews of sales practices to ensure compliance with regulations and company policies. By conducting both scheduled and surprise audits, we can swiftly identify and address any deviations. Our actions include:

- A pilot programme using third-party mystery shoppers to assess delivery compliance and age verification checks in key markets
- Best practice sessions organized in collaboration with IARD

These actions concern all our e-commerce platforms and are implemented on an ongoing basis by the Sales and Public Affairs departments.

We are committed to ensuring our standards are strictly respected, not only on all our platforms but also by our partners. We help our partners implement appropriate mitigation plans.

Targets and metrics

Targets

To establish our four responsible marketing targets, we ensure that all marketing practices are ethical, comply with national, European and international laws and guidelines, and meet consumer expectations.

Pernod Ricard focused on internal and industry insights to set targets. It did not consult consumers and end-users directly in the process.

Objectives	Ambition	Unit	Time horizon	FY25 performance	Progress
Zero complaints upheld against Group marketing campaigns	0	Nb	Ongoing	1	In progress
Full completion of Code of Commercial Communications e-learning course	100%	%	Ongoing	95	On plan
Reach 95% compliance with the IARD Digital Guiding Principles (DGPs)	95%	%	Ongoing	98.6	Achieved
Age-gate all Pernod Ricard's consumer facing websites	100%	%	Ongoing	98	On plan

All employees on regular contracts in Legal, Communications/ Public Affairs/S&R, Marketing and Trade Marketing functions are also required to complete mandatory online training on the CCC when they join Pernod Ricard. This proactive approach reduces the risk of non-compliance.

To prevent marketing materials from being seen by inappropriate audiences, we also adapt our digital tools to the regulatory and cultural environments of our different markets. This means restricting underage access to marketing and sales platforms, and adapting access to legal drinking ages and regulatory environments across all our different markets. In FY25, one complaint was upheld in Australia for a social media post on a global brand account. The Group has reviewed internal procedures and training with the relevant brand team.

METRICS

The variation in the number of campaigns assessed by the Responsible Marketing Panel in FY25 reflects a more focused and strategic approach to brand activations. Marketers are prioritizing fewer, higher-impact campaigns, with enhanced asset reuse and planning, resulting in naturally fewer Responsible Marketing Panel submissions.

Responsible Marketing Panel	Unit	FY24	FY25
Number of requests assessed by the Responsible Marketing Panel	Nb	775	652
Number of formal compliance requests	Nb	523	421
Number of campaigns approved with no restrictions	Nb	480	380
Number of campaigns approved with modifications	Nb	40	39
Number of campaigns rejected	Nb	3	2
Number of requests for advice	Nb	252	231

3.3.4.4.3 Promoting Responsible Drinking

Introduction

Pernod Ricard believes that its products bring people together in genuine, friendly moments of connection and have a valuable place in society. At the same time, the Group acknowledges that drinking alcohol can carry health risks when misused. This stance aligns with Group's vision of being Créateurs de convivialité, as conviviality is incompatible with excessive or inappropriate drinking. Adult consumers should be empowered to make informed, responsible decisions about whether to drink and how much alcohol to consume.

The Group believes collective action is essential to achieve real and positive change. It collaborates with stakeholders – including industry peers, governments and local communities – to reinforce responsible practices. The Group has a positive role to play in promoting responsible drinking and is committed to being part of the solution to prevent alcohol misuse.

Promoting moderation is essential for Pernod Ricard's long-term success, because it aligns with shifting global consumer trends, societal values and regulatory expectations. Alcohol misuse remains a major public health concern, and national laws and self-regulation guidelines emphasise moderation. Furthermore, consumer expectations regarding responsible drinking are evolving. Modern consumers increasingly value brands that demonstrate a strong social purpose and accountability for their products.

As a leader in the spirits industry, we have an opportunity to shape a new and balanced narrative around responsible drinking and actively fight alcohol abuse. By championing moderation and raising consumer awareness through responsible drinking initiatives, Pernod Ricard builds trust and reinforces its identity as Créateurs de convivialité.

Policy

Key contents of the Policy

Our ambition is to make moderation the social norm – supporting informed choices and responsible enjoyment, and playing our part in reducing alcohol-related harm at key moments of consumption. We pursue this ambition through our Global Responsible Drinking Policy.

Scope of the policy

The policy covers final consumers and customers from the hospitality sector, such as bartenders, as well as Pernod Ricard employees, and applies to all geographies.

Approval and implementation

The Global Responsible Drinking Policy is developed and will be implemented by the Responsible Drinking Team – part of the corporate headquarters' Public Affairs Department – and approved by the Executive Committee and the VP, Global Public Affairs & Alcohol in Society.Affiliates, represented by our Network of Sustainability & Public Affairs Leaders in Markets, are in charge of implementing initiatives locally.

Third-party standards

Our Global Responsible Drinking policy draws on the World Health Organisation's (WHO) 2022–2030 Action Plan, and we support its goal of reducing harmful drinking by 20% worldwide by 2030. That goal is reflected in our responsible drinking strategy and initiatives.

Affected stakeholder consultation and dissemination

When setting policy, we engage with governments, civil society groups, industry associations, academics and consumers on responsible drinking practices. Our aim is to drive collective action in promoting moderation and to be part of the solution to tackle alcohol misuse. Examples include the International Alliance for Responsible Drinking (IARD), the World Spirits Alliance, the United Nations Institute for Training and Research (UNITAR), the Erasmus Student Network, groups tracking consumer insights, and several universities.

Consumers and customers can learn about the policy through relevant digital channels (website, corporate social networks and relevant public documents – including the Universal Registration Document), while employees and internal departments can find it on our corporate portal.

Guided by the Global Responsible Drinking Policy, our action plan to address material sustainability matters related to responsible drinking is based on three strategic axes:

- Harness the power of our brands to champion moderation
- Tackle alcohol abuse through high-impact prevention initiatives
- Equip and inspire employees to become ambassadors of moderation

Action plan

Harnessing the power of our brands to champion moderation

Ambition

Our key ambition for this strategic axis is to embed moderation into the consumer journey by harnessing the power of our brands, products and experiences. Through transparent information, a broad range of products – including a non-alcoholic category – and meaningful messaging, we empower consumers to make informed choices and will set a new industry standard for responsibility. By being an authentic leader of this movement and building trust with consumers, we can secure a competitive future for Pernod Ricard's business.

Actions

Digital labels

In FY25, as part of its ongoing commitment to responsible industry practices, Pernod Ricard continued to include responsible drinking logos on its products and digital labels across its portfolio worldwide. This digital labelling system is designed to provide clear, accessible information, empowering consumers to make informed and responsible decisions about drinking alcohol.

When scanned with a smartphone, the digital label directs consumers to a dedicated product page with:

- Health information on the potential risks associated with alcohol consumption, along with links to local public health websites for further guidance
- National low-risk drinking guidelines for the country where the consumer is located
- A comprehensive list of ingredients and a full nutritional facts table for the product

Pernod Ricard is the first wine and spirits group to launch digital labels worldwide across its entire portfolio, covering 100% of product labels, with the exception of India and China due to local regulatory restrictions. In these two countries, we are progressively rolling out this solution as regulatory approvals are granted.

Digital labels have been successfully implemented in 166 markets:

- 72 markets have geolocated, fully-tailored content providing consumers with information in the local language, including details on local regulations.
- 94 countries offer generic content in English or Spanish, based on geolocation.

Since the project's launch in 2022, approximately more than 1.3 billion bottles with digital labels have been shipped worldwide, and QR codes have been scanned over one million times.

Responsible drinking brand campaigns

Today's consumers are increasingly motivated by health awareness and a desire for moderation. These evolving trends offer a clear opportunity for Pernod Ricard to align with consumer values. Our brands – which engage expertly with their audiences and best understand them – serve as powerful amplifiers of our moderation narrative. By leveraging their creativity, our campaigns can help shift attitudes and social norms, proving that marketing can be a force for good.

The Group made a commitment to roll out at least 12 marketing campaigns with our strategic brands by 2027 to promote responsible drinking among consumers.

It has developed a methodology to assess campaign compliance against two main criteria. The qualitative criterion requires campaigns to promote responsible consumption behaviour and address a proof-based alcohol harm area relevant to the local market. The quantitative criterion ensures campaigns are delivered at sufficient scale to generate meaningful impact.

In FY25, we activated three campaigns across Spain, Australia and the UK. Our flagship Malibu campaign, "Don't Drink and Dive" featuring Olympic medallist Tom Daley, was activated in the UK and Australia to raise awareness on the risks of consuming alcohol in or around water. The other "0% pressure, 100% fun" campaign by Beefeater 0.0 was activated in Spain to promote alcohol-free alternatives.

Since FY22, we have deployed a total of 13 responsible drinking marketing campaigns – exceeding our initial commitment of 12 campaigns by 2027 – and reached more than 127 million consumers.

Looking ahead, we will streamline this commitment to a limited number of strategic brands that will convey responsible consumption messages on a regular basis through bold, standalone multi-market campaigns – bringing the Group's new moderation narrative to life in a consistent and impactful way.

Non-alcoholic beverages

Providing non-alcoholic alternatives is a key enabler of moderation. It strengthens our identity as Créateurs de convivialité by embracing flexi-consumption trends and fostering greater openness for all consumers. By offering this alternative, we will help consumers pace their alcohol consumption in a simple and effective way.

Pioneering Responsible Serving at Brand Homes

As a responsible host, we aim to offer our guests safe and enjoyable experiences when discovering our products at Brand Homes – immersive spaces that showcase the heritage of our iconic brands. From mindful drinking to flexi-consumption, today's consumers seek more than just a tasting – they want to enjoy a unique experience while feeling empowered to make responsible choices. To meet these expectations, our Brand Homes embed these values into every guest journey, ensuring that each visit is meaningfully associated with responsible drinking.

To that end, in FY22, the Group established the Responsible Host Certification, in partnership with the Sustainable Restaurant Association, to ensure best-in-class responsible drinking practices across its 30 publicly open Brand Homes worldwide. The certification is based on 18 Responsible Drinking criteria, including:

- Offering water and snacks to visitors free of charge
- Always using pouring measures when serving alcohol
- Helping guests track how much alcohol they have consumed
- Distributing spittoons and emphasizing the educational component of the tasting
- Helping to prevent drink-driving after the visit, etc.

To earn the Responsible Host badge, a Brand Home must complete a two-step verification process, which includes a self-assessment and an independent mystery shopper visit. By the end of FY23, most Brand Homes had performed a self-assessment to evaluate compliance with the standards and implemented necessary corrective measures.

By the end of FY25, following their self-assessments, all 30 Brand Homes that were open to the public had undergone mystery shopper audits. The findings were independantly assessed against criteria by The Sustainable Restaurant Association, leading to each being certified as Responsible Hosts. These included the Glenlivet Distillery, Monkey 47 Distillery, Maison Yellow, TX Whiskey Ranch, Martell Visitor Center and Jameson Distillery Bow Street. As a result, more than one million of our guests were exposed to responsible drinking messages at Responsible Host-certified Brand Homes.

Looking ahead, Pernod Ricard plans to maintain its high standards of responsible hospitality by integrating Responsible Host criteria into internal control procedures.

Tackling alcohol abuse through high-impact prevention initiatives

Ambition

We aspire to change consumer behaviour and eradicate excessive alcohol consumption by developing iconic, large-scale prevention initiatives. Through education and awareness, we aim to empower consumers to make responsible choices and drink in moderation.

Actions

Pernod Ricard believes that targeted preventive actions are an effective way of promoting moderation and ensuring that alcohol consumption remains a safe and enjoyable experience. As such, all markets contribute by:

(1) Implementing local responsible drinking initiatives in partnership with industry peers, civil society or local authorities; and/or

(2) Participating in global responsible drinking initiatives developed by the Group

In FY25, 97% of Group markets implemented at least one external local or global initiative. The most effective approach involves combining both types of initiatives, as was the case in 58% of our markets. 74% of initiatives were implemented in partnership with the industry, hospitality sector, public institutions, NGOs and academia to amplify impact, foster synergies and deliver prevention in the most efficient way.

Drink More Water initiative

Pernod Ricard is committed to fighting binge drinking around the world, notably with its flagship programme, Drink More Water. Building on the Group's long-standing Responsible Party initiative and partnership with the Erasmus Student Network since 2009, the Drink More Water initiative targets young adults worldwide using a distinctive visual identity and peer-to-peer approach. The campaign has expanded beyond in-person activations to include digital campaigns, using bold visuals to attract Gen Z audiences and deliver a clear hydration call to action by speaking their own language.

Moving forward, we are expanding efforts to tackle binge drinking among young adults by collaborating with brands and major festivals. Our goal is to decrease alcohol-related harm at parties and big festive events by educating consumers on the importance of staying hydrated and by distributing water.

In FY25, the initiative featured many events across the world including iconic festivals, student parties, global conferences, a collaboration with the youth leader platform One Young World, and carnivals, as well as corporate, trade and sports events. Since the launch of the campaign in 2021, these field activations have reached over 56 million young adults, providing them with prevention messages and free water.

The program also continued to grow its social media presence via two editions of digital campaign, reaching 870 million young adults across some 60 countries.

In FY26, Drink More Water will continue to develop its partnerships for field events, as well as explore new concepts and consumer experiences in line with the moderation narrative. On digital, we will continue to develop content for social media platforms to increase awareness with consumers online.

Drink-driving prevention

We are committed to being part of the global dialogue on tackling drink-driving and transforming words into action through diverse prevention strategies, including awareness-raising, education and practical solutions.

For the past five years Pernod Ricard has partnered with the United Nations Institute for Training and Research (UNITAR) to roll out the Autosobriety training programme. This initiative equips road safety stakeholders and road users with educational tools to raise awareness about the risks of drinking and driving. The overarching goal is to support the UN Global Road Safety Performance Target #9, which aims to halve the number of alcohol-related road traffic injuries and fatalities by 2030.

In FY25, the Autosobriety programme was actively implemented in eight countries across multiple regions, including Latin America, Europe, Asia and Africa, and reached 12,299 individuals.

In the Dominican Republic, over 850 individuals were trained in partnership with the National Department for Transit and Transportation. In Mexico, the programme reached more than 1,300 people through collaborations with driving schools, universities and event activations. In Poland, over 7,700 participants took part in live training sessions delivered in partnership with the City of Płock, CIFAL Płock, and other institutions, while a dedicated social media campaign further amplified the programme's impact, reaching over 160,000 people nationwide.

Overall, since its launch in 2020, the programme has reached over 40,000 individuals, equipping road users with the skills and knowledge to make safer, more informed mobility choices.

Bar World of Tomorrow (BWOT)

The Bar World of Tomorrow training programme targets hospitality sector professionals to engage them with our moderation narrative, sustainable bartending practices, and responsible drinking. Launched during the Covid pandemic in 2020 to support the sector, the training is aimed at both bartenders and bar owners to raise awareness of sustainable and responsible service practices for a greener, more accepting and safer "bar world of tomorrow". The programme is now hosted through SIP (Share, Inspire, Pioneer), Pernod Ricard's global trade advocacy platform. Through online and in-the-field trainings, international trade show activations, and bartender competitions, we interact directly with industry professionals. Our goal is to empower the hospitality sector to become a driving force for moderation and sustainability, equipping influential bartenders with the training and tools they need to act as ambassadors for responsible drinking behaviours.

Since its launch in FY20, Bar World of Tomorrow has trained 21,306 bartenders across 61 countries, including an activation at the Bar Convent Berlin international trade show, connecting the programme to our portfolio of brands.

In FY26, we plan to further merge BWOT with our global trade advocacy platform, SIP (Share, Inspire, Pioneer), to create one single comprehensive platform. This approach will further embed our sustainability and responsibility values in our commercial offerings to the trade.

Equipping and inspiring employees to become ambassadors of moderation

Ambition

Our ambition for this strategic axis is to instil the moderation narrative at every level of the company. By equipping employees with the right tools and knowledge, we aim to empower them to make informed choices about alcohol consumption and become strong ambassadors for moderation.

Actions

We are working to systematize responsible drinking training for all employees through a single internal charter that outlines our key principles for responsible drinking, including rules, Q&A, etc. In addition, we will continuously review and update our responsible drinking MOOCs so they include the latest scientific updates. Spearheaded by the Global Responsible Drinking Team, this ongoing educational framework creates a consistent, up-to-date learning system for continuous education on responsible consumption. It empowers employees to become informed and engaged advocates for moderation.

Provide responsible drinking training to sales teams

We provide specialized training to sales teams, as they are at the forefront of our business and in 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 remaining exemplary towards consumers. Increased awareness and understanding of alcohol-related risks among the sales team leads to a stronger culture of prevention, more mindful behaviours, improved personal safety and greater resilience in high-risk environments. This training was rolled out worldwide in FY25 to the sales team in our markets reaching 69% of our relevant sales population, and will continue to be deployed in FY26 to the remaining markets and newcomers to the Group.

Promote responsible drinking and moderation at all internal events

In FY26 we will continue promoting moderation at all Pernod Ricard internal events by offering water and highlighting our Drink More Water messaging. This builds on the progress made in FY25, where Drink More Water was already integrated at many internal events, as was the availability of food and snacks. By making responsible drinking practices and moderation a visible and normalised part of company culture at all internal events, we reinforce the behaviours we advocate externally.

Targets and metrics

Targets

Objective	Ambition	Unit	Time horizon	FY24 performance	FY25 performance	Progress
EMPLOYEE TRAINING						
Maintain all Group employees trained on alcohol and responsible drinking through the MOOC	100%	%	2025	96	98	On plan
Train sales staff and brand ambassadors on responsible sale of alcohol	100%	%	2025	28	69	In progress
BAR WORLD OF TOMORROW						
Train bartenders on all aspects of S&R through the Group's 'Bar World of Tomorrow' programme	10,000	Nb	2030	18,057	21,306	Achieved
DIGITAL LABEL						
Feature a digital label alongside the three responsible drinking logos on all Pernod Ricard products informing consumers about product contents, potential health risks, and how to enjoy them responsibly	100%	%	2024	95	100	Achieved
RESPONSIBLE DRINKING PROMOTION						
Contribute to at least one global or local responsible drinking initiative to fight alcohol misuse in all Group markets	100%	%	2025	94	97	On plan
BRAND HOMES CERTIFICATION						
Obtain the Responsible Host certification for all Group's public-facing Brand Homes	100%	%	2025	53	100	Achieved
Raise awareness of responsible drinking for visitors through Responsible-Host certified Brand Homes	10M	Nb	2030	280,374	1,052,915	On plan
RESPONSIBLE DRINKING MARKETING CAMPAIGNS						
Number of responsible drinking marketing campaigns rolled out since FY22	12	Nb	2027	10	13	Achieved

Metrics

Responsible Drinking initiatives	Unit	FY24	FY25
Percentage of responsible drinking initiatives implemented in partnerships	%	69	74
Number of young adults exposed to the Drink More Water campaign (cumulatively since 2010)	Nb	632,000,000	927,062,761
Number of young adults reached online by the Drink More Water campaign	Nb	600,000,000	870,314,342
Number of young adults reached on-the-field by the Drink More Water campaign	Nb	32,000,000	56,748,419
Number of beneficiaries reached by global drink-driving prevention initiative (cumulatively since 2020)	Nb	20,318	40,099

3.3.4.4.4 Process to remediate negative impacts and channels for consumers and end-users to raise concerns

The Group uses an in-house system to record and track quality complaints from customers and consumers in real time. The interactive web tool is a loop application connected to standardised Pernod Ricard public forms on all relevant websites to ensure consumers can easily provide feedback. To ensure a rapid response, the system immediately informs the affiliate in question so it can take corrective action in the event of a serious product safety concern, and also immediately informs the affiliate's top management and corporate headquarters.

Each affiliate has crisis management procedures in place, particularly for product health risks involving a product recall if necessary. These procedures are subject to regular testing and updates, and employees are trained in how to use them. Quality indicators, including the complaints rate, are regularly presented to Senior Management.

3.4 Governance information

Introduction

Integrity and professionalism are the cornerstone of Pernod Ricard's reputation – and essential for sustainable success. These values are reflected in our culture of conviviality, which is rooted in mutual respect, openness and responsible behaviour. Our employees and stakeholders alike actively live out our values. Naturally, we have a zero-tolerance policy on corruption and any breach of our ethical standards. Not just because it builds trust with stakeholders – it's simply how we do business at Pernod Ricard.

Governance structure

When staffing our governance bodies, we ensure that committee and department members have the necessary expertise to carry out their roles effectively. For more information on Board member expertise in governance topics, please refer to Section 2 Corporate Governance - 2.1.2 Composition of the Board of Directors and its Committees.

ROLES AND EXPERTISE OF THE ADMINISTRATIVE, SUPERVISORY AND MANAGEMENT BODIES IN THE MANAGEMENT OF GOVERNANCE-RELATED IMPACTS, RISKS & OPPORTUNITIES

Governance body	Role	Expertise
BOARD OF DIRECTORS		
Board of Directors	Oversees corporate governance	Legal, regulatory (CSRD included) and governance
BOARD COMMITTEES		
Audit Committee	Reviews and monitors the implementation of ethics & compliance programmes and ensures accurate reporting	Ethics & Compliance, risk management, CSRD
CSR Committee	Oversees corporate responsibility	Corporate responsibility, CSRD governance and sustainability
Nominations and Governance Committee	Oversees ethics and compliance governance matters and ensures Board composition is aligned with Group strategy	Corporate governance
MANAGEMENT		
Executive Committee	Defines, implements and oversees policies	
INTERNAL OPERATIONAL COMMITTEES		
Integrity Committee	Manages Speak Up, the Pernod Ricard ethics alert line, and coordinates related investigations	In all areas covered by internal policies and applicable laws
Trading Committee	Implements internal rules to prevent insider trading	Legal, Market Abuse Regulations
SUPPORTING FUNCTIONS		
Ethics & Compliance	Defines, implements and/or coordinates implementation of the Pernod Ricard Ethics & Compliance programme and is also the custodian of the Code of Business Conduct	Ethics & Compliance (i.e., anti-bribery & corruption, whistleblowing, conflict of interest, anti-money laundering, international sanctions)
Local Compliance Officers	Ensure compliance with local laws and regulations as well as with Pernod Ricard internal policies	Local laws and regulations

Reporting and whistleblower protection

Speak Up

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. The website address is available on the intranet, in the Code of Business Conduct, and on the Pernod Ricard website: https://speakup.pernod-ricard.com. To protect whistleblowers, we have established clear safeguards, allowing reports to be submitted anonymously, where legally permitted.

Other reporting channels

Employees can also report concerns directly to their line manager, Human Resources or the Legal & Compliance department.

Confidentiality and zero tolerance for retaliation

The Group ensures the confidentiality of all reports and identities involved and strictly enforces a zero-tolerance policy for retaliation.

Ensuring confidentiality

Reports are processed in full compliance with data protection laws, with limited access and defined retention periods. We encourage employees to report suspected actions through Speak Up. Independent, secure reporting channels ensure anonymity by preventing tracking, caller identification, or IP address linking. To safeguard confidentiality in the whistleblowing process, we restrict access to reports to a select group of authorized personnel (e.g., investigators and Integrity Committee members) who are bound by strict confidentiality obligations. The Group only discloses the whistleblower's identity with the latter's consent or when required by law. We only share information from substantiated reports, and strictly on a need-to-know basis. To minimize exposure, Pernod Ricard only shares information with external authorities when legally required.

These ongoing, Group-wide whistleblower confidentiality measures help us meet our policy objectives by promoting engagement and accountability, supporting compliance, fostering a culture of integrity, and promoting early detection.

Preventing retaliation

We prevent retaliation by training employees and managers on the Speak Up Policy, including a module on recognizing unacceptable behaviour, such as unfair performance reviews, isolation from teams or inappropriate changes in job responsibilities. Acts of retaliation – whether direct (e.g., dismissal, demotion) or indirect (e.g., exclusion from meetings, hostile work environment) – are prohibited and may result in disciplinary sanctions. They can be reported through Speak Up. We hold managers accountable for preventing retaliation within their teams. These ongoing, Group-wide actions help prevent retaliation by building trust and integrity, and supporting accountability and leadership.

Investigation and corrective actions

All reports are forwarded to the Integrity Committee for preliminary assessment. The Integrity Committee reviews the report to determine admissibility and appoints the relevant investigation team. Most investigations are conducted internally by the investigation team alone or with the help of other internal experts. If necessary, we may call on external investigators to ensure impartiality, independence and specialized expertise. Findings are documented and shared with the Integrity Committee.

Corrective actions depend on the severity of the issue. Employee misconduct may be sanctioned with disciplinary measures ranging from a formal warning to termination of employment, or with a remediation plan, including training and increased supervision.

Third party non-compliance may have contractual consequences (e.g., financial penalties, contract suspension or termination), prompt us to collaborate with the third party on corrective action plans, or lead to litigation. Cases that pose significant legal, financial or reputational risks are escalated to the relevant members of the Executive Committee for further oversight and guidance on next steps. Critical cases are escalated to the Audit Committee or Board of Directors for supervision.

Governance and oversight

The Integrity Committee keeps the Board of Directors and the Supervisory Board updated so that they are informed of ethics and compliance risks, material breaches, and remediation efforts and can ensure oversight and governance. The Integrity Committee is made up of representatives from the following functions: Legal and Ethics & Compliance, Internal Audit, Security and Human Resources.

Code of Business Conduct

All our commitments in terms of Business Conduct and Governance are enshrined in our Code of Business Conduct and related policies covering issues such as bribery, corruption, political influence, lobbying and relationships with suppliers. The Code of Business Conduct applies to every Pernod Ricard employee and is endorsed at the highest levels of the Group. It helps guide how we make our decisions, every day. It is available on our website and is built upon the various policies and guidelines mentioned in the sections below.

Pernod Ricard Chairman & CEO Alexandre Ricard endorses our Code of Business Conduct, which includes the comprehensive and robust anti-corruption programme defined and promoted by the Group's Chief Ethics & Compliance Officer.

The Code addresses a wide range of topics, including:

- Anti-bribery and corruption
- Competition law
- Prevention of insider trading
- Conflicts of interest
- Health & safety
- Equal opportunities
- Speaking on social media
- Data ethics
- Harassment
- Bullying
- Confidentiality
- Sustainability & responsibility

With brands sold in over 160 markets, Pernod Ricard operates within an extensive regulatory framework, including cross-border requirements. The Code and our policies help employees navigate this complex framework, ensuring compliance with all applicable laws and contributing to our long-term, sustainable success.

Employees who violate the Code of Business Conduct may face disciplinary action, including termination of employment. Likewise, adherence to the Code of Business Conduct is a key factor in evaluating whether to continue contractual relationships with business partners, as we take any breach of its principles and provisions very seriously.

All Pernod Ricard's policies, including the Code of Business Conduct, are approved at the highest level by Chairman & CEO Alexandre Ricard. The Executive Vice President (EVP) of Legal and Compliance and the Chief Compliance Officer are directly responsible for ensuring adherence to the Group Ethics & Compliance standards across all markets. The Group Ethics & Compliance team defines these standards and oversees their implementation, supported by Local Compliance Officers.

Stakeholders and employees who need to implement the policies can access them through structured internal and external mechanisms. For public reference, our corporate website provides information on our governance policies and their implementation, as well as access to the Pernod Ricard Code of Business Conduct, Universal Registration Document, and Speak Up line.

For internal stakeholders, Pernod Ricard's intranet portal includes a library of corporate documents, including the Code of Business Conduct, the Anti-Bribery and Corruption Policy and the Speak Up Policy. Employees receive regular reminders and updates on these issues through internal communications, with further reinforcement provided by leadership. Training is mandatory and tailored to employees' roles and risk exposure.

To ensure our measures to promote the Pernod Ricard corporate culture are effectively implemented, and that employees adhere to the Code of Business Conduct, we have set the following targets, which are regularly monitored:

Objective	Ambition	Time horizon	FY25 performance	Progress
Train all employees on the Code of Business Conduct	100%	Every year	98.1%	On plan
Train employees at-risk on the Code of Business Conduct(1)	100%	Every year	97.2%	On plan

(1) Scope: employees in high-risk positions, such as Procurement, Sales and Ethics & Compliance roles.

3.4.1 Corporate culture

3.4.1.1 Introduction

At Pernod Ricard, we firmly believe that conviviality enriches us all, both body and soul. We aim to embed conviviality as a guiding principle in everything we do, creating a purpose-driven and accepting environment that drives sustainable growth. We want to be the home for premium brands and experiences, united around shared values of authenticity, collaboration and innovation.

At the heart of our strategy is a dedication to ethical and responsible business practices – ensuring compliance with global standards; respecting legislation, policies and norms; and upholding personal integrity, mutual respect and a commitment to the environment.

The following four values shape our culture and serve as a shared compass, defining who we are and enhancing our ability to achieve our ambitions together.

Grounded in the Real

We're a business with a soul: rooted in land and legacy, mindful of the moment and the communities we work alongside.

Connected beyond Borders

We are open to the world; inclusive and united, knowing that together we can make great things happen, while having fun.

This strong foundation is reflected in our high level of employee engagement, consistently evidenced since the launch of the "I Say" Global Employee Engagement Survey. In FY25, the Group rolled out the ninth edition of this pulse survey, which provides managers and HR with advanced analytics and insights to better understand employees' needs. The results speak for themselves: employees' answers indicate that they are proud to work at Pernod Ricard and that the majority would recommend it as a great place to work. For more information, please refer to Section S1 Growing our talents in a convivial and equitable workplace.

As detailed in Section 3.3 Social Information, and in particular in Subsection S1 Cultivating a high-performance, convivial culture, our employees' annual performance reviews include an assessment of their performance with respect to our values.

3.4.1.2 Strategy and management of material associated impacts, risks and opportunities

Our double materiality assessment identified the following impacts, risks and opportunities related to corporate culture.

Code	Description	Associated policy	Type	Value Chain stage	Time horizon	Sections
IRO.116	Opportunity to increase attractiveness and engagement and attract talents by aligning strategy with a positive corporate culture.	Global Social Policy PACT Code of Business Conduct	Opportunity	Direct Operations, Downstream	ST to MT	3.4.1 3.4(4)
IRO.117	Risk of employee behaviour misaligning with corporate culture, which could disrupt teamwork, processes and ways of working, and cause inefficiencies.	Global Social Policy PACT Code of Business Conduct	Risk	Direct Operations	ST to MT	3.4.1 3.4(4)
IRO.118	Risk of unintentional fraud by uninformed employees, which could damage the company's reputation and have legal repercussions.	Global Social Policy PACT Code of Business Conduct	Risk	Direct Operations, Downstream	ST to MT	3.4.1 3.4(4)

Our corporate values, culture and business conduct are governed by two foundational frameworks that serve as our guidelines in this area:

- The Pernod Ricard Act
- The Pernod Ricard Code of Business Conduct

The Pernod Ricard Act

The Pernod Ricard Act (PACT) is our corporate blueprint – a statement for our people, designed to drive our collective success. It outlines the foundations that define everything we do, the ambition that underpins our shared objectives, the strategy we use to successfully navigate the competitive context, the organizational principles that guide roles and responsibilities, and the corporate culture that brings us closer and sets us apart. In the Foreword, Alexandre Ricard, our Chairman & CEO, encourages everyone to keep it close at hand. PACT unites us, celebrates our differences, and articulates our ambitions and goals – it is our North Star.

Code of Business Conduct

To foster a positive corporate culture aligned with our strategy – one where employees have a clear sense of purpose – our Code of Business Conduct defines the standards of ethical and responsible business conduct that must be met by all our employees and business partners. For further details, please refer to Section 3.4 Code of Business Conduct above.

3.4.2 Bribery and Corruption

3.4.2.1 Introduction

Integrity has always been a core value at Pernod Ricard, as we believe there can be no sustainable business success without it. The Group's zero-tolerance policy towards corruption, bribery and any related misconduct is essential to building trust with our stakeholders. Pernod Ricard's top management leads by example, upholding this commitment in all Group business dealings. At the same time, we equip employees with the necessary tools – including training and digital resources – to ensure compliance with all relevant ethical and regulatory standards.

Our anti-bribery and corruption policy is aligned with French regulations (Sapin II law) and global frameworks, including:

- The OECD Anti-Bribery Convention
- The United Nations Convention Against Corruption (UNCAC)
- The US Foreign Corrupt Practices Act
- The UK Bribery Act

3.4.2.2 Management of impacts and risks associated with Bribery and Corruption

3.4.2.2.1 Description of impacts and risks identified

Our double materiality assessment (DMA) identified the following impacts, risks and opportunities related to bribery and corruption.

Code	IRO Description	Policy	Type	Value Chain stage	Time Horizon	Sections
IRO.132	Risk of unethical practices, which could expose the company to legal, financial and reputational consequences, including fines, litigation, reduced investor interest and diminished shareholder value.	Group ABC Policy	Risk	Direct Operations	ST to MT	3.4.2.2.2
IRO.119	Impact of failure to maintain high standards when addressing unethical practices, which can undermine trust, accountability and community cooperation.	Speak Up Policy	Negative impact	Upstream, Direct Operations, Downstream	ST to MT	3.4.2.2.4
IRO.120	Impact of failure to protect whistleblowers, which can foster silence, damage morale and feel like harassment or toxic management.	Speak Up Policy	Negative impact	Direct Operations	ST	3.4.2.2.5

3.4.2.2.2 Anti-Bribery and Corruption Policy

Both our Anti-Bribery and Corruption (ABC) Policy and our Speak Up Policy aim to provide clear and unambiguous guidelines to prevent, detect and control related risks. To support these policies, Pernod Ricard maps corruption risks across the business functions and countries where it operates, in order to adequately address them. Mapping results are shared with local management to ensure alignment with operational and geographical realities.

Our Anti-Bribery and Corruption Policy applies to all activities within Pernod Ricard's global operations and across the entire value chain – from sourcing, production and distribution to sales, marketing and financial transactions. It extends to all markets where Pernod Ricard operates, including those involving public authorities and third parties. They are based on established national and international standards, including France's Sapin II law, the EU Whistleblower Protection Directive, the GDPR for whistleblower data confidentiality, the OECD Anti-Bribery Convention, and the UN Convention Against Corruption (UNCAC). Additionally, we consult employee representative bodies in France whenever required.

Our Speak Up Policy is also a key component of Pernod Ricard's governance framework, designed to prevent, detect and manage bribery and corruption risks. For more information on Speak Up, please refer to Section 3.4 Governance Information – Reporting and Whistleblower protection.

We give our business partners access to Partner Up, a global digital due diligence platform that assesses third-party risks related to anti-corruption and international sanctions. When necessary, we include compliance clauses in contracts to enforce anti-corruption standards. Supplier Standards are included in the Terms and Conditions of all contracts, or directly included in the purchase orders.

3.4.2.2.3 Bribery and Corruption – Prevention, control and mitigation

Introduction

As a reminder, the IROs Pernod Ricard has identified in this area are:

- The risk of unethical practices
- The impact of involvement in unethical practices
- The impact of failing to protect employees

We mitigate these IROs by establishing a clear and unambiguous tone at the top of the company and leading by example. In FY22, Pernod Ricard overhauled its Code of Business Conduct – which includes the Group's anti-corruption programme – to make it more practical and easier to use, with a focus on clear messaging. The Code reinforces the high standards of integrity and professionalism that are the bedrock of Pernod Ricard's reputation. For details, see Section 3.4 Code of Business Conduct above .

Key ambitions

Our key ambitions in this area are as follows:

- **Key ambition n°1**: Prevent corruption and bribery by fostering an ethical business culture.
- **Key ambition n°2**: Control and detect misconduct through compliance mechanisms and monitoring processes.
- **Key ambition n°3**: Address and resolve corruption and bribery incidents when they occur.

To achieve these ambitions, Pernod Ricard takes action in three areas: prevention, control and detection, and remediation.

Prevention

Pernod Ricard's prevention measures foster a strong culture of compliance, transparency and ethical behaviour through clear guidelines, risk management, rigorous third-party due diligence and employee education. The aim is to raise awareness and help employees identify risks and deal with unethical situations.

Providing clear and updated guidelines and policies

The Code of Business Conduct offers practical advice on how to behave in real-life situations and who to contact when in doubt. See Section on Code of Business Conduct above.

The Anti-Bribery and Corruption (ABC) Policy provides employees in roles or regions exposed to corruption with practical examples of potentially sensitive situations and how to respond. See Section 3.4.2.2.2 Anti-Bribery and Corruption Policy above.

Promoting ethical behaviour, reporting procedures and remediation processes through employee training and awareness campaigns

All employees must complete a mandatory training course to ensure they understand their ethics and compliance obligations – and can recognize and avoid problematic situations. This course is part of the onboarding process for new employees, with regular updates and refreshers provided thereafter. It includes a special advanced module for at-risk positions and key functions such as General Management & Transformation, Human Resources, Finance, Legal, Marketing, Trade Marketing, Sales, Communication, Public Affairs, S&R and Procurement functions of the Operations and Tech departments. The training course covers all topics included in the Code of Business Conduct, including anti-corruption and conflicts of interest.

Supervisory bodies receive necessary updates on the Ethics & Compliance programme, with additional information provided to relevant Committees (e.g., the Audit Committee). Setting a strong tone from top, the Executive Committee, including its key member the Chief Compliance Officer, discusses the Ethics & Compliance programme and related issues when necessary.

The Speak Up Policy also plays a key role in preventing misconduct by encouraging early reporting, raising awareness of ethical standards, deterring potential violations and fostering a culture of trust and accountability through secure, confidential channels. For details on our global whistleblowing programme, see Section 3.4 Governance Information – Reporting and Whistleblower protection.

Identifying and assessing risks across operations and affiliates

We systematically manage risks by identifying, assessing, mitigating and monitoring risks across our global operations. Our proactive strategy is aligned with regulatory requirements, including France's Sapin II law.

Third-party due diligence

Third parties conducting business with Pernod Ricard undergo a due diligence process to assess their risk profile and adjust contractual and operational relationships accordingly. The procedure establishes several verification levels based on the initial risk assessment of each relationship category identified in our Sapin II-compliant risk mapping on corruption and influence peddling. This due diligence process is implemented via Partner Up, the Group's global web-based platform, which enables any employee engaging the Group in a business transaction to appropriately vet third parties.

Leadership and culture building

To build a culture of integrity and compliance, senior management is expected to lead by example. They communicate regularly on the importance of ethics and compliance, integrate ethics and compliance performance indicators into leadership evaluations, and participate in policy training and risk mitigation strategies.

These ongoing, Group-wide initiatives minimise corruption and ethical risks, improve early detection and reinforce corporate integrity and reputation.

Control and detection

Pernod Ricard's multi-layered detection strategy identifies corruption and bribery risks within its operations and in its relationships with third parties. The strategy involves proactive monitoring, reporting systems and risk-based assessments to detect potential misconduct at an early stage and ensure swift action. Regular compliance audits, transactional due diligence and third-party verification ensure compliance throughout the organization and supply chain.

Proactive monitoring

- **Gifts and hospitality**: Employees must obtain approval from their Line Manager or the affiliate's designated key contact before accepting or offering any gifts or hospitality with a value exceeding the threshold set at the affiliate level. To facilitate this process, the Group introduced Gifted, a dedicated application accessible on all electronic devices. Employees use the app to disclose gifts and hospitality and request approval, in accordance with the applicable Gifts & Hospitality Policy.
- **Third-party due diligence:** Our Partner Up tool allows us to monitor changes in ownership, operations or risk profiles to identify red flags.
- **Conflicts of interests:** In January 2025, the Group launched Clear Up, a dedicated platform and global policy designed to enable employees to disclose any situation that might constitute a conflict of interest.

Misconduct reporting procedure

Pernod Ricard encourages reporting misconduct through its Speak Up whistleblowing line. For details on the Speak Up programme, see Section 3.4 Governance Information – Reporting and Whistleblower protection. Employees can also report concerns directly to their line manager, Human Resources or the Legal & Compliance department.

Control and assessment

The Group Ethics & Compliance Team works with the internal audit team to support the ethics and compliance audit stream within the annual audit cycle. Internal audit is also responsible for monitoring Group compliance with anti-corruption and influence peddling rules.

All Pernod Ricard affiliates must comply with Group policies, including the Pernod Ricard Code of Business Conduct. Every year, affiliates complete a self-assessment questionnaire stating whether they are compliant with Group policies. To ensure the reliability of responses, the Chief Executive Officer and Chief Financial Officer of each entity formally validate the submissions.

These ongoing, Group-wide control and detection measures help us achieve our policy objectives by strengthening ethics & compliance and accountability, reducing third-party risks, and increasing employee and stakeholder trust.

Remediation

Cases of misconduct reported through the Speak Up Line trigger an investigation and, if necessary, corrective action and adjustments. Pernod Ricard maintains a zero-tolerance policy for all violations of internal policies and applicable laws and regulations.

Investigation and root cause analysis

We conduct a comprehensive investigation to establish the facts and uncover the root causes of every issue that arises. We then analyse the findings to identify underlying risks, process weaknesses or policy gaps.

Corrective measures

When a violation is identified, a range of remediation and mitigation measures may be implemented, including disciplinary sanctions for employees responsible for misconduct. In addition, we may revise or update procedures, protocols or policies to prevent future occurrences, and provide training to make sure all stakeholders understand the policy updates.

These ongoing, Group-wide remediation measures help us meet our policy goals by preventing recurrence and strengthening the compliance framework.

3.4.2.2.4 Mechanisms of prevention and detection

Reporting mechanisms

One way Pernod Ricard prevents bribery and corruption is by encouraging employees and stakeholders to report suspected breaches of the Code of Business Conduct on Speak Up, our global whistleblowing platform. For details, see Section 3.4 Governance Information – Reporting and Whistleblower protection.

All reports of breaches are reviewed by the Integrity Committee. Investigations are conducted in a way that ensures independence and impartiality. Depending on the complexity or sensitivity of the issue, investigations may be delegated to external parties with no link to the relevant management chain.

Training

Our training programme for the Pernod Ricard Code of Business Conduct, known as Code of Duty, covers bribery and corruption issues. It is mandatory for all employees and tailored to their role and risk exposure. As part of the Ethics & Compliance programme, it aims to ensure that employees understand their compliance obligations and are empowered to identify and avoid problematic situations. Members of administrative, supervisory and management bodies receive training when changes in regulations or new duties make it necessary. To date, they have been trained on anti-corruption requirements.

The training is part of our onboarding process. All new hires must complete training on every chapter of the Pernod Ricard Code of Business Conduct through a "learning by doing" approach. The training course notably covers business integrity, anti-corruption and whistleblower protection policies. Employees are also required to attend regular refresher trainings. Remediation plans for employee misconduct include retraining.

In addition, we provide targeted, role-specific training modules for employees in high-risk positions, such as Procurement, Sales and Ethics & Compliance roles.

To reinforce the importance of ethical behaviour and compliance with business conduct standards, we maintain employee awareness of bribery and corruption through ongoing campaigns and communication efforts. These include information about our Ethics & Compliance tools (Speak Up, Gifted, Partner Up, Clear Up) and how to use them, our global annual Compliance Days, and reminders from leadership.

3.4.2.2.5 Whistleblower protection

We rely on our employees and stakeholders – the people in day-to-day contact with our operations – to flag any actions they suspect may violate our Code of Business Conduct. To encourage them to come forward, we make it easy for them to report their suspicions, guarantee confidentiality, and have zero tolerance for any retaliation. The process ensures confidentiality and prevents retaliation. See Section 3.4 Governance Information – Reporting and Whistleblower protection.

3.4.2.3 Metrics

The metrics we use to measure progress in combating bribery and corruption focus on how we train employees to spot misconduct and how we deal with infractions when we find them.

	Unit	FY24	FY25
Percentage of at-risk functions covered by training programmes	%	100	100
Number of convictions for violation of anti-corruption and anti-bribery laws	Nb	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	K€	€0	€0

3.4.3 Political influence and lobbying

3.4.3.1 Introduction

Lobbying plays a crucial role for Pernod Ricard, allowing us to take part in public policy discussions that impact our industry and society. These dialogues let us share our expertise and advocate for fair and effective regulations for responsible drinking, alcohol and health, international trade, agriculture and food safety. As a global leader in our industry, we take a proactive approach to issues related to our sustainability and responsibility commitments and play a leading role in industry trade associations.

Pernod Ricard respects its consumers and believes in the appropriate regulation of the wine and spirits sector. We go beyond compliance, playing an active role in the communities we do business in and setting high standards for marketing and self-regulation, as presented in Sections 3.3.4.4.3 Ensuring ethical sales and marketing and 3.3.4.4.4 Promotion of Responsible Drinking. We always do so transparently and with integrity, strictly adhering to our political influence and lobbying policies.

Pernod Ricard is committed to actively engaging with its own workforce and collaborating with relevant stakeholders such as government bodies, educators and associations to address issues and improve the well-being of our communities. That engagement is carried out by in-house professionals – our public affairs staff – who work full time on public policy issues. The Public Affairs team at our headquarters coordinates global actions and liaises with international institutions (EU, OECD, WTO, WHO, etc.). Direct entities of the Group all have such functions as well, which are organised differently for each entity and geography.

In a number of countries, we have signed up to local codes of conduct for public affairs professionals. The long-standing publication of our main public policy positions on our corporate website is a direct consequence of our relationship with Transparency International.

3.4.3.2 Management of lobbying-related material impacts, risks and opportunities

3.4.3.2.1 Description of material impacts, risks and opportunities

Our double materiality assessment (DMA) has identified the following impacts, risks and opportunities with respect to political influence and lobbying.

Code	IRO Description	Policy	Type	Value Chain stage	Time Horizon	Sections
IRO.124	Impact of inadequate political engagement and lobbying activities, which may affect Pernod Ricard's internal teams, suppliers and partners.	Code of Business Conduct Pernod Ricard Lobbying Guidelines	Negative impact	Upstream	ST to MT	3.4.3.2.2
IRO.125	Impact of ethical influence practices on shaping regulatory frameworks that promote sustainable, pragmatic policies, benefiting the business, market, planet, citizens and peers.	Code of Business Conduct Pernod Ricard Lobbying Guidelines	Positive impact	Upstream	ST to MT	3.4.3.2.2
IRO.126	Risk of lack of political engagement and lobbying, which could lead to misinformed policies that hinder sales and value creation.	Code of Business Conduct Pernod Ricard Lobbying Guidelines	Risk	Direct operations, Downstream	MT to LT	3.4.3.2.2
IRO.127	Risk of inadequate political engagement and lobbying, which could hurt Pernod Ricard's reputation, increase employee turnover and damage brand image.	Code of Business Conduct Pernod Ricard Lobbying Guidelines	Risk	Direct operations, Downstream	ST to MT	3.4.3.2.2

3.4.3.2.2 Lobbying guidelines

Pernod Ricard actively engages in public debates on the adoption of laws and regulations that affect its activities. In doing so, the Group is committed to proceeding with transparency and integrity and, as such, follows a strict policy on lobbying and influencing practices. That policy, the Lobbying Guidelines, applies to all employees and is governed by the Code of Business Conduct.

Employees must complete an e-learning module on bribery and corruption prevention which includes specific rules on interactions with public officials and is based on relevant business codes of conduct that Pernod Ricard complies with. Pernod Ricard also complies with specific laws and regulations in the countries where it operates, strictly adhering to national reporting obligations regarding lobbying activities, notably in France, the EU and the US.

3.4.3.2.3 Enforcement and implementation

Political influence and lobbying activities

We engage with policymakers to promote self-regulation or co-regulation, depending on the local context, as we believe it is a quick and effective way of ensuring positive health outcomes. We do not believe that blanket marketing bans effectively achieve governments' stated ambition of reducing alcohol-related harm. We also contribute to discussions on other issues, such as fair and effective tax policy, international trade regulations and food safety.

We focus on public policies and regulations that are aligned with our S&R commitments, including environmental preservation and public health, particularly in Europe, where regulations are more advanced. In the interest of transparency, our main lobbying objectives are published on our website. Much of our lobbying is conducted through trade associations, which usually have similar perspectives on many issues.

In France, the Group is registered on the list of interest representatives established by the High Authority for Transparency in Public Life, and employees engaging with EU policymakers are listed on the EU Transparency Register (REG number: 352172811-92). We have been a member of the Forum of Committed Companies of Transparency International France since 2013 and actively support its efforts to promote transparency and integrity in lobbying. For instance, we are signatories to a best practices guide on parliamentary lobbying expenditure. Over the years, as a result of this commitment and relationship, Pernod Ricard has expanded the description of its advocacy priorities and positions on its website, offering the general public greater insight into the policies we promote in stakeholder discussions.

Alexandre Ricard, Chairman of the Board and CEO of Pernod Ricard – and member of the Executive Committee – is ultimately responsible for overseeing issues regarding political influence and lobbying activities.

No member of Pernod Ricard's administrative, management or supervisory bodies has held a similar public administration role in the two years preceding their appointment.

Enforcing the policy

Pernod Ricard is committed to leading the industry without compromising on integrity. We strictly enforce our Code of Business Conduct, including in influence and lobbying, because it's the right thing to do and what our consumers, employees, business partners, communities, and other stakeholders expect. Our key enforcement actions include training employees, monitoring gifts and hospitality, and maintaining an effective whistleblowing mechanism.

Prevention: Employee training

All employees receive training on the Code of Business Conduct, including the gifts and hospitality policy, with a strong focus on at-risk functions. In 2023, we launched a new mandatory e-learning module that uses a "learning by doing" approach to train employees on the most recent version of the Code. This training is a concrete measure designed to prevent irresponsible lobbying. It is mandatory for all employees and part of new hire onboarding. We track completion rates annually.

We monitor gifts and hospitality with a dedicated application, accessible on all electronic devices. See Section 3.4.2.2.3.4 Preventing Bribery and Corruption, Control and detection for more details about our Gifts & Hospitality policy.

Our Group-wide lobbying guidelines – developed and overseen by the Legal & Compliance team – establish key principles for responsible lobbying and ensure that all Pernod Ricard employees act consistently and ethically, aligning messages with Group priorities, especially for at-risk functions.

Control and detection: reporting lobbying-related alerts

Pernod Ricard employees must report any suspected violations of our lobbying policy or deviations from the guidelines. Employees, suppliers and stakeholders can safely and confidentially report potential or actual misconduct – including violations of the Code of Business Conduct, overpriced gifts, or any other lobbying-related concerns – via Speak Up, our global whistleblowing platform. For details, see Section 3.4 Governance Information – Reporting and Whistleblower protection. Employees can also report concerns directly to line managers or the Legal & Compliance team. We protect whistleblower confidentiality to the fullest extent permitted by law and do not tolerate any form of retaliation.

Our Group-wide whistleblowing policy – implemented by Legal & Compliance – aims to ensure all Pernod Ricard employees behave ethically and transparently. Reporting misconduct is one way to uphold the policy, as it enables appropriate disciplinary action, up to and including contract termination.

Based on our internal analysis, the amounts associated with political influence are deemed immaterial.

3.4.4 Supplier Relationship Management and late payment prevention

3.4.4.1 Introduction

Pernod Ricard relies on many suppliers across its supply chain, from farming and manufacturing to distribution and merchandising. Our environmental and social impacts are inextricably linked with our suppliers, making it crucial for the Group to build strong relationships with them to drive change.

We buy a wide range of goods and services, and good procurement stewardship requires that we do so responsibly. We aim to obtain the best value for money and the highest quality product or service at the best life-cycle cost, using practices that are ethical, sustainable and fair to all vendors, while enhancing our business reputation, supporting long-term brand growth and mitigating our risks.

The Pernod Ricard Procurement Policy guides our management of supplier relationships to meet these goals. It promotes procurement leadership in sourcing, negotiation and contract management, integrating sustainability criteria to minimise environmental impact and promote responsible sourcing. By requiring us to rigorously assess suppliers, the policy mitigates operational, financial and reputational risks.

It complies with Pernod Ricard's Code of Business Conduct – which establishes rules for balanced and healthy relationships with suppliers as well as the basic sustainability principles – and is supported by the Sustainable Procurement process, which is approved by top management and implemented across various affiliates.

This policy not only ensures transparency and legal compliance but also reinforces our corporate social responsibility, solidifying our reputation as a Créateur de convivialité.

3.4.4.2 Supplier relationship strategy and management of associated impacts, risks and opportunities

3.4.4.2.1 Description of impacts, risks and opportunities

The Double Materiality Assessment identified the following supplier relationship-related, risks and opportunities (IROs) to be addressed by our Procurement Policy.

Code	Description	Associated policy	Type	Value Chain stage	Time Horizon	Sections
IRO.128	Impact of supplier dependency on Pernod Ricard, which may result in financial strain or bankruptcy in the event of mismanaged relations or delayed payments.	Global Procurement Policy	Negative impact	Upstream	ST	3.4.4.2.2
IRO.130	Risk of poor supplier management, which could lead to disputes, boycotts and supply chain interruptions, and reduce supplier options.	Global Procurement Policy	Risk	Upstream, Direct Operations	ST to MT	3.4.4.2.2

3.4.4.2.2 Procurement policy

Key contents of the policy

The Procurement Policy defines the key principles governing Pernod Ricard's procurement activities. It aims for an efficient, transparent and well-controlled procurement process that maximizes value while ensuring compliance and sustainability. It also clarifies roles and responsibilities between affiliates and the Global Procurement team for global categories, ensuring aligned and consistent procurement practices.

The policy aims to ensure an efficient procurement processes by helping the Procurement team and any budget owner in the company:

- Lead the buying process, from sourcing, request for information, tendering, negotiation and business allocation, to contract and supplier management, using the latest e-tools for efficiency and transparency
- Integrate sustainability principles into procurement activities, reflecting our commitment to environmental responsibility
- Strengthen engagement with local business communities to promote responsible sourcing practices
- Maintain the highest ethical and professional standards in all business relationships, ensuring fair and transparent dealings with suppliers and stakeholders
- Support functional departments in ensuring strict compliance with all Pernod Ricard Group policies related to contracting and purchasing

Scope, governance and dissemination

The Procurement Policy applies to all Pernod Ricard employees and all third-party consultants and contractors engaged by Pernod Ricard Affiliates and authorized to commit funds and procure goods and services on behalf of Pernod Ricard, except for media space procurement, which is handled by a media agency.

The Policy is approved by the EVP Integrated Operations and S&R and overseen by the Global Procurement teams. Each affiliate is responsible for adapting it locally. The Procurement Policy is available to all employees on Pernod Ricard's intranet and is also referred to in the Group Internal Control Principles and the Code of Business Conduct.

Information about our Procurement Policy is made available to affected stakeholders, notably our suppliers, in the Supplier Code of Conduct and in our contracts, Terms & Conditions and purchase orders.

Pernod Ricard built its policy based on insights from two consulting firms, which shared best practices and conducted a sense check of the updated policy.

To address and mitigate the potential material impacts and risks related to supplier relationship management, Pernod Ricard updated its Procurement Policy in November 2024. The new policy is being rolled out in several phases across all affiliates worldwide. Where necessary, it will include adaptations to local regulations.

In the first phase, which was finalised end of June 2025, the policy was communicated internally across all affiliates to explain the updated processes, roles and expectations. Key procurement team members (globally and locally) have already completed specific training on crucial aspects of the policy, including supplier risk assessment, integration of sustainability criteria and updated delegation procedures.

In the second phase, all business stakeholders will receive training, which will be also incorporated in new employee onboarding. A pilot training for the French affiliates will be launched in September 2025 to gather feedback and refine the training before full deployment across all affiliates.

The updated policy enhances our procurement risk management with centralized risk monitoring tools, including Moody's database for supplier financial risk assessment and future Power BI dashboards for real-time procurement-related risk tracking and management.

The implementation process includes regular internal reviews, ongoing monitoring, and adjustments based on feedback from both procurement teams and suppliers. All other affiliates will be trained by the end of 2025.

3.4.4.2.3 Procurement process

Pernod Ricard's Procurement Policy guides our procurement processes. Its key objective is to develop a culture of continuous improvement and a sourcing and purchasing process aligned with Pernod Ricard's ambitions. Sustainable Procurement is a key pillar of our 2030 S&R Roadmap (https://www.pernod-ricard.com/en/media/good-times-good-place) and supports our commitment to preserving the long-term well-being of present and future generations – including from an economic, social and environmental perspective. It also enables us to work closely with our suppliers, helping them to advance their own sustainability and responsibility initiatives.

Implementing the policy

We conduct internal audits to ensure compliance with procurement policy, strengthen controls and drive continuous improvement through corrective actions and policy refinement. These audits follow a structured process and are part of the broader governance framework. They cover global and local procurement teams, finance, compliance, and operational units involved in purchasing. Audits encompass all affiliates worldwide, prioritizing regions based on risk.

To ensure the effective application of our procurement policy, increase transparency in procurement processes, ensure fair and competitive sourcing and help identify areas for improvement, we have implemented some tools to assess supplier performance and monitor procurement efficiency, while initiating audits to ensure compliance with the policy:

- The Supplier Performance Evaluation process assesses suppliers, identifies poor performers and documents corrective actions.
- Supplier due diligence via the Partner Up platform ensures compliance with legal and procurement standards, with reviews every one to three years based on risk level.

Over the next five years, we will develop additional processes and implement new tools to ensure comprehensive monitoring of our supply risks and efficient risk management.

The procurement policy is disseminated through onboarding materials, internal e-learning modules and our dedicated intranet platform, where employees can access tools, processes and contract templates. The Global Procurement team organizes training and awareness campaigns, including workshops and updates, to ensure that employees across all affiliates understand and apply the policy consistently.

Management of relationships with suppliers

Payment terms

The procurement policy outlines requirements related to payment terms, which must comply with local regulations.

Formal approval is required for payment terms below local standards, and to add a new supplier or update an existing supplier's information. Approval should be obtained from the:

- Financial Controller/Director of Finance and Accounting for annual spend below the locally defined threshold
- CFO for annual spend above the locally defined threshold

Advance payments can be requested for some transactions. Pernod Ricard recommends maintaining reasonable leverage over suppliers by making payments after goods or services are delivered (including CapEx).

Supplier financial risk evaluation

Major suppliers, regardless of the goods/services they supply, must undergo regular financial assessments to ensure an up-to-date understanding of their financial health.

Each affiliate can choose its own financial analytical tool to monitor their suppliers' financial health (for example: Dun & Bradstreet).

To prevent supplier over-reliance on Pernod Ricard, affiliates must track the share of business that Pernod Ricard represents for each supplier. These guidelines will be phased in gradually by the affiliates over the next few years.

If a dependency risk is identified, affiliates should develop a detailed plan with deadlines to help the supplier develop a more sustainable business model.

Sustainable procurement process

Pernod Ricard's Sustainable Procurement programme provides suppliers and employees with precise information about the sustainability impacts and risks of our supply chains. It supports a long-term, sustainable, group-wide approach, ensuring that all suppliers comply with our Supplier Standards, which outline Pernod Ricard's sustainable procurement commitments. Since FY25, these standards have been included in the Terms & Conditions of all transactions with Pernod Ricard. The Sustainable procurement process is embedded in the Procurement Policy.

Third-party standards or initiatives respected by the Sustainable Procurement process

Pernod Ricard's Procurement Policy draws on the following standards and initiatives:

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- United Nations Convention Against Corruption (UNCAC)
- United Nations Sustainable Development Goals (SDGs)
- International Labour Organization (ILO) eight fundamental conventions
- Other relevant UN conventions and declarations, including (but not limited to):
  - Declaration on the Elimination of Discrimination Against Women
  - Declaration of the Rights of the Child
  - Declaration on the Rights of Indigenous Peoples
  - Convention on the Protection of the Rights of All Migrant Workers and Members of their Families
- Other international standards and guidelines, including (but not limited to):
  - OECD guidelines for multinational enterprises
  - OECD-FAO Guidance for Responsible Agricultural Supply Chains
  - OECD Convention on combating bribery of foreign public officials in international business transactions
  - Ten Principles of the United Nations Global Compact
  - ILO's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
  - United Nations Guiding Principles on Business and Human Rights
  - The ISO 45001 standard
- EcoVadis supplier ESG (Environmental, Social and Governance) risk assessments and sustainability ratings
- SMETA (Sedex Members Ethical Trade Audit) methodology for assessing labour rights, health and safety, environmental compliance and business ethics
- EU Deforestation Regulation (EUDR) to ensure our suppliers' products do not contribute to deforestation

Our supplier due diligence process consists of three steps: supplier risk identification, assessment, and mitigation.

1. Risk identification

This risk identification process is the first safeguard to ensure sustainable procurement and is designed to filter out suppliers that do not meet our ethical, social and environmental expectations before moving the procurement process forward. To facilitate this process, we use Partner Up, our supplier management platform, to conduct our due diligence and ensure compliance with our procurement requirements. This platform is used to onboard all new suppliers in categories such as dry goods, wet goods, co-packing, Point of Sale materials (POSM) and media agencies. Onboarding through Partner Up is mandatory before entering any commercial relationship and is required for all participants in a Request for Quotation (RFQ). Suppliers complete an internal questionnaire to provide key data on their credentials, operational capacity and alignment with Pernod Ricard's supplier standards. If deemed risky, they must also complete an external questionnaire that provides transparency on their compliance with social, environmental and ethical expectations.

We use Moody's database to perform financial and business resilience checks on medium-risk suppliers, ensuring stability and reducing business continuity risks. Suppliers in high-risk sectors or regions are initially categorized based on industry type, geographical location and the nature of their goods or services.

New suppliers must acknowledge and commit to Pernod Ricard's Supplier Standards, which include fundamental principles on human rights, sustainability and ethical business conduct.

This initial screening establishes a preliminary level of confidence in a supplier's compliance with Pernod Ricard's ethical, social and environmental standards. It ensures that only eligible suppliers proceed to the assessment stage and categorises them by risk level, guiding the next steps of the assessment and potential corrective actions.

The screening process has been successfully rolled out for global suppliers in FY25. The process for local suppliers will be rolled out starting September 2025.

2. Assessment

The assessment process is the second step in ensuring sustainable procurement and provides a detailed evaluation of suppliers identified as medium or high risk after initial screening. These suppliers are assessed by external agencies like EcoVadis and SMETA, who evaluate practices in areas such as labour rights, environmental management, business ethics and supply chain transparency.

The resulting scores and feedback highlight their strengths and areas of improvement. For local raw material suppliers, where audits are less suitable, we have adapted the process to recognize certifications identified by the Terroir team as compliant with Pernod Ricard's standards. To align with Pernod Ricard's Supplier Standards, some assessments include targeted audits and site visits, especially in sectors or regions with high sustainability risks.

We document all supplier assessments so we can monitor them continuously and establish performance baselines. We collect data from all our production sites and track each one closely.

By the end of each assessment, we have a full understanding of the supplier's sustainability performance and compliance with Pernod Ricard's standards, and have identified their strengths and weaknesses.

We aim to complete all assessments of high-risk suppliers by the end of FY26 and will continue to conduct regular assessments to ensure compliance and drive improvements.

EcoVadis and SMETA results are added to a supplier scorecard, which we launched in FY24 for strategic and key direct-scope suppliers. This scorecard evaluates sustainability alongside other factors, such as quality and health and safety.

3. Mitigation

The supplier mitigation process is the final stage in ensuring sustainable procurement. It is designed to proactively address and mitigate identified sustainability risks among suppliers rated high-risk with gaps in their sustainability performance. These suppliers must implement corrective action plans to address specific areas of non-compliance. We support them by providing guidance, resources, and clear timelines.

We conduct regular follow-up assessments and audits to verify that suppliers meet corrective action milestones. Our procurement teams maintain regular communication with suppliers, providing targeted support to enhance their sustainability practices.

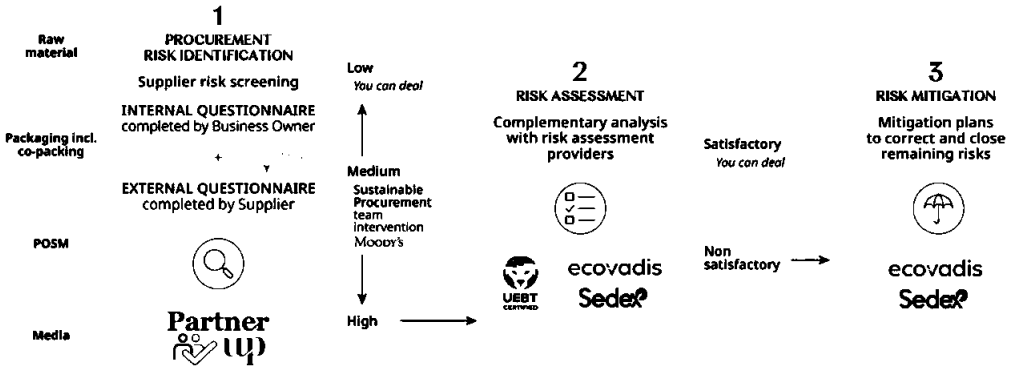
We have a continuous improvement approach and actively help suppliers develop action plans. If suppliers do not demonstrate sufficient improvement despite these efforts, we consider alternative procurement options, including shifting business to compliant suppliers.

The supplier mitigation process proactively addresses and reduces identified sustainability risks by ensuring that suppliers effectively close gaps in their ethical, social and environmental performance. All non-conformities identified must be addressed by the supplier within the given timeframe, depending on the criticality. The Group ensures supplier sustainability performance is monitored and any necessary improvements are implemented.

All new suppliers must complete the procurement process, which is updated:

- Every three years for low-risk suppliers
- Every year for high-risk suppliers

SUSTAINABLE PROCUREMENT PROCESS TO IDENTIFY, ASSESS AND MITIGATE SUPPLIERS' RISKS



Sustainable procurement achievements in FY25

In FY25, Pernod Ricard launched its new Sustainable Procurement programme, transitioning from the previous Blue Source process through the Amazone Project. This initiative prioritized categories posing the highest risks to the business, identified through a qualitative risk assessment based on probability and impact, supplier count and operating country. The categories initially included Dry Goods (Packaging), Wet Goods (Raw Materials) and POSM. Media and Co-packing have since been added to the programme's scope.

Key achievements

- **Moody's external risk database implementation**: The Moody's database was configured to refine the risk identification step, allowing for reclassification of medium-risk suppliers to low or high risk.
- **Partner Up 2.0 launch:** Partner Up 2.0 was introduced in March 2025, enhancing third-party due diligence with new questionnaires and integration with external databases. This tool supports automatic risk profile calculations and comprehensive data collection for further analysis.
- **Supplier assessment process update**: Supplier onboarding rules and assessment processes were revised to comply with ethics, compliance and procurement regulations. The process now utilizes EcoVadis for indirect suppliers, Sedex for direct suppliers, and specific certifications for agricultural suppliers. The Sedex platform membership facilitates real-time identification of non-conformities and streamlined SMETA audit analysis.

- **Supplier standards clause integration**: A clause referencing Supplier Standards was added to all new global and local contracts and Purchase Order Terms & Conditions, aligning with Pernod Ricard's sustainability and responsibility commitments.
- **Sustainable procurement champions:** A community of Sustainable Procurement Champions was established to support process roll-outs at affiliate level.
- **Pilot testing with global suppliers:** A pilot was conducted with a selection of global suppliers to test new processes, risk mapping and assessment arbitration rules, aiming to validate these elements for deployment and further integration in the Partner Up tool.
- **SMETA Audits for co-packers in India:** SMETA audits were initiated for co-packers in India, addressing identified risks within the Co-packing category.

These developments reflect Pernod Ricard's commitment to enhancing sustainable procurement practices and effective risk management.

3.4.4.3 Targets and metrics

3.4.4.3.1 Targets

Pernod Ricard has established the following targets to guide its supplier-related actions, ensuring that it avoids and/or mitigates the mismanagement of supplier relationships.

Objective	Ambition	Unit	Time horizon	FY25 performance	Progress
Support all medium- and high-risk suppliers through mitigation plans	100	%	2025	In progress	In progress

The target has been formalized with our internal procurement experts, reflecting the former procurement process, and will be therefore revised as part of our S&R strategy refresh to embed the new process described in the above sections. Sustainable Procurement and wider Procurement teams work to understand suppliers' risk, either through an audit or an online assessment, and collaborate to mitigate identified non-conformities.

3.4.4.3.2 Metrics

S&R metrics

Global suppliers

KPI	Unit	FY25
Share of Global suppliers covered by the updated process (Risk Identification Questionnaires)	%	76
Share of Global suppliers identified as high risk (post Risk Identification)	%	11
Share of Global suppliers audited by SEDEX and Ecovadis	%	51

Local suppliers

This year's sustainable procurement reporting focuses solely on global suppliers due to the transition to the Partner Up 2.0 tool, which was launched in March 2025. As part of this transition, finalized due diligence processes were migrated to ensure compliance with Sapin II regulations. During the pilot phase, 50% of global suppliers were assessed, and efforts are underway to reassess the remaining suppliers using the new process and integrate them into Partner Up 2.0 by the end of FY26. While local suppliers have completed due diligence, they have not yet been assessed using the new questionnaires and will be addressed starting in FY26. Current reporting uses pilot phase data, focusing on global supplier reassessment, as local supplier data are not yet comparable with the new process. Starting FY26, local suppliers will be included using the updated methodology.

CSRD-specified metrics

Pernod Ricard's payment practice policy aligns with all local regulations on payment terms. While some countries have specific requirements for payment terms, these are not standardized at the Group level.

As a result, the Group is not in a position to disclose the percentage of payments that align with standard payment terms in FY25. However, an internal assessment is under way to evaluate local payment standards and explore potential supplier categorisation.

Payment terms	Unit	FY25
Average time to pay an invoice	Days	47
Number of outstanding legal proceedings for late payments	Nb	0

3.5 Regulated tables

3.5.1 CSRD Correspondence table

The disclosure requirements concerning the material sustainability impacts, risks and opportunities, the policies and actions adopted to manage them, and the metrics and targets used to track the effectiveness of these policies and actions, can be found as detailed in the table below.

ESRS	Disclosure requirement	Section
ESRS 2 – General Disclosures	BP-1 - General basis for the preparation of sustainability statements BP-2 - Disclosures in relation to specific circumstances GOV-1 - Role of the administrative, management and supervisory bodies GOV-2 - Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies GOV-3 - Integration of sustainability-related performance in incentive schemes GOV-4 - Statement on due diligence GOV-5 - Risk management and internal controls over sustainability reporting SBM-1 – Strategy, business model and value chain SBM-2 - Interests and views of stakeholders SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model IRO-1 - Description of the processes to identify and assess material impacts, risks and opportunities IRO-2 - Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	3.1 ESRS 2 - General disclosures
ESRS E1 – Climate Change	E1-1: Transition plan for climate change mitigation E1-2: Policies related to climate change mitigation and adaptation E1-3: Actions and resources in relation to climate change policies E1-4: Targets related to climate change mitigation and adaptation E1-5: Energy consumption and mix E1-6: Gross Scopes 1, 2, 3, and Total GHG emissions E1-7: GHG removals and GHG mitigation projects financed through carbon credits E1-8: Internal carbon pricing E1-9: Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	3.2.1 Climate Change (ESRS E1)
ESRS E2 – Pollution	E2.IRO-1 Description of the processes to identify and assess material pollution related impacts, risks and opportunities E2-1 Policies related to pollution E2-2 Actions and resources related to pollution E2-3 Targets related to pollution E2-4 Pollution of air, water and soil E2-5 Substances of concern and substances of very high concern E2-6 Anticipated financial effects from pollution-related impacts, risks and opportunities	3.2.2 Pollution (ESRS E2)
ESRS E3 – Water and marine resources	E3.IRO-1 - Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities E3-1 Policies related to water and marine resources E3-2 Actions and resources related to water and marine resources E3-3 Targets related to water and marine resources E3-4 Water consumption E3-5 Anticipated financial effects from water and marine resources-related risks and opportunities	3.2.3 Water and Marine Resources (ESRS E3)
ESRS E4 – Biodiversity and ecosystems	E4.SBM-3 Material impacts, risks and opportunities relating to biodiversity and ecosystems E4.IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities E4-1 Transition plan and consideration of biodiversity and ecosystems in strategy and business model E4-2 Policies related to biodiversity and ecosystems E4-3 Actions and resources related to biodiversity and ecosystems E4-4 Targets related to biodiversity and ecosystems E4-5 Impact metrics related to biodiversity and ecosystems change E4-6 Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities	3.2.4 Biodiversity and Ecosystems (ESRS E4)

ESRS	Disclosure requirement	Section
ESRS E5 – Resource use and circular economy	E5.IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities E5.SBM-3 Material impacts, risks and opportunities related to resource use and circular economy E5-1 Policies related to resource use and circular economy E5-2 Actions and resources related to resource use and circular economy E5-3 Targets related to resource use and circular economy E5-4 Resource inflows E5-5 Resource outflows E5-6 Anticipated financial effects from material resource use and circular economy-related risks and opportunities	3.2.4. Resource Use and Circular Economy (ESRS E5)
ESRS S1 – Own workforce	S1.SMB-2 Interests and views of stakeholders S1.SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model S1-1 Policies related to own workforce S1-2 Processes for engaging with own workers and workers' representatives about impacts S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions S1-5 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities S1-6 Characteristics of the undertaking's employees S1-7 Characteristics of non-employee workers in the undertaking's own workforce S1-8 Collective bargaining coverage and social dialogue S1-9 Diversity indicators S1-10 Adequate wages S1-11 Social Protection S1-12 Persons with disabilities S1-13 Training and skills development metrics S1-14 Health and safety metrics S1-15 Work-life balance metrics S1-16 Compensation metrics (pay gap and total compensation) S1-17 Incidents, complaints and severe human rights impacts	3.3.1 Own workforce (ESRS S1)
ESRS S2 – Workers in the value chain	S2.SBM-2 Interests and views of stakeholders S2.SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model S2-1 Policies related to workers in the value chain S2-2 Processes for engaging with workers in the value chain about impacts S2-3 Processes to remediate negative impacts and channels for workers in the value chain to raise concerns S2-4 Taking action on material impacts on workers in the value chain, and approaches to managing material risks and pursuing material opportunities related to workers in the value chain, and effectiveness of those actions S2-5 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	3.3.2 Workers in the Value Chain (ESRS S2)
ESRS S3 – Affected Communities	S3.SBM-2 Interests and views of stakeholders S3.SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model S3-1 Policies related to affected communities S3-2 Processes for engaging with affected communities about impacts S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.3 Affected Communities (ESRS S3)

ESRS	Disclosure requirement	Section
ESRS S4 – Consumers and end-users	S4.SBM-2 Interests and views of stakeholders S4.SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model S4-1 Policies related to consumers and end-users S4-2 Processes for engaging with consumers and end-users about impacts S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions S4-5 Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities	3.3.4 Consumers and end-users (ESRS S4)
ESRS G1 – Business conduct	G1.GOV-1 The role of the administrative, management and supervisory bodies G1.SBM-3 Material impacts, risks and opportunities related to business conduct G1-1 Corporate culture and business conduct policies G1-2 Management of relationships with suppliers G1-3 Prevention and detection of corruption and bribery G1-4 Confirmed incidents of corruption or bribery G1-5 Political influence and lobbying activities G1-6 Payment practices	3.4 Governance information

3.5.2 Datapoints required by other EU legislative acts

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
GOV-1 – The role of the administrative, management and supervisory bodies	21 (d) – Board's gender diversity ratio	SFDR	Indicator 13, Table 1, Annex I	3.1.2.1.1 Board of Directors
		Benchmark Regulation	Commission Delegated Regulation (EU) 2020/1816, Annex II	
	21 (e) – Percentage of board members who are independent	Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	3.1.2.1.1 Board of Directors
GOV-4 – Statement on due diligence	30 – Statement on due diligence	SFDR	Indicator 10, Table 3, Annex I	3.1.2.2.3 Due-Diligence
SBM-1 – Strategy, business model and value chain	40 (d) i - Involvement in activities related to fossil fuel activities	SFDR	Indicator 4, Table 1, Annex I	*Not applicable*
		Pillar 3	Article 449a of Regulation (EU) No. 575/2013 Commission Implementing Regulation (EU) 2022/2453, Table 1: "Qualitative information on Environmental risk" and Table 2: "Qualitative information on Social risk"	
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	
	40 (d) ii - Involvement in activities related to chemical production	SFDR	Indicator 9, Table 2, Annex I	*Not applicable*
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	
	40 (d) iii - Involvement in activities related to controversial weapons	SFDR	Indicator 14, Table 1, Annex I	*Not applicable*
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Article 12 (1)	
	40 (d) iv - Involvement in activities related to cultivation and production of tobacco	Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 12 (1), Delegated Regulation (EU) 2020/1816, Annex II	*Not applicable*

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
E1 CLIMATE CHANGE				
E1-1 - Transition plan for climate change mitigation	14 - Transition plan to reach climate neutrality by 2050	EU Climate Law	Regulation (EU) 2021/1119, Article 2 (1)	3.2.1.3.3 Transition plan (E1-1)
	16 (g) - Undertakings excluded from Paris-aligned Benchmarks	Pillar 3	Article 449a of Regulation (EU) No. 575/2013 Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	3.2.1.3.3 Transition plan (E1-1)
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2	
		SFDR	Indicator 4, Table 2, Annex I	
E1-4 – Targets related to climate change mitigation and adaptation	34 - GHG emission reduction targets	Pillar 3	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	3.2.1.5.1 Targets
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 6	
	38 - Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)		Indicator 5, Table 1 and Indicator 5, Table 2, Annex I	
E1-5 – Energy consumption and mix	37 – Energy consumption and mix	SFDR	Indicator 5, Table 1, Annex I	3.2.1.5.2 Metrics
	40 to 43 Energy intensity associated with activities in high climate impact sectors paragraphs		Indicator 6, Table 1, Annex I	
		SFDR	Indicator 1 and 2, Table 1, Annex I	
	44 - Gross Scope 1, 2, 3 and Total GHG emissions	Pillar 3	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	3.2.1.5.2 Metrics
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)	
		SFDR	Indicator 1 and 2, Table 1, Annex I	
	53 to 55 - Gross GHG emissions intensity	Pillar 3	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	3.2.1.5.2 Metrics
		Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Article 8(1)	
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	56 - GHG removals and carbon credits	EU Climate Law	Regulation (EU) 2021/1119, Article 2(1)	*Not published*

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	66 - Exposure of the benchmark portfolio to climate-related physical risks	Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II	*Not published*
	66 (a) - Disaggregation of monetary amounts by acute and chronic physical risk	Pillar 3	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.	*Not published*
	66 (c) - Location of significant assets at material physical risk			*Not published*
	67 (c) - Breakdown of the carrying value of its real estate assets by energy-efficiency classes	Pillar 3	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral	*Not published*
	69 - Degree of exposure of the portfolio to climate-related opportunities	Benchmark Regulation	Delegated Regulation (EU) 2020/1818, Annex II	*Not published*
E2 - POLLUTION				
E2-4 – Pollution of air, water and soil	28 - Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	SFDR	Indicator 8, Table 1, Annex I Indicators 1, 2 and 3, Table 2, Annex I	*Not published*
E3 – WATER AND MARINE RESOURCES				
E3-1 – Policies related to water and marine resources	9 - Water and marine resources	SFDR	Indicator 7, Table 2, Annex I	3.2.3.3.2 Water strategy and management of associated impacts, risks and opportunities
	13 - Dedicated policy	SFDR	Indicator 8, Table 2, Annex I	3.2.3.3.2 Water strategy and management of associated impacts, risks and opportunities
E3-4 – Water consumption	14 - Sustainable oceans and seas	SFDR	Indicator 12, Table 2, Annex I	*Not material*
	28 (c) - Total water recycled and reused relating to own operations	SFDR	Indicator 6.2, Table 2, Annex I	*Not published*
	29 - Total water consumption in m^3 per net revenue on own operations	SFDR	Indicator 6.1, Table 2, Annex I	3.2.3.3.3 Water targets and metrics § CSRD-specified metrics
ESRS 2 – IRO 1 – Material impacts, risks and opportunities and their interaction with strategy and business model	16 (a) i List of material sites in its own operations specifying the activities negatively affecting biodiversity sensitive areas	SFDR	Indicator 7, Table 1, Annex I	*Not published*
	16 (b) Material negative impacts identified with regards to land degradation, desertification or soil sealing	SFDR	Indicator 10, Table 2, Annex I	3.2.4.2.2 Nature related material impacts, risks and opportunities and interactions with strategy
	16 (c) Operations that affect threatened species	SFDR	Indicator 14, Table 2, Annex I	*Not material*

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
	24 (b) - Sustainable land / agriculture practices or policies	SFDR	Indicator 11, Table 2, Annex I	3.2.4.3.1 Terroir & Nature Policy
E4-2 – Policies related to biodiversity and ecosystems	24 (c) - Sustainable oceans / seas practices or policies	SFDR	Indicator 12, Table 2, Annex I	*Not material*
	24 (d) - Policies to address deforestation	SFDR	Indicator 15, Table 2, Annex I	3.2.4.3.2 Nurturing terroirs – Farming activities § Defining mitigation actions – Terroir risk mitigation
E5 – CIRCULAR ECONOMY				
	37 (d) - Non-recycled waste	SFDR	Indicator 13, Table 2, Annex I	3.2.5.3.3 CSRD metrics
E5-5 – Resource outflows	39 - Hazardous waste	SFDR	Indicator 9, Table 1, Annex I	3.2.5.3.3 CSRD metrics
	39 - Radioactive waste	SFDR	Indicator 9, Table 1, Annex I	*Not applicable*
S1 – OWN WORKFORCE				
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	14 (f) - Risk of incidents of forced labour	SFDR	Indicator 13, Table 3, Annex I	3.3.1.2 Strategy
	14 (g) - Risk of incidents of child labour	SFDR	Indicator 12, Table 3, Annex I	3.3.1.2 Strategy
	20 - Human rights policy commitments	SFDR	Indicator 9, Table 3 and Indicator 11, Table 1 of Annex I	3.3.1.3.1 Social Policy
	21 - Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8	Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	3.3.1.3.1 Social Policy
S1-1 – Policies related to own workforce	22 - Processes and measures for preventing trafficking in human beings	SFDR	Indicator 11, Table 3, Annex I	3.3.1.3.1 Social Policy, § Measures against violence, harassment or other severe human rights violations
	23 - Workplace accident prevention policy or management system	SFDR	Indicator 1, Table 3, Annex I	3.3.1.3.2 Taking care of each other
S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns	32 (c) - Grievance/complaints handling mechanisms	SFDR	Indicator 5, Table 3, Annex I	3.3.1.5 Processes to remediate negative impacts and channels for own workers to raise concerns
S1-14 – Health and safety metrics	88 (b) and (c) - Number of fatalities and number and rate of work-related accidents	SFDR Benchmark Regulation	Indicator 2, Table 3, Annex I Delegated Regulation (EU) 2020/1816, Annex II	3.3.1.3.2 Taking care of each other § CSRD-specified metrics
	88 (e) - Number of days lost to injuries, accidents, fatalities or illness	SFDR	Indicator 3, Table 3, Annex I	*Not published*
S1-16 – Remuneration metrics (pay gap and total remuneration)	97 (a) - Unadjusted gender pay gap	SFDR Benchmark Regulation	Indicator 12, Table 1, Annex I Delegated Regulation (EU) 2020/1816, Annex II	3.3.1.3.1 Social Policy, § Offering fair compensation and benefits
	97 (b) - Excessive CEO pay ratio	SFDR	Indicator 8, Table 3, Annex I	3.3.1.3.1 Social Policy, § Offering fair compensation and benefits

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
	103 (a) - Incidents of discrimination	SFDR	Indicator 7, Table 3, Annex I	*Not published*
S1-17 – Incidents, complaints and severe human rights impacts	104 (a) - Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	SFDR Benchmark Regulation	Indicator 10, Table 1, Annex I Indicator 14, Table 3, Annex I Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)	3.3.1.3.1 Social Policy, § Measures against violence, harassment or other severe human rights violations
S2 – WORKERS IN THE VALUE CHAIN				
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	11 (b) - Significant risk of child labour or forced labour in the value chain	SFDR	Indicators 12 and 13, Table 3, Annex I	3.3.2.2 Strategy
	17 - Human rights policy commitments	SFDR	Indicator 9, Table 3 and Indicator 11, Table 1 of Annex I	3.3.2.4.2 Policies and guidelines related to workers in the value chain
	18 - Policies related to value chain workers	SFDR	Indicators 11 and 4, Table 3, Annex I	3.3.2.4.2 Policies and guidelines related to workers in the value chain
S2-1 – Policies related to value chain workers	19 - Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II	3.3.2.4.3 Action plan 3.4.4.2.3 Sustainable Procurement process
	19 - Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	SFDR Benchmark Regulation	Indicator 10, Table 1, Annex I Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	3.3.2.4.3 Action plan 3.4.4.2.3 Sustainable Procurement process
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	36 - Human rights issues and incidents connected to its upstream and downstream value chain	SFDR	Indicator 14, Table 3, Annex I	3.3.2.4.3 Action plan 3.4.4.2.3 Sustainable Procurement process
S3 – AFFECTED COMMUNITIES				
S3-1 – Policies related to affected communities	16 - Human rights policy commitments	SFDR	Indicator 9, Table 3, Annex I Indicator 11, Table 1, Annex I	3.3.3.3.2 Policies and guidelines related to affected communities
	17 - Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	SFDR Benchmark Regulation	Indicator 10, Table 1, Annex I Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	3.3.3.3.2 Policies and guidelines related to affected communities

Disclosure Requirement	Datapoint deriving from other EU legislation	Other EU legislation		Section
S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	36 - Human rights issues and incidents	SFDR	Indicator 14, Table 3, Annex I	3.3.3.3.2 Policies and guidelines related to affected communities
ESRS S4: CONSUMERS & END-USERS				
S4-1 – Policies related to consumers and end-users	16 - Policies related to consumers and end-users	SFDR	Indicator 9, Table 3 and Indicator 11, Table 1 of Annex I	3.3.4.4.1 Providing the highest quality 3.3.4.4.2 Ensuring ethical sales and marketing practices 3.3.4.4.3 Promoting Responsible Drinking
	17 - Non-respect of UNGPs on Business and Human Rights and OECD guidelines	SFDR	Indicator 10, Table 1, Annex I	*Not applicable*
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	35 - Human rights issues and incidents	SFDR	Indicator 14, Table 3, Annex I	*Not applicable*
G1 – BUSINESS CONDUCT				
G1-1– Business conduct policies and corporate culture	10 (b) - United Nations Convention against Corruption	SFDR	Indicator 15, Table 3, Annex I	3.4.2.2.2 Anti-Bribery and Corruption Policy
	10 (d) - Protection of whistleblowers	SFDR	Indicator 6, Table 3, Annex I	3.4.2.2.5 Whistleblower protection
G1-4 – Incidents of corruption or bribery	24 (a) - Fines for violation of anti-corruption and anti-bribery laws	SFDR	Indicator 17, Table 3, Annex I	3.4.2.3 Metrics
		Benchmark Regulation	Delegated Regulation (EU) 2020/1816, Annex II)	
	24 (b) - Standards of anti-corruption and anti- bribery	SFDR	Indicator 16, Table 3, Annex I	3.4.2.2.3 Bribery and Corruption – Prevention, control and mitigation 3.4.2.2.4 Mechanisms of prevention and detection

3.5.3 EU Green Taxonomy

3.5.3.1 Turnover

Total turnover can be reconciled with the income statement of FY25 consolidated financial statements:

				Substantial contribution criteria						DNSH criteria								
Economic activities	**Codes**	**Absolute turnover**	**Proportion of turnover**	**Climate change mitigation**	**Climate change adaptation**	**Water and marine resources**	**Circular economy**	**Pollution**	**Biodiversity and ecosystems**	**Climate change mitigation**	**Climate change adaptation**	**Water and marine resources**	**Circular economy**	**Pollution**	**Biodiversity and ecosystems**	**Minimum safeguards**	**Taxonomy-aligned proportion of turnover year N-1**	**Category (enabling)**	**Category (transitional)**
		EUR millions	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Taxonomy aligned																			
Turnover of taxonomy aligned activities (A.1.)		0	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
Incl. enabling		0	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
Incl. transitional		0	0%							N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
A.2. Taxonomy eligible but not taxonomy aligned activities																			
Turnover of taxonomy eligible but not taxonomy aligned activities (A.2.)		0	0%	0%	0%	0%	0%	0%	0%								0%		
TOTAL A (A.1. + A.2.)		**0**	**0%**																
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Turnover of taxonomy non eligible activities (B)		10,959	100%																
TOTAL A + B		**10,959**	**100%**																

3.5.3.2 Capital expenditures (CapEx)

The total increases in CapEx can be reconciled with the FY25 consolidated financial statements, see Section 6.3 Consolidated balance sheet.

				Substantial contribution criteria						DNSH criteria									
Economic activities	Codes	Absolute Capex	Proportion of Capex	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of Capex year N-1	Category (enabling)	Category (transitional)
		EUR millions	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E/T*	
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Taxonomy aligned																			
Production of heat/cool using waste heat	CCM 4.25	14	1.8%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	4.8%		
Transmission and distribution of electricity	CCM 4.9	8	1.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.1%		T
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	2	0.2%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.1%	E	
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.6%	E	
Acquisition and ownership of buildings	CCM 7.7	8	1.1%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.0%		
Capex of taxonomy aligned activities(A.1)		33	4.1%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5.7%		
Incl. enabling		10	1.3%		0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.7%		
Incl. transitional		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.1%		
A.2. Taxonomy eligible but not taxonomy aligned activities																			
Conservation, including restoration, of habitats, ecosystems and species	BIO 1.1	0	0.0%	N/EL	N/EL	N/EL	N/EL	N/EL	EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Conservation forestry	CCM 1.4	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Creative, arts and entertainment activities	CCA 13.1	0	0.0%	N/EL	EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Libraries, archives, museums and cultural activities	CCA 13.2	0	0.0%	N/EL	EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Flood risk prevention and protection infrastructure	CCA 14.2	0	0.0%	N/EL	EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Water supply	WTR 2.1	0	0.0%	N/EL	N/EL	EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		

				Substantial contribution criteria						DNSH criteria									
		Absolute Capex	Proportion of Capex	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of Capex year N-1	Category (enabling)	Category (transitional)
Economic activities	**Codes**	*EUR millions*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E/T*	
Production of alternative water resources for purposes other than human consumption	CE 2.2	0	0.0%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Construction of new buildings	CE 3.1	1	0.1%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Nature-based solutions for flood and drought risk prevention and protection	WTR 3.1	0	0.0%	N/EL	N/EL	EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Renovation of existing buildings	CE 3.2	0	0.0%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Demolition and wrecking of buildings and other structures	CE 3.3	1	0.1%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Maintenance of roads and motorways	CE 3.4	1	0.1%	N/EL	N/EL	N/EL	EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.4%		
Manufacture of biogas and biofuels for use in transport and of bioliquids	CCM 4.13	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
District heating/cooling distribution	CCM 4.15	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Installation and operation of electric heat pumps	CCM 4.16	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Electricity generation using solar photovoltaic technology	CCM 4.1	0	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.2%		
Production of heat/cool from bioenergy	CCM 4.24	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Production of heat/cool using waste heat	CCM 4.25	5	0.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Electricity generation from bioenergy	CCM 4.8	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Transmission and distribution of electricity	CCM 4.9	2	0.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.9%		
Renewal of water collection, treatment and supply systems	CCM 5.2	1	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Construction, extension and operation of waste water collection and treatment	CCM 5.3	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Renewal of waste water collection and treatment	CCM 5.4	1	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Anaerobic digestion of sewage sludge	CCM 5.6	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		

				Substantial contribution criteria						DNSH criteria								
		Absolute Capex	Proportion of Capex	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy-aligned proportion of Capex year N-1	Category (enabling)	Category (transitional)
Economic activities	Codes	*EUR millions*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E/T*	
Composting of bio-waste	CCM 5.8	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Urban and suburban transport, road passenger transport	CCM 6.3	1	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	24	3.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.9%		
Freight transport services by road	CCM 6.6	0	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Construction of new buildings	CCM 7.1	97	12.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8.6%		
Renovation of existing buildings	CCM 7.2	1	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.2%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	3	0.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.4%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	1	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Acquisition and ownership of buildings	CCM 7.7	102	13.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4.1%		
Close to market research, development and innovation	CCM 9.1	0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		
Capex of taxonomy eligible but not taxonomy aligned activities (A.2.)	N/A	243	30.7%	30.4%	0.0%	0.0%	0.3%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19.6%		
TOTAL A (A.1. + A.2.)	**N/A**	**276**	**34.9%**	**34.5%**	**4.2%**	**0.0%**	**0.3%**	**0.0%**	**0.0%**								**23%**		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Capex of taxonomy non eligible activities (B)	N/A	515	65.1%																
TOTAL A + B	**N/A**	**790**	**100%**																

3.5.3.3 Operating expenditures (OpEx)

The operating expenditure can be reconciled in the income statement of the FY25 consolidated financial statements.

				Substantial contribution criteria						DNSH criteria									
Economic activities	**Codes**	**Absolute Opex**	**Proportion of Opex**	**Climate change mitigation**	**Climate change adaptation**	**Water and marine resources**	**Circular economy**	**Pollution**	**Biodiversity and ecosystems**	**Climate change mitigation**	**Climate change adaptation**	**Water and marine resources**	**Circular economy**	**Pollution**	**Biodiversity and ecosystems**	**Minimum safeguards**	**Taxonomy-aligned proportion of Opex year N-1**	**Category (enabling)**	**Category (transitional)**
		EUR millions	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Taxonomy aligned																			
Opex of taxonomy aligned activities (A.1.)		0	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
Incl. enabling		0	0%	0%	0%	0%	0%	0%	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
Incl. transitional		0	0%	0%						N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
A.2. Taxonomy eligible but not taxonomy aligned activities																			
Opex of taxonomy eligible but not taxonomy aligned activities (A.2.)		0	0%	0%	0%	0%	0%	0%	0%								0%		
TOTAL A (A.1. + A.2.)		**0**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**0%**		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Opex of taxonomy non eligible activities (B)		8,011	100%																
TOTAL A + B		**8,011**	**100%**																

3.5.3.4 Nuclear energy and fossil gas related activities (Climate delegated act 2022/1214, Appendix XII)

Row	**Nuclear energy related activities**	**YES/NO**
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades	NO
Row	**Fossil gas related activities**	**YES/NO**
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

3.6 Methodological note

This methodological note provides transparency on the scope, reporting methods, data sources and calculation approaches used for the ESRS E, S and G indicators in compliance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). This data is reported annually and relates to the period from 1 July 2024 to 30 June 2025.

3.6.1 General reporting principles

3.6.1.1 Scope & Perimeter

3.6.1.1.1 Environmental data

Pernod Ricard's environmental reporting relates to industrial sites and vineyards under the Group's operational control on 30 June in the financial year in question and operational throughout the year. It does not cover logistics warehouses outside industrial sites (only involves a few isolated warehouses). The environmental impact of offices (administrative sites: head offices or sales offices) reported here relates to their energy consumption and use of renewable electricity only. The integration of new sites in the environmental reporting scope (acquisitions or commissioning of new sites) starts only after one full financial year of activity.

The FY25 reporting covers 94 industrial sites, comprising 1 new site since FY24 and 9 sites decommissioned during the course of the reporting year. The industrial scope for this financial year therefore covers:

- A production volume of 996,683 million litres (finished products either bottled or in bulk), compared with 1,002 million in FY24; and
- A volume of distilled alcohol of 238,107 million litres in FY25, compared with 265 million litres in FY24.

Data from Pernod Ricard Winemakers' production sites decommissioned during the fiscal (in Spain, New Zealand and Australia) are considered for a nine-month reporting period, unless specified otherwise.

The Turku site was decommissioned during the year. Its contribution to the environmental indicators is not significant compared to the Group data; therefore, it is not included unless specified otherwise.

3.6.1.1.2 Social data

The social analysis in this report is based on all Group entities reporting data for their employees for the relevant period. When the Group acquires full ownership of a new entity, its corporate HR data is included in full in the figures during the following financial year at the latest. At the end of each financial year, the list of entities within the Group's social reporting is compared to the financial reporting list to ensure completeness. In FY25, reporting covered 132 entities with employees during the year.

Social data is reported at the legal entity level. Employees are included in the headcount of the legal entity with which they have an employment contract.

The following entities were updated in FY25:

- The Whisky Experience – transferred to Speciality Drinks Limited in May 2025
- Pernod Ricard Winemakers Australia – sold in FY25
- Pernod Ricard Winemakers New Zealand – sold in FY25
- Pernod Ricard Winemakers Spain – sold in FY25
- Bodegas Tarsus, S.A. – sold in FY25
- Absolut Home – closed during FY25
- Pernod Ricard Ghana – closed by the end of the FY25
- Austin Nichols & Co., Inc. – merged with Pernod Ricard USA LLC on 1 January 2025
- PERNOD RICARD KOREA IMPERIAL CO LTD – transferred to Pernod Ricard Korea during FY25
- The Absolut Company International AB – active from April 2025, first year of reporting
- Pernod Ricard Overseas, Inc – formerly inactivated, reactivated during FY25

The social reporting indicators are selected to provide the Group with a reliable and accurate picture of its global footprint. The data collected enable Pernod Ricard to be increasingly socially responsible in respect of its employees worldwide.

Indicators relating to responsible drinking cover all Pernod Ricard affiliates (Brand Companies and Market Companies). When several affiliates are located in the same country, the implementation of the responsible drinking roadmap and the associated action plans may be carried out by a single affiliate.

3.6.1.1.3 Governance data

For Sustainable Procurement-related information, the scope covers the Packaging (Dry goods) including Co-packing, Raw Material (Wet goods), Point of sale material and Media purchasing categories. The analysis excludes: A&P (Advertising & Promotions), Media, IT, Business Services, Travel and Manufacturing (incl. Logistics). The KPIs disclosed cover the global suppliers of all affiliates, as defined in Section 3.6.2.3.1, in subcategory Supplier Relationship Management.

Other governance-related data cover all affiliates within the Group, unless specified otherwise within the tables in section 3.6.2.3.1.

3.6.1.2 Reporting methods

To ensure the standardisation and reliability of results, non-financial indicators are formalised in reporting procedures. This includes specific definitions for each indicator, which are passed on to all Managers involved in collecting and consolidating data.

Pernod Ricard constantly seeks to improve the collection and analysis of its data. It accordingly updates its procedures and user guide annually in line with the Group's evolving needs. Improvements are made to ensure compliance with:

- Applicable requirements set out in the Corporate Sustainability Reporting Directive (CSRD) and related European Sustainability Reporting Standards (ESRS)
- Article 8 of Regulation (EU) 2020/852 for Taxonomy information
- Applicable national or international frameworks related to ESG reporting

Updates also result from contributions from affiliates when reporting data and auditor feedback. Any changes from the previous year are highlighted.

Environmental information

Several years ago, we implemented a global solution at Group level used by all manufacturing sites (covering all activities) for quarterly progress reports on most environmental KPIs. Quarterly reporting includes production, water, energy and carbon-related KPIs, whereas waste and wastewater information is reporting annually. This tool has been extended to administrative offices in 2024 and this year to our own vineyards, to consolidate all information in a dedicated tool.

Information on Scope 3, Terroir or Circularity-related KPIs are collected via other tools, some monitored quarterly by Procurement teams, some annually via manual collection files, such as the emission factors from suppliers or other terroir or circularity indicators not consolidated using the global environmental reporting tool.

Social Information

For Human Resources information, several years ago we implemented a global solution used by affiliates (with some exclusions noted in dedicated KPI sections) to report their social information. The information is extracted annually to an in-house solution that allows data verification, calculation of KPIs and correction of potential errors. Training information is partly collected via this tool, and also through other systems, allowing live monitoring of e-learning and other training completion. Remuneration indicators are calculated annually. All details are available in the dedicated tables below in the Social section.

Health & Safety data are collected, consolidated and monitored through the same global solution as environmental indicators. All health & safety incidents are reported live and controlled monthly by Global HQ teams.

Quality information is collected, consolidated and monitored through the same global solution as environmental indicators. All quality incidents are reported live and controlled monthly by Global HQ teams. Certifications are reported by affiliates to the HQ on an annual basis.

Responsible drinking data and KPIs are calculated once a year, based on the annual reporting by affiliates through dedicated applications. Responsible Marketing information is followed monthly through internal dashboards.

Governance information

Information related to mandatory Code of Business Conduct training is reported via live tools implemented for several years within the Group. Other KPIs related to Corruption & Bribery are collected through the same platform as QSE topics.

Information related to sustainable procurement process is monitored monthly in a dedicated monitoring file by HQ Global teams for Global suppliers. Published KPIs are consolidated annually.

EU Green Taxonomy information

For EU Green Taxonomy indicators, this reporting exercise is led jointly by the Finance and Sustainability teams, mobilising affiliates' Sustainability, Finance, Operations and Purchasing departments. The main interpretations used to roll out this regulation are mentioned in the following section. Pernod Ricard has ensured that there is no double counting in the calculation of turnover, CapEx and OpEx KPIs across activities, as directly allocable turnover, CapEx and OpEx are considered.

3.6.1.3 Consolidation, internal control and validation (internal data governance structures, external assurance processes and third-party audits)

This year, to facilitate the implementation of the CSRD, we have implemented a data consolidation tool to unify our data source. This tool collects the data which was processed and consolidated at management entity level, then at Management Entity or Brand level, consolidates it and enables the calculation of the CSRD datapoints. A formal sign-off is then sent to the CEO of each entity to validate the data at local level before it is sent to the Headquarters. Each entity collecting and compiling data is responsible for the indicators reported and certifies the data as well as the checks done.

This control is facilitated by automatic checks within the data entry tool in the consolidation documents sent to the Market Companies or Brand Companies and in the consolidation tool. Amongst other things, these include consistency checks against previous years and between the indicators themselves. For social indicators, at each step the affiliates can explain any variations versus the previous financial year. For variations of 10% or more, a comment is required to facilitate understanding and tracking.

Once all the data have been collected, the Headquarters performs consistency checks to identify any reporting or input errors. When there are significant variations, the Group checks with the affiliates to ensure the data is valid. Finally, the Headquarters consolidates these data.

Regarding the EU Taxonomy, Pernod Ricard has ensured that there is no double counting in the calculation of turnover, CapEx and OpEx KPIs across activities, as directly allocable turnover, CapEx and OpEx are considered.

3.6.2 Specific information on indicators

3.6.2.1 Environmental indicators

3.6.2.1.1 Climate change (ESRS E1)

DP	KPI	Calculation method and changes	Scope
E1-6_07	Scope 1 GHG emissions	GHG Protocol Corporate Standard (version 2004). All activity data and emissions factors are collected and consolidated through Intelex SPI platform to perform automatic calculation. GHG emissions for non-FLAG Scope 1 are based on activity data related to fuel usage. Energy consumption includes all direct energy sources (natural gas, oil, bioenergy, etc.). For scope 1 FLAG, activity data include fuel usage from on-farm machinery, fertilizer usage, generated and burnt crop residues in our field operations.	Sites under full operational control of Pernod Ricard, on which Pernod Ricard has 50% or more of shares: • All production sites with activities and staff • Owned or leased vineyards • Other sites if located on the production sites (head offices, warehouses, visitor centers, etc.) • All administrative sites • Vehicles owned or leased by Pernod Ricard Scope 1 FLAG dedicated to our owned or leased vineyards includes: • CO_2 emissions from machinery used on-farm • Direct and Indirect N_2O emissions from fertilizer and crop residues; N_2O and CH 4 emissions from burning agricultural waste
E1-6_08	Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	% of Scope 1 GHG emission from regulated emission trading schemes = Total Scope 1 GHG Emissions (only for sites covered by ETS) / E1-6_07 (Total Scope 1 GHG Emissions)	Cf. E1_6_08

DP	KPI	Calculation method and changes	Scope
ENERGY			
Pernod Ricard entity specific metrics			
	% renewable electricity	Part of renewable electricity in total electricity consumed. This includes renewable electricity generated or co-generated on site and electricity covered by green certificates.	**Included**: • Manufacturing sites, with exclusions • All administrative sites **Excluded**: • All owned vineyards sites • From manufacturing sites: Pernod Ricard Winemakers Australia, New Zealand and Spain sites
CSRD-specified metrics			
E1-5_10	Energy consumption from non-renewable sources	Sum of: • Fuel consumption from coal and coal products • Fuel consumption from crude oil and petroleum products • Fuel consumption from natural gas • Fuel consumption from other fossil sources • Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources • Energy consumption from nuclear sources	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites • Vehicles leased or owned used for business concerns
E1-5_16	Non-renewable energy production	We may have some isolated cases of non-renewable electricity production: we will investigate and add this indicator to our reporting process if relevant.	*N/A*
E1-5_17	Renewable energy production	Renewable energy generated on sites owned by Pernod Ricard: hydropower, wind power, solar power, geothermal power, wood, crops, landfill, sewage, methanization, biofuels and others. This excludes electricity generated from combined Heat and Power Plant, electricity generated from cogeneration or emergency back-up generators.	**Included**: • All manufacturing sites • All administrative sites **Excluded**: • All owned vineyards sites: we do not produce energy in our vineyards at the moment
E1-5_06	Energy consumption from renewable sources	Includes: • Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) • Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources • Consumption of self-generated non-fuel renewable energy Note: This indicator does not exactly equal the sum of the above. As the electricity from co-generation units is included both as self-generated renewable energy and as biomass fuel consumption used to produce it, we removed the electricity generated from renewable sources in the total.	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites
E1-5_09	Share of renewable sources in total energy consumption (%)	The share of renewable sources in total energy consumption is the percentage of energy consumed that is derived from renewable sources in total energy consumption.	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites • Vehicles leased or owned
E1-6_21	Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation (Scope 2 emissions	Electricity consumed at manufacturing and administrative sites related to an energy attribute certificate or other instrument that is traded with the underlying energy produced.	**Included**: • All manufacturing sites • All administrative sites **Excluded**: • All owned vineyards sites
E1-6_22	Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims (Scope 2 emissions)	Electricity consumed at manufacturing and administrative sites related to an energy attribute certificate or other instrument that is separate, and may be traded separately, from the underlying energy produced.	**Included**: • All manufacturing sites • All administrative sites **Excluded**: • All owned vineyards sites
E1-5_18	Energy intensity from activities in high climate impact sectors	Same datapoint as E1-5_01 Total Energy Consumption	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites • Vehicles leased or owned

DP	KPI	Calculation method and changes	Scope
SCOPE 1 GHG EMISSIONS			
Pernod Ricard entity specific metrics			
	Scope 1, industrial GHG emissions	GHG emissions from direct energy sources consumed at owned or controlled manufacturing sites Source of EF: • DEFRA (2024)	**Included**: • All manufacturing sites **Excluded**: • All owned vineyards sites • All administrative sites • Vehicles leased or owned
CSRD-specified metrics			
E1-6_07	Non-FLAG Scope 1 GHG emissions	Non-FLAG Scope 1 GHG emissions are calculated based on direct energy consumptions whose usage is not related to farming activities. Source of EF: • DEFRA (2024)	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites • Vehicles leased or owned
E1-6_07	FLAG Scope 1 emissions	FLAG Scope 1 GHG emissions are calculated based on activity data related to the use of fuels for on-farm machinery, fertilizers usage, and generated / burnt crop residues in our field operations. It includes: • CO_2 emissions from machinery used on-farm • Fertilizer: Direct N_2O emissions from soil due to fertilizer application • Fertilizer: Indirect N_2O emissions from leaching, runoff and volatilization • N_2O emissions from crop residue • CH_4 and N_2O emissions from burning agricultural waste Source of EF: • DEFRA (2024) • Agribalyse • IFADATA • IPCC (2019 Refinement to 2006 Guidelines)	**Included**: • All owned vineyards sites **Excluded**: • All manufacturing sites • All administrative sites • Vehicles leased or owned
E1-6_08	Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	The percentage is based on the scope 1 GHG emissions from the installations that are subject to regulated emission trading schemes. For Pernod Ricard, the following emission schemes apply: European ETS (EU ETS)	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites • Vehicles leased or owned
SCOPE 2 GHG EMISSIONS			
Pernod Ricard entity specific metrics			
	Scope 2, Industrial GHG emissions (Market-based)	GHG emissions from indirect energy sources (purchased or acquired electricity, steam, heating or cooling) consumed at owned or controlled manufacturing sites and accounting following the market-based methodology. This methodology distinguishes renewable energy purchases, which consist of options approved by RE100 (e.g., power purchase agreements, on-site solutions, bundled and unbundled energy certificates) from non-renewable electricity purchases. Source of EF: • IEA (2024) - electricity • DEFRA (2024) - heat and steam	**Included**: • All manufacturing sites **Excluded**: • All owned vineyards sites • All administrative sites • Vehicles leased or owned
CSRD-specified metrics			
E1-6_10	Non-FLAG Scope 2 indirect GHG emissions (Market-based)	Non-FLAG Scope 2 emissions calculated based on indirect energy consumptions (purchased or acquired electricity, steam, heating or cooling) using the market-based methodology. This methodology distinguishes renewable energy purchases, which consist of options approved by RE100 (e.g., power purchase agreements, on-site solutions, bundled and unbundled energy certificates), from non-renewable electricity purchases. Source of EF: • IEA (2024) - electricity • DEFRA (2024) - heat and steam	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites
E1-6_09	Non-FLAG Scope 2 indirect GHG emissions (Location-based)	Non-FLAG Scope 2 emissions calculated based on indirect energy consumptions (purchased or acquired electricity, steam, heating or cooling), using the location-based methodology, i.e., using local grid emissions factors Source of EF: • IEA (2024) - electricity • DEFRA (2024) - heat and steam	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites

DP KPI	Calculation method and changes	Scope
SCOPE 3 GHG EMISSIONS		
GHG Protocol categories		
1. Purchased goods and services	This category includes emissions associated with purchased goods and services - dry goods (glass, cardboard, closures, etc.), wet goods (alcohol, cereals, sugar, etc.), services (A&PS, consulting fees, general expenses, facility management, etc.). Promotional items are excluded for FY25 due to unavailable data. Physical purchased data (tonnes, hl, hl AP) are submitted by the Procurement Department through a procurement reporting tool. Monetary data consolidated by the Procurement Department are used for purchases of services. Source of EF: • Glass: supplier-specific cradle-to-gate emission factors from internal glass EF calculator tool and industry-average emission factors (FEVE, Eurostat) if suppliers data are not available • Other packaging materials: FEFCO (Federation of Corrugated Board Manufacturers), Ademe, Ecoinvent • Wet goods (excl. LUC): supplier-specific emission factors, industry-average emission factors (SWA, Bonsucro, BNIC, CIVC) and other sources (Agribalyse, Agrifootprint, Ecoinvent, WFLDB, etc.) • FLAG Land-Use Change: Geofootprint and Bonsucro. • Purchased services: monetory factors from USEEIO (2017)	**Included:** • All affiliates with manufacturing activities **Excluded**: • All affiliates with only distribution activities
2. Capital goods	This category includes emissions from the purchase of capital goods over the reporting year (cask, warehouses, capacity increase, replacement and maintenance, cars, IT equipment, S&R, etc.) Monetary data consolidated by Finance Department are used for all capital goods categories. Source of EF: • Monetary factors from Exiobase (2020)	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	This category includes upstream emissions from extraction, transmission and distribution losses of energy (fossil fuels, electricity, steam/heat, etc.). These emissions are not included in Scope 1 or 2, which cover only emissions related to the combustion or use of these energies. Activity data are based on direct energy consumptions reported by each site through our Environmental Reporting tool. Source of EF: • DEFRA (2024) • IEA (2024)	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative site
4. Upstream transportation and distribution	This category includes Well-to-Wheel (WTW) emissions associated with the following transportation categories: • Purchased goods: dry goods and wet goods (from Tier 1 suppliers to manufacturing sites) • Intra-company: semi or finished goods within the scope of the same affiliate's activities • Inter-company: semi or finished goods between two PR affiliates • Brand-to-market: finished goods from manufacturing affiliates to market companies • In-market: finished goods from market companies' warehouses to first-paying customers Physical transportation data (tonnes transported) are reported through various tools: procurement reporting, supply chain reporting and environmental reporting. Source of EF: • Purchased goods: EcoTransIT (compliant with GLEC Framework and ISO 14083) • Intra-company: GLEC Framework • Inter-company: EcoTransIT • Brand-to-market: EcoTransIT • In-market: GLEC Framework	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
5. Waste generated in operations	This category includes emissions associated with waste generated in operations that is landfilled, incinerated and recycled. Physical data on waste production by waste type and treatment methods are supplied by Production Departments through our Environmental Reporting tool. This excludes emissions from the treatment of wastewater, as related emissions are considered negligible. Source of EF: • DEFRA (2024)	**Included:** • All affiliates with manufacturing activities **Excluded**: • All affiliates with only distribution activities

DP KPI	Calculation method and changes	Scope
6. Business travel	This category includes emissions of flights, road, rail journeys and overnight hotel stays. All emissions data are supplied by Travel Department through our Travel management software. Source of EF: • CWT internal calculation using DEFRA methodology	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
7. Employee commuting	This category includes emissions from employees commuting to work (e.g, car, metro, etc.). Physical data are supplied by Human Resources Department. Source of EF: • Quantis Scope 3 Evaluator tool	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
9. Downstream transportation and distribution	This category includes emissions associated with the storage of bottled products in distributors' warehouses and emissions linked to the final consumer journey from their residence to the purchasing place. Physical data (sales in 9-litre cases) are supplied by Finance Department. Source of EF: • IEA (2024) - storage • ADEME - transportation	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
11. Use of sold products	This category consists of refrigeration of wines and spirits sold by Pernod Ricard. Source of EF: • IEA (2024)	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
12. End-of-life treatment of sold products	This category includes emissions from the waste disposal and treatment of products sold by Pernod Ricard at the end of their life cycle. Physical data (glass and cardboard) are supplied by Procurement Department through the Procurement reporting tool. Source of EF: • DEFRA (2024) • Eurostat for recycling rate	**Included:** • All affiliates with manufacturing activities **Excluded**: • All affiliates with only distribution activities
15. Investments	This category includes emissions from investments made by Pernod Ricard. Monetary data are consolidated by the Finance Department. Emissions are estimated based on the Scopes 1 and 2 emissions associated with the investment (e.g, equity shares in a company Pernod Ricard does not control).	**Included:** • All entities on which Pernod Ricard owns minority, non-controlling shares. **Excluded**: • All entities on which Pernod Ricard owns majority, controlling shares.
FLAG Scope 3 GHG emissions	FLAG Scope 3 emissions gather the GHG emissions from the following activities: • All emissions from Land Use Change (or LUC), including those associated with livestock feed and conversion of natural forests to plantation • Land management emissions (non-LUC), gathering all emissions from land management. It also accounts for emissions related to on-farm vehicles and fertilizer (including their production). For the FLAG SBTi target, our scope considers the following wet goods categories: • Agave, Cereals, Grapes & wine products and Pure neutral alcohol We exclude the following categories: • Bulk finished alcohol, Fruits & plants, Ingredients, Molasses, Sugar and Processing aids	**Included**: • All manufacturing sites • All owned vineyards sites
Non-FLAG Scope 3 GHG emissions	Non-FLAG Scope 3 emissions refer to all other GHG emissions from broader industrial activities beyond the farm gate, meaning emissions that are not related to agricultural activities: transport, processes, energy use, packaging, etc. The Non-FLAG SBTi scope includes the following Scope 3 categories: • Category 1 Purchased goods and services: purchased dry goods and purchased wet goods • Category 4 Upstream transportation and distribution	**Included**: • All manufacturing sites • All owned vineyards sites • All administrative sites

DP	KPI	Calculation method and changes	Scope
BIOGENIC EMISSIONS			
CSRD-specified metrics			
E1-6_17	Biogenic emissions of CO_2 from the combustion or biodegradation of biomass not included in Scope 1 GHG emissions	Biogenic CO_2 emissions refer to carbon dioxide emissions originating from biological sources or materials derived from biological matter. This includes CO_2 released during the combustion or biodegradation of: • Biogas • Bioethanol • Biodiesel • Biomethane • Wood logs • Wood chips • Wood pellets • Grass/Straw • Crop residues Source of EF: • DEFRA (2024) - out of scopes • IPCC (2019 Refinement to 2006 Guidelines)	**Included**: • All manufacturing sites • All owned vineyards sites **Excluded**: • All administrative sites
E1-6_17	Biogenic emissions of CO_2 from combustion or bio-degradation of biomass that occur in the value chain not included in Scope 3 GHG emissions	Biogenic CO_2 emissions refer to carbon dioxide emissions originating from biological sources or materials derived from biological matter. This includes CO_2 released during the combustion or biodegradation of biomass consumption from all our Indian Grain Neutral Spirit (GNS) Suppliers. The biomass activity data are collected through our GNS EF calculator tool. Source of EF: • DEFRA (2024) - out of scopes	**Included**: • Indian grain neutral spirit suppliers **Excluded**: • All other suppliers

3.6.2.1.2 Pollution (ESRS E2)

DP	KPI	Calculation method and changes	Scope
Pernod Ricard entity-specific metrics			
% of production sites certified ISO 14001		The percentage of manufacturing sites that are certified against the ISO 14001 standard.	**Included**: • All manufacturing sites **Excluded**: • Owned vineyards & administrative sites
CSRD-specified metrics			
E2-4_03	Average COD by water discharged	Average Chemical Oxygen Demand (COD) content of total wastewater discharged by Pernod Ricard's manufacturing sites.	**Included**: • All manufacturing sites **Excluded**: • Owned vineyards & administrative sites

3.6.2.1.3 Water and Marine Resources (ESRS E3)

KPI	Calculation method and changes	Scope
Pernod Ricard entity-specific metrics		
Manufacturing Sites		
Total water abstraction	Water drawn into the boundaries of Pernod Ricard's manufacturing operations from all sources (public network, groundwater, springs, surface water) and for any use over the course of the reporting period. This data is obtained through meter measurements or from best estimates if the data is unavailable. It includes: • Water incorporated in our products • Water used in industrial processes and cleaning • Cooling water, evaporated or released back in the environment • Water for domestic use	**Included**: • All manufacturing sites **Excluded**: • All owned vineyard sites • All administrative sites
Total water consumption	Water withdrawn from all sources (public network, groundwater, springs, surface water) which are returned modified (e.g., change in temperature, organic contents, etc.) or to a different location from the withdrawal site. It includes: • Water incorporated in our products • Water used in industrial processes and cleaning • Cooling water evaporated • Water for domestic use	**Included**: • All manufacturing sites **Excluded**: • All owned vineyard sites • All administrative sites
Overall water consumption intensity	**Target**: *Reduce overall water consumption intensity (per unit of distilled alcohol) by 20% vs. FY18* Ratio between the water consumed by all manufacturing sites and the total volume of pure alcohol distilled during the course of reporting period.	**Included**: • All manufacturing sites **Excluded**: • All owned vineyard sites • All administrative sites
Total water consumption at distilleries	Water withdrawn by distilleries from all sources (public network, groundwater, springs, surface water) which are returned modified (change in temperature, organic contents, etc.) or to a different location from the withdrawal. It includes: • Water incorporated in our products • Water used in industrial processes and cleaning • Cooling water evaporated • Water for domestic use	**Included**: • All distilleries **Excluded**: • All manufacturing sites other than distilleries • All owned vineyard sites • All administrative sites
Water consumption intensity at distilleries	**Target**: *Reduce the water consumption intensity in distilleries only (per unit of distilled alcohol) by 20.9% vs. FY18* Ratio between the water consumed by distilleries and the total volume of pure alcohol distilled during the course of the reporting period. It is calculated using the total water consumption of distilleries, including that related to all their other activities (bottling, winemaking, ageing, other) located on the same site	**Included**: • All distilleries **Excluded**: • All manufacturing sites other than distilleries • All owned vineyard sites • All administrative sites
Total Wastewater Discharged	All wastewater discharged by manufacturing sites, including: • Water discharged to external network • Water discharged to surface water, including wastewater discharged to the soil (excluding intentional agricultural irrigation) • Water intentionally discharged for non-agricultural irrigation	**Included**: • All manufacturing sites **Excluded**: • All owned vineyard sites • All administrative sites
Owned Vineyards		
Total water consumption	Water drawn into the boundaries of Pernod Ricard's vine-growing activity from all sources (public network, groundwater, springs, surface water) and for any use over the course of the reporting period. This data is obtained through meter measurements. It includes: • Irrigation water • Water used for other activities (cleaning, diluting chemicals, etc.)	**Included**: • All owned vineyard sites **Excluded**: • All manufacturing sites • All administrative sites

KPI		Calculation method and changes	Scope
Water replenishment			
Company-owned sites in areas at risk Dedicated co-packers in areas at risk		**Target**: *Replenish 100% of water in watersheds for production sites and dedicated co-packers located in high-risk areas* Water consumption: water withdrawn from all sources by Pernod Ricard's manufacturing sites and dedicated co-packers, which is returned modified or to a different location from the withdrawal site, the latter being located in a high or extremely high water risk basin. The water risk level of areas where Pernod Ricard's manufacturing sites and dedicated co-packers operate are mapped using WRI's Aqueduct Water Risk Atlas. To assess the water risk, we calculate an index that incorporates the current overall water risk, the current water stress and the 2050-projected water stress. A high level of water risk corresponds to a combined score that exceeds 3 on a scale from 1 to 5. Water credits: sum of all the volumes of water balanced by the water replenishment project, capped at site level by the site's annual water consumption (e.g., if a site consumes 10,000 m3 of water during the year and the water benefit related to its replenishment project amounts to 15,000 m3, only 10,000 m3 will be accounted as water credits, to ensure that water replenished is only accounted at watershed level). Replenishment completion: ratio of total water credits to total water consumption	**Included**: • All manufacturing sites located in high or extremely high water risk basins • Dedicated co-packers* located in high or extremely high water risk basins **Excluded**: • All manufacturing sites not located in high water risk basins • All dedicated co-packers* not located in high water risk basins • All owned vineyards • All administrative sites
CSRD-specified metrics			
E3-4_11	Total water withdrawals	The sum of all water drawn into the boundaries of Pernod Ricard, from all sources and for any use over the course of the reporting period. Pernod Ricard's current water accounting excludes water consumed at administrative and on own agave fields. Water consumption data from administrative sites lack accessibility and reliability and are considered non-material (<1% of total consumption from the Group's operations, i.e., manufacturing and vineyard activities). Water consumption data from agave fields are not included because these crops are not irrigated.	**Included**: • All manufacturing sites • All owned vineyard sites **Excluded**: • All administrative sites • All agave farming sites
E3-4_12	Total water discharges	The sum of effluents and other water leaving the boundaries of the organisation and released to surface water, groundwater or third parties over the course of the reporting period. Owned vineyards are not included in the scope of water discharges because irrigation water is considered as a consumption, and this activity does not release effluents.	**Included**: • All manufacturing sites **Excluded**: • All owned vineyard sites • All administrative sites • All agave farming sites
E3-4_01	Total water consumption	The amount of water drawn into the boundaries of Pernod Ricard and not discharged back to the water environment or a third party over the course of the reporting period. Pernod Ricard's current water accounting excludes water consumed at administrative and on own agave fields. Water consumption data from administrative sites lack accessibility and reliability and are considered non-material (<1% of total consumption from the Group's operations, i.e., manufacturing and vineyard activities). Water consumption data from agave fields are not included because these crops are not irrigated.	**Included**: • All manufacturing sites • All owned vineyard sites **Excluded**: • All administrative sites • All agave farming sites
E3-4_08	Water intensity ratio	The water intensity ratio is a metric providing the relationship between a volumetric aspect of water and a unit of activity (products, sales, etc.) created. Here, this metric describes the Group's water consumption to net revenue ratio. The water intensity ratio calculated for CSRD disclosure differs from the water consumption intensity calculated for Pernod Ricard S&R target monitoring. The KPI required by CSRD assesses the water performance of the Group's operations (i.e., own manufacturing sites and vineyard fields) based on the Group's net revenue. The S&R KPIs assess the water performance of the Group's industrial sites based on the volume of alcohol distilled.	**Included**: • All manufacturing sites • All owned vineyard sites **Excluded**: • All administrative sites • All agave farming sites

KPI		Calculation method and changes	Scope
E3-4_02	Total water consumption in areas at water risk, including areas of high water stress	The amount of water drawn into the boundaries of Pernod Ricard and not discharged back to the water environment or a third party, specifically within regions identified as being at water risk. These areas include water catchments where: • Physical aspects related to water lead to one or more water bodies being in less than good status or deteriorating in status (as defined in Directive 2000/60/EC of the European Parliament and of the Council), including high water stress; and/or • Issues arise regarding the accessibility of water, or regulatory or reputational concerns (including shared use of water with communities and affordability of water) for Pernod Ricard's facilities and those of key suppliers. The level of water stress of areas where Pernod Ricard's manufacturing and vineyard sites operate are mapped using WRI's Aqueduct Water Risk Atlas. A high level of water stress corresponds to a score that exceeds 3 on the tool, on a scale from 1 to 5.	**Included**: • All manufacturing sites located in areas of water stress • All owned vineyard sites located in areas of water stress **Excluded**: • All manufacturing sites not located in areas of water stress • All owned vineyard sites not located in areas of water stress • All administrative sites • All agave farming sites
E3-4_07	Share of the measure from direct measurement, from sampling and extrapolation, or from best estimates	This indicator represents the proportion of the total reported water volume (m^3) that is obtained through direct measurement, sampling and extrapolation, or best estimates. The information is reported in our reporting tool, as an attribute of the concerned water indicators. The scope of this KPI covers the measure of water withdrawals and water discharges in Pernod Ricard's own manufacturing and farming activities. Water withdrawal data from administrative sites lack accessibility and reliability and are considered non-material (<1% of total consumption from the Group's operations, i.e., manufacturing and vineyard activities). Water consumption data from agave fields are not included because these crops are not irrigated.	**Included**: • All manufacturing sites • All owned vineyard sites **Excluded**: • All administrative sites • All agave farming sites

* *External bottling process activities with at least 90% of production volumes associated with Pernod Ricard.*

3.6.2.1.4 Biodiversity and Ecosystems (ESRS E4)

KPI	Calculation method and changes	Scope
Pernod Ricard entity-specific metrics		

% of certified agricultural raw material according to selected sustainability standard (spend)	Pernod Ricard considers as sustainably sourced any product compliant with:
	• An agricultural sustainability certification standard (Standards defined by Group benchmarks & affiliates),
	• A tailor-made programme,
	• Specific expectations on sustainability included in the purchasing contracts.
		Included:
		• All affiliates with manufacturing activities
		• All key agricultural raw materials used to craft Pernod Ricard's products (agricultural materials representing 97% of the annual spend)
		Excluded:
		• All affiliates with only distribution activities
		• All key agricultural raw materials used by Pernod Ricard to craft products for external customers (co-packing).
		• Processed products elaborated from complex formulations or covered by trade secret, such as:
		  • Artificial (or partially artificial) ingredients
		  • Artificial (or partially artificial) flavours, and
		  • Sweeteners

3.6.2.1.5 Resource Use and Circular Economy (ESRS E5)

All materials which are not directly used for the product in our operations or its marketing are excluded. It includes computers, office furniture, indirect procurement and machines in the manufacturing sites.

For dry goods, tertiary packaging (pallets, films), US shipping cases, wood casks, and co-packing activities are also excluded as they are not significant. Point of sale materials are not included because they are not financially material (representing less than 5% of Group spend), but an investigation is ongoing to assess their materiality in terms of resources and accordingly establish a reporting process for FY26. Labels are included based on estimated weight for each label type. The types have been defined using surface area, most commonly used weight and decoration, and they range between 0.2 and 2.8gr.

Water consumption used for blending is excluded, as it is already reported in the water section.

All data have been rigorously reviewed to ensure accuracy and integrity. We have implemented a thorough verification process to prevent any instances of double counting. This involved cross-referencing entries and applying unique identifiers to each data point, guaranteeing that each is represented only once in the database.

DP	KPI	Calculation method and changes	Scope
RESOURCE USE & CIRCULARITY			
Pernod Ricard entity-specific metrics			
	Share of recyclable, reusable or compostable packaging (weight)	• **Target**: *100% recyclable, reusable or compostable packaging by 2025* • Recyclable packaging: packaging is considered recyclable when its main material represents ≥ 95% of the total packaging weight, is recyclable (post-consumer collection, sorting and recycling is proven to work in practice and at scale) and its other materials are not hindering the recycling in this stream. • Reusable packaging: packaging designed to be reused for the same purpose in a closed loop system. Can be reused in business-to-business or business-to-consumer applications. • Compostable packaging: packaging proven to be entirely compliant with international standards such as EN 13 432 for industrial and home compost, and effectively collected and sorted to be composted. To calculate this indicator, the sum of the weight (in tonnes) of the categories above is divided by the total weight (in tonnes) of all packaging categories.	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • All packaging types (containers, closures, labels, secondary packaging, transportation packaging, accessories) **Excluded:** • Industrial sites' logistic components, like pallets and plastic films

	Share of cardboard and paper certified against standards ensuring sustainable forest management	• **Target**: *100% certified cardboard and papers by 2025*
		Packaging is considered certified if all parts of the components are certified and its supplier is also certified.
		If some of the components are not certified or if the supplier is not certified, the packaging is not recognized as certified.
		Eligible certifications:
		• FSC (Forest Stewardship Certification)
		• PEFC (Program for the Endorsement of Forest Certification)
		• SFI (Sustainable Forestry Initiative)
		To calculate this indicator, the sum of the weight (in tonnes) of the certified materials is divided by the total weight (in tonnes) of all packaging categories included in the scope.
			Included:
			• All affiliates with manufacturing activities
			• All affiliates with only distribution activities
			• All cardboard and paper packaging types:
			  • Giftboxes
			  • Transportation packaging (shipping boxes and dividers)

	Share of post-consumer recycled content for glass	• **Target**: *50% average recycled glass in bottles by 2025*
		The percentage of cullet at the supplier, production site and colour granularity are retrieved directly from our top suppliers.
		The average cullet percentage of the suppliers' data per colour and region is then applied to the remaining regions from which we do not collect data. This method was applied to 4% of volumes in FY23.
		To calculate this indicator, the sum of the weight of cullet is divided by the sum of the total weight of glass bottles.
			Included:
			• All affiliates with manufacturing activities
			• All affiliates with only distribution activities
			• All glass packaging types:
			  • Containers
			  • Plain bottles – BULK, CASED
			  • Decorated Bottles – BULK, CASED

	Share of post-consumer recycled content in PET bottles	• **Target**: *25% average recycled PET bottles by 2025* Only Post-Consumer recycled material is considered recycled PET (rPET). To calculate this indicator, the weight of rPET is calculated at the component level and averaged at Group level.	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • All containers made out of PET material **Excluded:** • Any other packaging component (e.g., PET sleeves)
	Number of pilot R&D projects for circular distribution of Wines & Spirits	• **Target**: *launch 5 circular distribution pilots by 2030 (baseline FY19)* Pilot R&D projects can cover started and ongoing pilots or already scaled-up pilots involving circular distribution of our products.	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities
	Number of markets supporting recycling in key markets	• **Target**: *participate in initiatives improving glass recycling in nine key markets by 2030 (baseline FY19)* Initiative includes developing or joining programmes to increase glass collection in one of the nine markets: US, Canada, France, UK, Brazil, Mexico, South Africa, Spain and China. To calculate this indicator, we count the number of markets in which initiatives are developed.	**Included:** • All affiliates with a glass recycling programme

DP	KPI	Calculation method and changes	Scope
CSRD-specified metrics			
E5-4_02	Total weight of products and technical and biological materials used during the reporting period	Technical materials: non-biodegradable materials, synthetic, or mineral-based materials that cannot return to nature in their current form such as metals or plastics. • Dry Goods: Glass, metal, plastic, composite, decorative and functional label materials (except paper), closure and NR materials, agglomerate and synthetic corks, capsules and top cover materials (excepts aesthetic wooden caps), corrugate, wood, solid board, paper, cardboard, pulp, micro flute/nano flute, natural corks, and functional paper labels • Biological materials: materials made from living elements, whether raw materials (wood, cotton, etc.), semi-processed (wood pellets) or transformed (biofuels) • Wet goods: Alcohol, all cereals, grapes	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • Wet goods • Dry goods • POSM • Water consumption used for blending Pernod Ricard may also provide transparency on the materials that are sourced from by-products/waste stream (e.g., offcuts of a material that has not previously been in a product).
E5-4_03	Percentage of sustainably sourced biological materials	The percentage of biological materials used to manufacture Pernod Ricard's products and services (including packaging) that are sustainably sourced, with information on the certification scheme used and on the application of the cascading principles. • Wet goods are considered sustainably sourced when they meet Pernod Ricard's sustainable sourcing criteria - refer to Sections 3.6.2.1.4 and 3.2.4 for more information). • Dry Goods are considered sustainably sourced when certified against standards ensuring sustainable forest management, or recycled content certified. To calculate this indicator, the sum of the weight of sustainably sourced biological materials is divided by the total weight of biological materials. We used total weight of biological materials as the denominator to show our performance in the biological materials category, as we report only the number in the denominator.	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • Wet goods • Dry goods • By-products procured
E5-4_04	Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials	Weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture Pernod Ricard's products. • Dry goods: recycled glass and PET content, reused or recycled cardboard, reused bottles • Wet goods: by-product procured by Pernod Ricard	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • Dry goods • Wet goods
E5-4_05	Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials	Absolute weight of secondary reused or recycled component, secondary intermediary products and secondary materials used to manufacture PR's products (E5-4_04) divided by the overall total weight of products and technical and biological materials used during the reporting period (E5-4_02).	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • Dry goods • Wet goods
E5-5_04	Rate of recyclable content in products packaging	Percentage of packaging design for recyclability. We only consider the rate of recyclable content in packaging, as products are consumed and do not fit with the recyclability definition below. A material/resource is considered recyclable if: • In practice: it is compatible with existing recycling systems • At scale: a recycling process has been deployed and is mature To calculate this indicator, we add up all packaging designed for recyclability and divide by all our packaging.	**Included:** • All affiliates with manufacturing activities • All affiliates with only distribution activities • Dry goods that are considered recyclable as per Pernod Ricard's methodology

DP	KPI	Calculation method and changes	Scope
WASTE			
CSRD-specified metrics			
E5-5_15	Total amount of hazardous waste	Waste that is legally considered hazardous by the national government where sites are located, disposed without any economic valorization and removed from the site.	**Included**: • All manufacturing sites **Excluded**: • All owned vineyards sites • All administrative sites
E5-5_08 E5-5_09	Total amount of non-hazardous waste	Non-hazardous material disposed without any economic valorization and removed from the manufacturing sites, resulting from: • Production activities • Construction work • Utilities and maintenance (light bulb, batteries, chemical products, etc.) • Onsite administrative activities (paper, ink, canteen & food waste, etc.) • Packaging • Wastewater treatment sludge • Ashes from incineration of organic matter • Filters • Manufacturing site canteen waste Note: Non-hazardous waste diverted from disposal due to other recovery operations also includes organic by-products.	**Included**: • All manufacturing sites **Excluded**: • All owned vineyards sites • All administrative sites

3.6.2.1.6 EU Green Taxonomy indicators

This reporting exercise has been led jointly by the Finance and Sustainability teams at the Group and divisional levels, mobilising Sustainability, Finance, Engineering, Operations and Procurement teams. The main interpretations used to roll out this regulation are mentioned in the following section. Pernod Ricard has ensured that there is no double counting in the calculation of turnover, CapEx and OpEx KPIs across activities, as directly allocable turnover, CapEx and OpEx are considered.

Turnover

The Group's revenue is mainly generated from the manufacture of beverages, an economic activity not covered by the existing Green Taxonomy regulation. As a result, most of Pernod Ricard's revenue is not eligible for the Green Taxonomy.

However, following a detailed analysis, we have identified that a small share of revenue is linked to the ticketing activity for brand homes. The revenues generated by this activity are excluded from the reporting of Taxonomy-eligibility, as they represent less than 1% of FY25 consolidated turnover and are therefore deemed non-material.

As long as beverage production is not covered by the Taxonomy, Pernod Ricard's turnover will not be eligible for the Taxonomy.

Capital expenditures (CapEx)

Non IFRS 16 CapEx

Eligibility

The eligibility assessment of non IFRS 16 CapEx is based on a detailed review and eligibility analysis of Pernod-Ricard's total non IFRS 16 CapEx budget. The analysis was conducted in order to associate each relevant non IFRS 16 CapEx project with appropriate activities covered by the Taxonomy on a project-by-project basis, thus avoiding double counting, for a total of seven activities identified with eligible non IFRS 16 CapEx. In the case of activities related to the construction or acquisition of buildings (7.1 and 7.7), most Pernod Ricard warehouses have been deemed not eligible for activities listed in the regulation for objectives 1 and 2, as alignment criteria for real estate activities do not apply to these investments. One exception is the Napa Winemakers warehouse in the United States, which is a complex building with HVAC systems, and thus, the criteria for these activities do apply.

Alignment

Based on the eligibility assessment conducted on Pernod Ricard's total non IFRS 16 CapEx budget, the alignment assessment was conducted on the seven activities and five affiliates, covering 62% of all eligible non IFRS 16 CapEx identified within interim financial reports. These activities include those most contributing to eligible CapEx as well as strategic projects. Subsequently, other activities were not investigated for alignment given the level of detail required by the associated substantial contribution, and DNSH criteria was considered too ambitious for this exercise, with regards to the marginal CapEx amount associated. No results were extrapolated to business units or projects that were not the subject of a detailed analysis. All applicable substantial contribution and DNSH criteria were assessed during the alignment investigation.

IFRS 16 CapEx (leased buildings and vehicles)

Eligibility

All IFRS 16 expenses for FY25 related to long-term vehicles and building leases (new leases or leases renewed during the financial year) were considered eligible for the European Taxonomy, given the nature of leased assets, fulfilling applicable activity descriptions (6.5 and 7.7).

Alignment

Vehicles

For IFRS 16 CapEx related to long-term vehicle rental, alignment analysis of the Group's leased vehicles fleet was performed on Pernod Ricard's 25 affiliates with electric and/or hybrid vehicles. These affiliates represent 75% of the Group's total newly leased vehicle expenses over the financial year. No results were extrapolated to business units or projects that were not the subject of a detailed analysis. When information was unavailable, related assets were deemed not aligned. We have estimated the total amount of IFRS 16 Capex aligned by affiliate. Namely, the proportion of aligned assets for each affiliate was applied to the affiliate's related IFRS 16 CapEx value over the exercise. As a result, figures reported are likely to minimize the amount of aligned CapEx. All applicable substantial contribution and DNSH criteria were assessed during the alignment investigation.

Buildings
For IFRS 16 CapEx related to long-term building rental, we performed an alignment analysis of the Group's leased building stock using a nine of Pernod Ricard's of the most representative affiliates in FY25, covering 73% of the Group's total newly leased building expenses over the financial year. No results were extrapolated to business units or projects that were not the subject of a detailed analysis. When information was unavailable, related assets were deemed not aligned. As a result, figures reported are likely to minimize the amount of aligned CapEx. The alignment investigation assessed all applicable substantial contribution and DNSH criteria.

Operating expenditures (OpEx)

Article 8 of the Taxonomy Regulation states that where OpEx is non-material for the company's business model, it shall be exempt from the calculation of the numerator of OpEx KPI and that numerator shall be disclosed as being equal to zero. The calculation of OpEx as defined by the Taxonomy is based on the identification and calculation of R&D, short-term rentals, and maintenance and repair expenses, including R&D workforce costs. Upon this review, OpEx (as defined by the regulation) are deemed non-material, as they represent less than 5% of Pernod Ricard's total OpEx. Therefore, the company is exempt from calculating the numerator and its OpEx KPI equals 0.

Additionally, in accordance with the Climate delegated act 2022/1214, no activities related to nuclear energy or fossil gas have been identified within Pernod Ricard's operations, as detailed in the dedicated regulatory table.

3.6.2.2 Social indicators

3.6.2.2.1 Employees Scope for employee characteristics and associated KPIs

The social analysis in this report is based on all Group entities reporting data for their employees for the relevant period. Unless specified, all following data points use the same definition for employee data.

Employees

Included

- **Regular:** Employee holding a long-term (permanent) position with an unfixed term contract. Work schedules can be full-time or part-time. Particularities: Pernod Ricard China employees are accounted for as staff on permanent contracts. Chinese employment contracts have a statutory term and are only converted into permanent contracts after a number of years. However, given the specific characteristics of employment legislation in China, Pernod Ricard considers its employees to be permanent staff. Due to the characteristics of local labour laws, the same rule applies to Pernod Ricard Minsk employees, as the concept of fixed-term contract does not exist in Belarus.
- **Temporary**: Employee with a fixed term contract (non-permanent/temporary job). Work schedules can be full-time or part-time.
- **Casual**: Non-guaranteed hours employees with hourly contracts and no guaranteed minimum number of working hours. They are typically engaged on an ad hoc basis to support specific events or short-term needs; for example, a bartender hired as an extra for one evening/event.
- **Seasonal:** Seasonal employment is the kind of occupation that can be performed only during certain periods of the year and does not include such occupations that may be carried on throughout the entire year; for example, grape pickers.
- **Apprenticeship:** Employee who is a student mixing school and work periods. The contract is usually signed between a young person, his/her school, and the company for a short duration, aligned with the course of study. The apprentice has the same status as an employee, the same rights and is subject to the same obligations.

Excluded

- **Trainee:** Employee who is a student undergoing a temporary period of practical training within a company. This internship allows the trainee to apply the knowledge acquired during their academic training and develop professional skills with a view to obtaining a diploma or certification. The internship is governed by an agreement signed between the trainee, the host company and the educational institution.
- **Intern (only for US & Canada)**: Not all interns are necessarily connected with a school, unlike trainees.
- **Contingent worker providing services recharged to the company**: consultants, contractors, sub-contractors, vendors, promoters, Hosts/Hostesses from agencies, service providers, V.I.E.
- **Interim worker**: People with no employment contract with a Pernod Ricard company, who work for external interim agencies, have a temporary position replacing permanent Pernod Ricard employees or temporarily supporting existing Pernod Ricard teams in cases of work overload.
- Employees within entities that are not fully owned by the Group and/or already integrated in the reporting scope.

Gender

Gender is the legal gender recognized under the local law (on administrative documents & legal papers).

- Male: individuals classified as male on legal papers.
- Female: individuals classified as female on legal papers.
- Other: not defined as a female or a male.
- Not reported: gender is undisclosed or unspecified. This option is provided to respect the privacy of individuals who may not wish to share their gender.

Pernod Ricard is reviewing its technical and legal landscape to adapt these new definitions for FY26, as necessary to meet CSRD requirements.

For FY25, the indicators "Other" and "Not Reported" are not available in the Workday tool across all entities, which hinders full compliance. Consequently, Pernod Ricard will continue to report data exclusively for the genders Male and Female. Due to tool limitations, employees registered as "Other" or "Not declared" (0.001% of the global workforce) are counted under the gender "Female" for this reporting exercise.

Headcount

For headcount breakdown, an additional view is implemented in order to see aggregate data by geographical area (based on the company's default location):

- **Europe, Middle East & Africa:** Andorra, Angola, Armenia, Austria, Belarus, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Ghana, Greece, Hungary, Ireland, Italy, Kenya, Latvia, Lithuania, Morocco, Mozambique, Namibia, Netherlands, Nigeria, Norway, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey, Ukraine, United Arab Emirates, United Kingdom.
- **Asia & Pacific:** Australia, Cambodia, China (including Hong Kong), India, Indonesia, Japan, Kazakhstan, Korea, Malaysia, New Zealand, Philippines, Republic of Union of Myanmar, Singapore, Sri Lanka, Taiwan, Thailand, Vietnam.
- **Americas (included LATAM):** Argentina, Brazil, Canada, Chile, Colombia, Cuba, Dominican Republic, Mexico, Peru, United States of America, Uruguay, Venezuela.

Expatriates and seconded employees are included in the headcount of their host affiliates.

Headcount and Full-Time Equivalent (FTE) calculations consider employees leaving the Group on the last day of the fiscal year as active. The related termination events are then included in the next fiscal year to calculate departure rates and turnover.

As part of the alignment with CSRD requirements, the headcount calculation method has been revised as of FY25. The employee scope now includes apprentices, resulting in a structural variation in the data compared to FY24. Consequently, the data relating to the affected indicators are not directly comparable from one financial year to the next. This clarification will be explicitly disclosed for each impacted indicator and marked with an asterisk (*).

Top Management

Includes all employees, as defined above, who are part of band C and above, meaning employees whose compensation grade is part of the following list: EXCOM, A19, A18, B17, C16 and C15.

Middle Management

Includes all employees, as defined above, who are part of band D, meaning employees whose compensation grade is part of the following list: D13 and D14.

FTE : calculation methodology

The updated method incorporates finer calculations to ensure greater accuracy in determining FTE numbers. Now, the FTE formula accounts for the total worked calendar days calculated for each month of the financial year:

FTE calculated = [(Total worked calendar days in the selected Month) / (Total calendar days in the selected Month) * FTE% of the selected Month + ... (for each Month)]/12

Absenteeism

The absenteeism rate is calculated based on the theoretical number of hours and working days worked per year. Maternity/paternity/parental leaves are included in the absenteeism rate.

Training

Training hours rules have been harmonised:

- When available, actual hours will be used.
- When the hours are not available/tracked (e.g., for some e-learning), 1 hour will be used by default.

For training salaries costs, the required hourly rate is calculated as follows:

[Total theoretical gross salary including employer's social contributions for the concerned employee] divided by [Theoretical number of worked days per year per employee] divided by [Theoretical number of worked hours per day for employee].

Turnover

Turnover refers to the rate at which employees leave an organization over a specified period.

It is calculated by dividing the total count of departures by the average FTE over the fiscal year.

In mathematical terms, if 'D' represents the total number of departures and 'FTE' represents the average Full-Time Equivalent over the year, the turnover can be represented as: **Turnover = D/FTE.**

For FTE calculation methodology, please refer to the dedicated section. For the number of departures, all types of departures leading to the end of the employment contract during the reference period are taken into account.

This calculation provides a ratio that represents the proportion of employees who have left the organization in relation to the average number of employees (FTE) over the year. A higher turnover rate may indicate a higher level of employee dissatisfaction, while a lower rate may suggest a more stable workforce. It's an important metric for understanding the health and stability of an organization.

Gender Pay Equity

Methodology

- All bands considered
  - Includes Executive Committee
  - Excludes Cuba
- No stakeholders were consulted when setting this target
- Adjusted ratio (vs. CSRD, which is unadjusted)

3.6.2.2.2 Scope for employee Health & Safety-related KPIs

The KPIs reported apply to all Pernod Ricard facilities (manufacturing sites, vineyards, warehouses, administrative sites, etc.).

The following staff categories are included in the calculations for the Accident Frequency Rate (AFR) and Total Recordable Injury Frequency Rate (TRIFR):

- **Pernod Ricard staff (internal):** all staff working at any Pernod Ricard affiliate or direct or indirect subsidiary who have a signed employment agreement with Pernod Ricard. This includes:
  - Employees with a fixed-term contract (non-permanent/ temporary job) with a full-time or part-time work schedule
  - People with a professionalisation contract or apprenticeship contract
  - Trainees and interns
  - Seasonal workers (occupations that can be performed only during certain periods of the year)
  - Casual workers (occasional workers with hourly contracts)
- **Temporary staff:** Temporary staff means a person hired by an external temp agency or other associated agency and who works under the direct supervision of Pernod Ricard.

Calculations for accident frequency rates and accident numbers exclude the following categories:

- **Contractors:** Individuals or business entities that enter into a legally binding agreement, known as a contract, to provide goods or services to Pernod Ricard. Also, workers hired by an external company and mandated by Pernod Ricard for operations, specific works or intellectual services. Such work is contracted by Pernod Ricard and performed on Pernod Ricard sites and/or off sites (e.g., events). This definition excludes suppliers solely providing goods.
- **Subcontractors**: Separate entities or individuals hired by a primary contractor under the definition of this protocol to perform a specific portion of the work outlined in the main contract.
- **External:** Staff with no direct or indirect contractual relationship (e.g., visitors or members of the general public).

3.6.2.2.3 Own Workforce (ESRS S1)

DP	KPI	Calculation method and changes	Scope
TRANSVERSAL			
Pernod Ricard entity metrics			
Percentage of voluntary departures		Number of regular employees who have voluntarily left the organization Sum of resignations recorded during the FY Percentage of regular employee turnover (resignations only) The percentage of voluntary departures is calculated by dividing the employees who voluntarily left the organization during the reporting period by the average number of regular FTE employees during the reporting period, then multiplying by 100. Definition of FTE (Full-Time Equivalent) FTE is the measure used to express the workforce in terms of full-time working capacity. We calculate an individual FTE for each employee present during the financial year and then add them together, with results presented by gender. The calculation takes into account all employment periods within the company: The number of worked calendar days in a month is measured as: end date – start date + 1 The number of total calendar days in a month is measured as: end date – start date + 1 An employee's monthly FTE is then: (worked days ÷ total days) × contractual FTE% The annual FTE for each employee corresponds to the average of their monthly FTE values over the 12 months of the fiscal year.	**Included**: Regular **Excluded**: Temporary, Casual, Seasonal, Apprenticeship, Trainee, Intern (Only for US & Canada), Contingent worker, Interim worker, Employees within entities that are not fully owned by the Group.
Absenteeism ratio in %		The absenteeism ratio is calculated by dividing the total number of absenteeism days by the theoretical number of worked days per year for all FTE, then multiplying by 100. Total number of absenteeism days Sum of the 4 types of absenteeism days listed below: • Absenteeism days due to illness • Absenteeism days due to parenthood • Absenteeism days due to other motives • Absenteeism days due to work accidents (in working days) Definition of FTE (Full-Time Equivalent) FTE is the measure used to express the workforce in terms of full-time working capacity. We calculate an individual FTE for each employee present during the financial year and then add them together, with results presented by gender. The calculation takes into account all employment periods within the company: The number of worked calendar days in a month is measured as: end date – start date + 1 The number of total calendar days in a month is measured as: end date – start date + 1 An employee's monthly FTE is then: (worked days ÷ total days) × contractual FTE% The annual FTE for each employee corresponds to the average of their monthly FTE values over the 12 months of the fiscal year.	Refers to Employees section
CSRD-specified Metrics			
SBM-1_03	Total number of employees (Headcount)	The sum of employees present at the end of the reporting period provides information for that point in time (30 June N) and is displayed by region. *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-6_01	**Characteristics of undertaking's employees - Number of employees by gender:**		
S1-6_02	Number of employees (headcount)	Sum of Employees present at the end of the reporting period provides information for that point in time (30 June N) and displayed by gender *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-6_04	**Characteristics of undertaking's employees - number of employees in countries with 50 or more employees representing at least 10% of the total number of employees:**		
S1-6_05	Number of employees in countries with 50 or more employees representing at least 10% of the total number of employees	The sum of employees present at the end of the reporting period provides information for that point in time (30 June 30th) and is displayed by country.	Refers to Employees section

DP	KPI	Calculation method and changes	Scope
S1-6_07	**Characteristics of undertaking's employees - information on employees by contract type and gender:**		
S1-6_09	Number of employees (head count or full-time equivalent)	The sum of employees present at the end of the reporting period provides information for that point in time (30 June N) and is displayed by contract types & gender.	Refers to Employees section
S1-6_11	Number of employees who have left undertaking	The sum of employees figure is the aggregate of the number of employees who left the Group during the FY.	Refers to Employees section
S1-6_12	Percentage of employee turnover	The percentage turnover is calculated by dividing the Employees who left during the reporting period by the Average number of employees during the reporting period FTE, then multiplying by 100. Definition of FTE (Full-Time Equivalent) FTE is the measure used to express the workforce in terms of full-time working capacity. We calculate an individual FTE for each employee present during the financial year and then add them together, with results presented by gender. The calculation takes into account all employment periods within the company: The number of worked calendar days in a month is measured as: end date – start date + 1 The number of total calendar days in a month is measured as: end date – start date + 1 An employee's monthly FTE is then: (worked days ÷ total days) × contractual FTE% The annual FTE for each employee corresponds to the average of their monthly FTE values over the 12 months of the fiscal year. This calculation will be duplicated to focus solely on regular employees, providing a consistent basis for comparison with the previous year's methodology.	Refers to Employees section

SOCIAL DIALOGUE

CSRD-specified Metrics			
S1-8_01	Percentage of total employees covered by collective bargaining agreements	The percentage of total employees covered by collective bargaining agreements is calculated by dividing the employees covered by collective bargaining agreements by the total number employees, then multiplying by 100. *Total employees = Headcount on30 June N	Refers to Employees section
S1-8_02	Percentage of own employees covered by collective bargaining agreements who are within coverage rate by country with significant employment (in the EEA)	The percentage of own employees covered by collective bargaining agreements who are within coverage rate by country with significant employment (in the EEA) is calculated by dividing the employees covered by collective bargaining agreements by the number of employees in EEA countries with significant employment, then multiplying by 100. *Total employees = Headcount on 30 June N in countries with significant employment (in EEA)	Refers to Employees section
S1-8_06	Percentage of employees in countries with significant employment (in the EEA) covered by workers' representatives	The percentage of employees in countries with significant employment (in the EEA) covered by workers' representatives is calculated by dividing the employees working in establishments with workers' representatives by the number of employees in EEA countries with 50 or more employees representing at least 10% of total, then multiplying by 100.	Refers to Employees section

DP	KPI	Calculation method and changes	Scope
EQUAL OPPORTUNITIES FOR ALL			
Pernod Ricard entity metrics			
Percentage of women employees in middle management		The percentage of regular female employees in middle management is calculated by dividing the regular female employees in middle management by the total regular employees in middle management, then multiplying by 100. *Total employees = Headcount on 30 June N	**Included**: Regular **Excluded**: Temporary, Casual, Seasonal, Apprenticeships, Trainees, Interns (Only for US & Canada), Contingent workers, Interim workers, Employees within entities that are not fully owned by the Group.
CSRD-specified Metrics			
S1-9_01	Gender distribution in number of employees (head count) at Top management level	The sum of employees at the top management level present at the end of the reporting period provides information for that point in time (30 June N) and is displayed by gender. *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-9_02	Gender distribution in percentage of employees at top management level	The percentage of female (or male) employees at top management level is calculated by dividing the number of female (or male) employees at top management level by the total employees at top management level, then multiplying by 100. *Total employees = Headcount on 30 June N *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-9_03	Distribution of employees (head count) under 30 years old	The sum of employees under 30 years old present at the end of the reporting period provides information for that point in time (30 June N). *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-9_04	Distribution of employees (head count) between 30 and 50 years old	The sum of employees between 30 and 50 years old present at the end of the reporting period provides information for that point in time (30 June N) *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section
S1-9_05	Distribution of employees (head count) over 50 years old	The sum of employees over 50 years old present at the end of the reporting period provides information for that point in time (30 June N) *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section

DP	KPI	Calculation method and changes	Scope
TRAINING AND SKILLS DEVELOPMENT			
Pernod Ricard entity metrics			
Percentage of employees having received at least one training during the year		The percentage of employees who received at least one training is calculated by dividing the total number of training beneficiaries-male+female by the average number of FTE employees during the reporting period, then multiplying by 100. Definition of FTE (Full-Time Equivalent) FTE is the measure used to express the workforce in terms of full-time working capacity. We calculate an individual FTE for each employee present during the financial year and then add them together, with results presented by gender. The calculation takes into account all employment periods within the company: The number of worked calendar days in a month is measured as: end date – start date + 1 The number of total calendar days in a month is measured as: end date – start date + 1 An employee's monthly FTE is then: (worked days ÷ total days) × contractual FTE% The annual FTE for each employee corresponds to the average of their monthly FTE values over the 12 months of the fiscal year. Inclusion criteria • Contract Types: Includes employees on Permanent contracts (UTC) and Fixed-term contracts (DTC) • Training Participation: The employee must have attended at least one training session during the reference period. • Employment Status: The employee is counted regardless of whether they are still employed at the end of the period. Counting Rules • One Count per Employee: If an employee attends multiple trainings in the same year, they are counted only once. • Cross-Year Trainings: If a training starts in one year and ends in the next, the employee is counted once in each year.	Refers to Employees section
CSRD-specified Metrics			
S1-13_01	**Training and skills development indicators by gender [table]**(1)		
S1-13_02	Percentage of employees that participated in regular performance and career development reviews	Each percentage is calculated by dividing the number of regular employees (by gender or total) who received an annual review by the corresponding total number of regular employees (by gender or total), then multiplying by 100. *Total employees = Headcount on 30 June N	**Included**: Regular **Excluded**: Temporary, Casual, Seasonal, Apprenticeships, Trainees, Interns (Only for US & Canada), Contingent workers, Interim workers, Employees within entities that are not fully owned by the Group.
S1-13_03	**Average number of training hours by gender**(1)		
S1-13_04	Average number of training hours per person for employees	The average number of training hours per person is calculated by dividing the total training hours for male and female employees by the total number of male and female training beneficiaries. Same formula to be adapted by gender: female, male The indicator is calculated by dividing the total number of training hours delivered during the period by the number of training beneficiaries, i.e., all employees who attended at least one training session during the period, whether or not they were still employed as of 30 June 2025. This approach, consistent with the definition formalised in the glossary, more accurately reflects the training effort per person effectively trained and avoids statistical distortions linked to employee departures during the year. Note: this methodology differs from the recommendation of EFRAG under CSRD, which suggests using the S1-6 headcount as the denominator. This specific approach is documented to ensure transparency towards stakeholders.	Refers to Employees section

DP	KPI	Calculation method and changes	Scope
HEALTH, SAFETY AND WELL-BEING			
Pernod Ricard entity metrics			
	Accident Frequency Rate (AFR)	Accident Frequency Rate is calculated from the sum of fatalities and lost time accidents per 1,000,000 working hours or per 1,000 FTE	Work-related Health & Safety events in all Pernod Ricard facilities. Excludes: Incidents having a (potential) impact limited to product quality, and risks identified during risk analysis and managed with specific action plans following the conclusion
	Accident Severity Rate (ASR)	ASR is taken from the number of days lost during the reference period as a result of lost time due to a work accident of a member of the Pernod Ricard staff (permanent and temporary employees), calculated per 1,000,000 working hours or per 1,000 FTE.	Work-related Health & Safety events in all Pernod Ricard facilities. Excludes: Incidents having a (potential) impact limited to product quality, and risks identified during risk analysis and managed with specific action plans following the conclusion
CSRD-specified Metrics			
S1-14_02	Number of fatalities in own workforce as result of work-related injuries and work-related ill health	Fatalities are work-related injuries leading to death. Fatal occupational injuries have to be recorded as occupational fatalities, whether the death occurs immediately or up to 30 days after the associated work-related event. When death occurs more than 30 days after the associated work-related event, the link between the death and the event will have to be formally certified by a physician or other licensed healthcare professional. Fatalities determined to be only linked to natural causes are not recorded as occupational fatalities.	Work-related Health & Safety events in all Pernod Ricard facilities. Excludes: Incidents having a (potential) impact limited to product quality, and risks identified during risk analysis and managed with specific action plans following the conclusion
S1-14_04	Number of recordable work-related accidents for own workforce	This can include the following incidents: work-related fatalities; work-related injuries or illnesses that result in days away from work, restricted work or transfer to another job; work-related injuries or illnesses requiring medical treatment or first aid, near misses, and high potential events. Lost time accidents are only included on the record of the month in which the accident occurred. Health & Safety events occurring in a new Pernod Ricard affiliate less than 12 months after its integration in the Group will be consolidated separately from the Group indicators. In the event of an affiliate being separated from the Group, Health & Safety indicators for the financial year in which the separation occurred will be reported excluding the affiliate's data, with the affiliate's data reported separately.	Work-related Health & Safety events in all Pernod Ricard facilities. Excludes: Incidents having a (potential) impact limited to product quality, and risks identified during risk analysis and managed with specific action plans following the conclusion
S1-14_05	Total Recordable Incident Frequency Rate (TRIFR)	TRIFR is calculated from the sum of fatalities, lost time accidents, medical treatment and light duties per 1,000,000 working hours or per 1,000 FTE	Work-related Health & Safety events in all Pernod Ricard facilities. Excludes: Incidents having a (potential) impact limited to product quality, and risks identified during risk analysis and managed with specific action plans following the conclusion
WORKING CONDITIONS			
Pernod Ricard entity metrics			
Percentage of employees benefiting from health insurance		The percentage of employees benefiting from health insurance is calculated by dividing the number of enrolled people by the total number of employees, then multiplying by 100. *Total employees = Headcount on 30 June N *(*) Change in methodology: apprentices are now included in the employee scope as required by CSRD. Data are therefore not directly comparable with FY24.*	Refers to Employees section

DP	KPI	Calculation method and changes	Scope
CSRD-specified Metrics			
S1-10_03	Percentage of employees paid below the applicable adequate wage benchmark	Proportion (percentage) of employees that are paid an adequate wage that provides for the satisfaction of the needs of the worker and his/her family in the light of national economic and social conditions, in line with applicable benchmarks. The percentage of employees paid below the adequate wage is calculated by dividing the employees that are paid below the adequate wage by the total employees, then multiplying by 100. Adequate wage: Minimum wage by country/region provided by the Fairwage network database	Scope of employees: • Regular employees only • Employees whose compensation data are not available in Workday are excluded from the analysis (in particular HCI employees based in Cuba, but no action is possible on their remuneration in any case)
S1-16_01	Gender pay gap	The gender pay gap, defined as the difference of average pay levels between female and male employees, is expressed as the percentage of the average pay level of male employees. The gender pay gap is calculated by subtracting the average gross hourly pay level of female employees from that of male employees, then dividing by the average gross hourly pay level of male employees. Remuneration taken into account: Annual Total Target Cash (gross base salary + target profit sharing + target bonus). This approach has been used for several years in the analysis performed by our external provider	Scope of employees: • Regular employees only • Employees whose compensation data are not available in Workday are excluded from the analysis (in particular HCI employees based in Cuba, but no action is possible on their remuneration in any case)
S1-16_02	Annual total remuneration ratio	Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual) The annual total remuneration ratio is calculated by dividing the annual total remuneration for the highest paid individual by the median employee annual total remuneration (excluding the highest paid). The calculation of this ratio takes into account permanent employees in the main countries where the Group operates. The compensation elements considered include fixed remuneration and all cash components paid during the financial year.	Scope: • Australia, Canada, China (including Hong Kong), France, India, Ireland, Spain, UK and USA. • The scope is representative of the different types of entities/populations (brand companies, market companies, head offices) • The scope is not 100% covered for this first financial year, representing 60.8% of regular employees, as the Group operates in a large number of countries and the level of maturity of its subsidiaries is not uniform. The scope will be extended over the coming financial years.

COMPENSATION CALCULATED ON THE BASIS OF FULL-TIME EQUIVALENTS

CSRD-specified Metrics			
S1-17_03	Number of complaints filed through channels for people in own workforce to raise concerns	The number of complaints filed through channels for people in the company's own workforce to raise concerns (including grievance mechanisms) and, where applicable, to the National Contact Points for OECD Multinational Enterprises. Focuses on alerts raised through the sole Speak Up alert system whose outcome is partially or totally substantiated.	Refers to employees and non-employees
S1-17_04	Number of complaints filed to National Contact Points for OECD Multinational Enterprises	The number of complaints filed through channels for people in the company's own workforce to raise concerns to the National Contact Points for OECD Multinational Enterprises. The number of complaints filed to National Contact Points for OECD Multinational Enterprises is collected centrally. Where applicable, the number of complaints filed with the OECD National Contact Points (NCPs) or other external authorities. The OECD website provides a detailed list of all National Contact Points, organized by country. Each NCP operates independently within its country, so the scope of coverage and implementation might vary depending on the national legal framework and cultural context. The NCP directory provides the necessary contact information for reaching out to these bodies for complaint filings or further inquiries.	Refers to employees and non-employees

(1) Trainings are accessible to all employees regardless of protected characteristics such as gender. The total number of training hours completed may reflect both individual choices, as employees can freely access open resources, and organizational requirements or recommendations, based on job roles, skills assessments, business priorities and career goals.

3.6.2.2.4 Consumers and end-users (ESRS S4)

KPI	Calculation method and changes	Scope
PROMOTION OF RESPONSIBLE DRINKING		
Pernod Ricard Entity Metrics		
Percentage of sales and brand ambassador employees trained on prevention of alcohol-related risks	The KPI is calculated by PR University, on demand: The percentage of sales and brand ambassador employees trained on prevention of alcohol related risks is calculated by dividing the number of employees for whom the training is mandatory who have been trained on the prevention of alcohol-related risks by the number of employees in the mandatory audience, then multiplying by 100.	The mandatory audience is the population with a job family among the list below: • Brand Education • Business development • Sales capability • Field Sales • Sales Management • Point of Sales Activation • Retail excellence or • Partnership & Brand Experience With: A regular contract, at least three months of seniority at Pernod Ricard or active workers
Percentage of employees trained on alcohol & responsible drinking	The percentage of employees trained on alcohol & responsible drinking is calculated by dividing the number of employees trained on alcohol through our internal MOOC on responsible consumption by the total number of employees, then multiplying by 100.	For Pernod Ricard, rmployees in the scope are employees with: a regular contract, at least three months of seniority at Pernod Ricard, active workers or those equipped with a professional device.
Percentage of Group markets which implemented at least one external local or global initiative	The percentage of Group markets which implemented at least one external local or global initiative is calculated by dividing the sum of all Group markets that implemented at least one responsible drinking initiative by the total number of the Group markets, then multiplying by 100.	All Group markets defined as a geographic region (country or, very rarely, a group of countries, such PR Gulf or PR CCA) in which Pernod Ricard has a presence. Group level data from 1 July 2024 to 30 June 2025. Excluded: • Countries currently involved in political conflict or experiencing humanitarian crises, where Pernod Ricard is unable to effectively implement initiatives (e.g., Ukraine, Russia). • Internal responsible drinking initiatives targeted at employees.
Percentage of RD initiatives implemented in partnerships, notably with trade associations	The percentage of RD initiatives implemented in partnerships, notably with trade associations, is calculated by dividing the number of responsible drinking initiatives with at least one partner by the total number of responsible drinking initiatives, then multiplying by 100.	All Group markets defined as a geographic region (country or, very rarely, a group of countries, such PR Gulf or PR CCA) in which Pernod Ricard has a presence. Group level data from 1 July 2024 to 30 June 2025. Excluded: • Countries currently involved in political conflict or experiencing humanitarian crises, where Pernod Ricard is unable to effectively implement initiatives (e.g., Ukraine, Russia). • Internal responsible drinking initiatives targeted at employees.
Number of bartenders trained on BWOT (online & in the field - cumulative since FY20)	Sum of all bartenders trained via online and in the field	Representatives of hospitality sector (e.g., bartenders, chefs, bar managers, bar owners, etc.) trained on BWOT content in all Group markets where the initiative is deployed. Group level data from 1 July 2024 to 30 June 2025.
Number of young adults reached by the Drink More Water campaign	Sum of young adults exposed to Drink More Water campaign online and in the field.	Young adults of legal drinking age and above exposed to DMW content in all Group Markets where the initiative is deployed. Group level data from 1 July 2024 to 30 June 2025.
Number of beneficiaries reached by global drink-driving prevention initiative	Sum of beneficiaries from the anti-drink driving initiative	Trainers and final road users trained in all Group markets where the initiative is deployed. Group level data from 1 July 2024 to 30 June 2025.

Percentage of product labels featuring the three responsible drinking logos and a QR code linking to a digital label that informs consumers about product contents, potential health risks, and how to enjoy them responsibly	The percentage of product labels featuring the responsible drinking logos and a QR code is calculated by dividing the number of renewed labels validated by Brand Companies in "Good to go" process by the total number of labels, then multiplying by 100.	All alcoholic brands and products (>1.2% ABV) where we have a majority of ownership.
		Geographic scope includes 167 markets where our alcoholic bottles are distributed.
		Excluded:
		• Types of products:
		  • Miniatures (only pregnancy and don't drink & drive logos included)
		  • Non-alcoholic products
		• Country:
		  • China (pending launch in coming months)

KPI	Calculation method and changes	Scope
Number of Responsible Drinking marketing campaigns rolled out	Sum of marketing campaigns to promote responsible drinking behaviour among consumers compliant with qualitative and quantitative criteria	Selected "Strategic brands" as defined on the Group's corporate website. Important markets for selected brands in terms of sales. Group level data from 1 July 2024 to 30 June 2025. Included: Strategic International Brands, Strategic Local Brands and Specialty Brands. Excluded: Wines
Percentage of Group's public-facing Brand Homes certified Responsible Host	The percentage of Group's public-facing Brand Homes certified Responsible Host is calculated by dividing the Percentage of Brand Homes that have successfully completed the responsible host certification process by the total amount of Brand Homes in scope of the project, then multiplying by 100.	The 30 public-facing Brand Homes
Number of visitors exposed to responsible drinking messages at Responsible Host-certified Brand Homes	Sum of individuals who visited one of the 30 Brand Homes certified as Responsible Hosts	Visitors of the 30 public-facing Brand Homes in the scope of the Responsible Host certification project.

ETHICAL MARKETING PRACTICES

Pernod Ricard Entity Metrics		
Number of requests assessed by the Responsible Marketing Panel and breakdown by treatment	The Responsible Marketing Platform is an automated tool that validates and tracks the compliance of marketing assets with Pernod Ricard's Code for Commercial Communications. Data are generated automatically and on an ongoing basis and can be consolidated for any reporting period.	All submissions made to the Responsible Marketing Panel. Some very localised activations and/or hygiene assets (e.g., social media posts) which align with campaigns approved by the Panel are reviewed and approved by local market legal teams. While these must comply with the Code for Communications, there is no global or standard local process for capturing data associated with these approvals.
Percentage of employees trained on the code for commercial communications (CCC)	The percentage of employees trained on the code for commercial communications (CCC) is calculated by dividing the number of employees trained on our internal Code for Commercial Communications by the total number of concerned employees, then multiplying by 100. *The key functions targeted are: Legal, Communication, Public Affairs, S&R, Marketing, and Trade Marketing (except category management). The employees defined in the mandatory target are identified in Workday. This population meets specific criteria in Workday like "job family groups", "type of contract" and "Group seniority".	For Pernod Ricard, employees in the scope are employees with: • A regular contract • At least three months of seniority at Pernod Ricard • Active workers • Equipped with a professional device The employees defined in the mandatory target are identified in Workday. This population meets specific criteria in Workday like "job family groups", "type of contract" and "Group seniority".

ACCESS TO QUALITY INFORMATION

Pernod Ricard Entity Metrics		
Number of quality complaints received during the financial year per volume shipped ppm Percentage of reduced quality complaints reported vs LY	All Quality Complaints in Loop received from all sources (public form, consumer and/or customer services, mobile Loop application, email, direct mail, etc.) considered justified or not are included. Every opened complaint is considered. The metric includes: • The number of legitimate quality complaints, • The number of confirmed critical quality complaints, • The number of dispatch complaints, • The number of legitimate cispatch complaints, • The number of confirmed critical dispatch complaints	Quality and dispatch complaints refer to internal bottling or external co-packers. The data reported include all the complaints and incidents related to our brands, whether they are produced internally or externally co-packed.
Percentage of Group's strategic brands ISO 22000/FSSC 22000 certified (volume produced) Percentage of Group Brand Companies producing Group's strategic brands certified ISO 9001	All sites certified by an external body against ISO 22000 or FSSC 22000, or ISO 9001 standards. All industrial sites are required to be certified.	All industrial sites of Pernod Ricard.

3.6.2.3 Governance indicators

3.6.2.3.1 Business Conduct (ESRS G1)

DP	KPI	Calculation method and changes	Scope
CORRUPTION, BRIBERY & WHISTLEBLOWER PROTECTION			
CSRD-specified metrics			

G1-3_07	Percentage of functions at risk covered by training programmes	The percentage of functions at risk covered by training programmes is calculated by dividing the number of employees practicing a "function at risk" who have been trained by the total number of employees practicing a "function at risk".
		There is no manual calculation; the process is fully automatized.
			For Pernod Ricard
			• "Function at risk" means populations identified as most exposed to corruption risk.
			• Employees in the scope are employees with:
			  • A regular contract
			  • At least three months of seniority at Pernod Ricard
			  • Active workers
			  • Equipped with a professional device
			The employees defined as "Function at risk" are identified in Workday. This population meets specific criteria in Workday like "job family groups", "type of contract" and "Group seniority".

G1-4_01	Number of convictions for violation of anti-corruption and anti- bribery laws	Recorded number of convictions for violation of anti-corruption and anti-bribery laws.	Own operations only
G1-4_02	Amount of fines for violation of anti-corruption and anti- bribery laws	Recorded amount of fines for violation of anti-corruption and anti- bribery laws. As this relates to fines paid for confirmed convictions, the data are collected in local currency for reported financial year. Accrual of risk is not considered as a confirmed conviction.	Own operations only
SUPPLIER RELATIONSHIP MANAGEMENT			
S&R Metrics			
Percentage of Global suppliers covered by the updated process (Risk Identification Questionnaires) Percentage of Global suppliers identified high risk (post Risk Identification) Percentage of global suppliers audited SMETA and Ecovadis		Global suppliers are characterized by: Presence across multiple affiliates: They serve various divisions and regions, highlighting their broad reach within Pernod Ricard. Global agreements: Many are covered by globally negotiated contracts, ensuring consistent terms and conditions across affiliates. Significant annual spend: Their annual spend typically exceeds a defined threshold (e.g., €150k), adjusted per category, underscoring their financial impact. Strategic importance: They hold strategic significance for the company and are managed at the global level. Calculation of KPIs: 1. Dividing the number of global assessed covered by the total number of active global suppliers (%) 2. Dividing the number of global suppliers identified as high risk by the total number of assessed global suppliers (%) 3. Dividing the number of high-risk global suppliers audited and assessed by the total number of assessed as high risk following a resilience assessment of global suppliers (%)	Active global suppliers. **Included** (suppliers' categories): • POSM • Media • Wet Goods • Dry Goods **Excluded**: • Creation • Experience • Support • Business Services • Logistics • CapEx

DP	KPI	Calculation method and changes	Scope
CSRD-specified metrics			
G1-6_01	Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	The average number of days is calculated by • Summing the difference between effective payment date (A) and invoice date (B) for each invoice • Then dividing by the total number of paid invoices considered. Effective payment date (A) is the date on which an invoice is paid. Invoice date (B) is the date from which the contractual or statutory payment period statutory payment period for the invoice begins to run.	**Included**: • All payment from the reported year, i.e., every and only cash out from 1 July to 30 June. • Scope included represents 87% of consolidated legal entities and 95% of collected supplier invoices **Excluded**: • Invoice not received or accruals • Invoice in litigation with supplier Suppliers' payments do not consider: • Intercompany transaction with PR entities • All tax or government payments • Payments to employees • Sales reduction to client • Suppliers CapEx given long-term investments
G1-6_04	Number of outstanding legal proceedings for late payments	Recorded number of legal proceedings currently outstanding for late payments.	Refers to proceedings defined in applicable law. Legal proceedings reported are ongoing proceedings. This metric does not consider invoices disputed or unrecognized, or late payments with a supplier at the stage of risk without proceedings administered by judicial bodies.

3.7 Statutory Auditors' report

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of Pernod Ricard

This is a translation into English of the statutory auditors report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

Year ended 30 June 2025

To the Pernod Ricard Shareholders' Meeting,

This report is issued in our capacity as statutory auditors of Pernod Ricard. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended 30 June 2025 and included in sections 3.1 to 3.6 in the group management report (hereinafter « Sustainability statement »).

Pursuant to Article L. 233-28-4 of the French Commercial Code, Pernod Ricard is required to include the above mentioned information in a separate section of the group management report. This information has been prepared in the context of the first time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It enables an understanding of the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Pernod Ricard to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in the Sustainability statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on « Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852 ».

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Pernod Ricard in the group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Pernod Ricard, in particular it does not provide an assessment of the relevance of the choices made by Pernod Ricard in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included in the group management report are not covered by our engagement.

Compliance with the ESRS of the process implemented by Pernod Ricard to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Pernod Ricard has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in the Sustainability statement, and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Pernod Ricard with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code we inform you that as of the date of this report, this consultation has not yet been held.

Elements that received particular attention

We set out below the matters to which we paid particular attention in relation to our assessment of compliance with the ESRS of the process implemented by Pernod Ricard to determine the information disclosed.

Concerning the identification of stakeholders

The information relating to the identification of stakeholders is presented in section « 3.1.3.2 Dialogue with stakeholders » of the Sustainability statement.

We held discussions with management and with the individuals we considered appropriate, and we reviewed the available documentation.

Our procedures mainly consisted in assessing the consistency of the key stakeholders identified by the group with the nature of its activities and its geographical footprint, taking into account its business relationships and value chain.

Concerning the identification of impacts, risks and opportunities

The information relating to the identification of impacts, risks and opportunities is presented in section « 3.1.4.1. Identification of impacts, risks and opportunities and double materiality methodology » of the Sustainability statement.

We reviewed the process implemented by the group for identifying actual or potential impacts (positive or negative), risks and opportunities (« IROs »), in connection with the sustainability matters referred to in paragraph AR 16 of the « Application Requirements » of ESRS 1 and, where applicable, those specific to the group.

In particular, we assessed the approach established by the group to determine its impacts and dependencies, which may give rise to risks or opportunities.

We reviewed the mapping prepared by the group of the identified IROs, including in particular the description of their distribution across its own operations and its value chain, as well as their time horizon (short, medium or long term), and we assessed the consistency of this mapping with our knowledge of the group and with the group's risk analyses.

We also assessed the manner in which the group took into consideration the list of sustainability matters set out in ESRS 1 (AR 16) in its analysis.

Concerning the assessment of impact materiality and financial materiality

The information relating to the assessment of impact materiality and financial materiality are presented in section « 3.1.4.1 Identification of impacts, risks and opportunities and double materiality methodology » and « 3.1.4.2 Disclosure requirements covered by the sustainability report » of the Sustainability statement.

Through interviews with management and a review of the available documentation, we reviewed the process implemented by Pernod Ricard for assessing impact materiality and financial materiality, and we assessed its compliance with the criteria set out in ESRS 1.

In particular, we assessed the way in which the group established and applied the information materiality criteria defined by ESRS 1, including those relating to the determination of thresholds, in order to identify the material disclosures published:

- with respect to indicators relating to material IROs identified in accordance with the relevant ESRS topical standards;
- with respect to disclosures specific to the group.

Compliance of the sustainability information included in Sustainability report with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in section « 3.1.1 Basis for preparation » of the Sustainability statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Pernod Ricard for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability statement, with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in section « 3.1.1 Basis for preparation » of the Sustainability statement, which describes the uncertainties and limitations faced by the group in the context of the first-time application of Article L. 233-28-4 of the French Commercial Code, in particular:

- data points that could not be published or were published on a limited scope (section « 3.1.1.4 Limitations in data availability »);
- the use of estimates in respect of value chain information (section « 3.1.1.6 Methodological limitations and uncertainties »).

Elements that received particular attention

The disclosures relating to climate change (ESRS E1) are presented in section « 3.2.1 Climate change (ESRS E1) » of the Sustainability statement. Below, we set out the matters to which we paid particular attention with respect to the compliance of these disclosures with the ESRS.

With regard to the disclosures on the greenhouse gas emissions:

- we assessed the consistency of the scope considered for the greenhouse gas emissions inventory with the scope of the consolidated financial statements and the upstream and downstream value chain;
- we reviewed the greenhouse gas emissions reporting protocol used by the group to prepare the emissions inventory and assessed its application, on a selection of emission categories and sites, for Scope 1 and Scope 2;
- with respect to Scope 3 emissions, we assessed the justification for the inclusions and exclusions of the different categories and the transparency of the related disclosures, as well as the data collection process;
- we assessed the appropriateness of the emission factors used and the related conversion calculations, as well as the calculation and extrapolation assumptions, in light of the inherent uncertainty linked to the state of scientific or economic knowledge and the quality of the external data used;
- through discussions with management, we obtained an understanding of the main changes in activities during the year that could have an impact on the greenhouse gas emissions inventory;
- for physical data, particularly with respect to energy and raw material consumption, we reconciled, on a sample basis, the underlying data used to prepare the emissions inventory with supporting documentation;
- with respect to the significant estimates used by the group in preparing its greenhouse gas emissions inventory, we reviewed the methodology applied to calculate the estimated data and the sources of information on which these estimates are based, and we assessed whether the methods were applied consistently.

With regard to the assurance procedures performed on the transition plan for climate change mitigation:

- we assessed whether the disclosures relating to the transition plan comply with the requirements of ESRS E1 and appropriately describe the key assumptions underlying this plan, it being specified that we are not required to express an opinion on the appropriateness or ambition of the objectives of this transition plan;
- we assessed the consistency of the main disclosures included in the transition plan, particularly regarding the decarbonization levers and related actions.

The disclosures relating to Water resources (ESRS E3) are presented in section « 3.2.3 Water and marine resources (ESRS E3) » of the Sustainability statement. Below, we set out the matters to which we paid particular attention with respect to the compliance of these disclosures with the ESRS.

With regard to the disclosures on water consumption data:

- we assessed the consistency of the scope considered for the evaluation of water consumption data with the scope of the consolidated financial statements;
- we reviewed the methodological frameworks prepared by the group for the preparation of the data;
- we assessed the application of these methodological frameworks and the data collection process at a selection of the group's sites;
- for physical data, we reconciled, on a sample basis, the underlying data used to prepare the consolidated data with supporting documentation;
- with respect to the significant estimates used by the group in consolidating water consumption data, we reviewed the methodology applied to calculate the estimated data and the sources of information on which these estimates are based.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Pernod Ricard to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We have determined that there are no such matters to report.

Paris-La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG S.A.		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	Partner	Partner	Partner

OTHER ESG INFORMATION

3.8 Vigilance plan

3.8.1 Introduction

Since 2017, The French Duty of Vigilance Law requires that parent companies implement a due diligence plan (the Vigilance Plan) which notably establishes that the company implements reasonable due diligence measures enabling them to identify risks and prevent serious violations to human rights and fundamental freedoms, people's health and safety, and the environment which can result from the Group activities, its subcontractors and the suppliers with whom the Group maintains an established commercial relationship (the so called "Pernod Ricard Vigilance Value Chain").

The Vigilance Plan must notably include the following items:

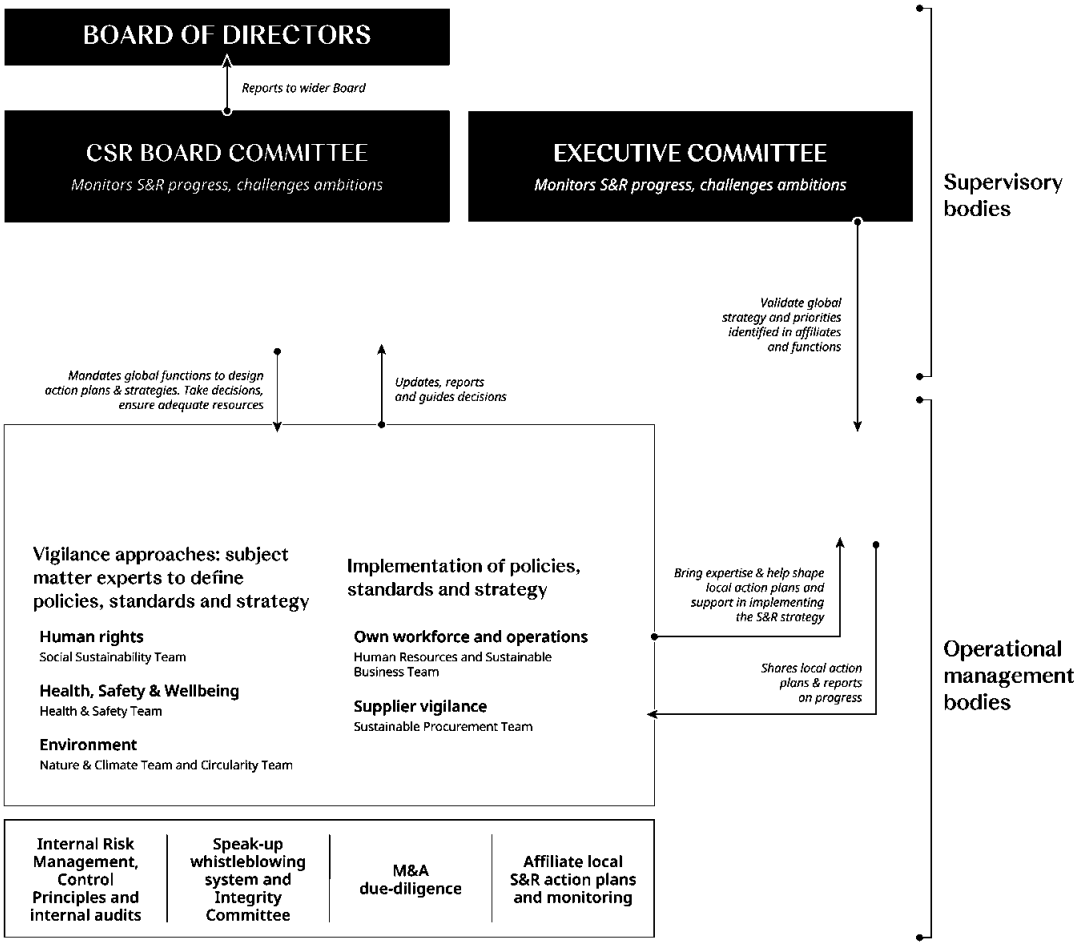
- A Risk Map (identifying, analysing and prioritising the relevant risks)
- The description of the internal process implemented to regularly assess the Pernod Ricard Vigilance Value Chain situation in light of the Risk Map
- The implementation of appropriate actions to mitigate the relevant risks or prevent any serious harm
- The process and alert mechanism implemented in consultation with employee representatives to collect reports on existing risks' occurrences, it being specified that the mechanism must be set up
- The system in place to monitor the measures' implementation and evaluate their effectiveness

The Group started publishing its Vigilance Plan in 2017. During the previous financial year (FY24), this Plan was updated and this project was led by the Legal department with the support of the Global Sustainable Business function. This update notably produced the following deliverables:

- A new risk mapping exercise aligned with the CSRD requirements and following the double materiality assessment
- Reinforced governance in charge of leading the Vigilance Plan and ensuring the effectiveness of the measures implemented to address the Vigilance Law requirements

During this financial year (FY25), the Vigilance Plan has been updated and reviewed at Group level, and approved by a newly created Vigilance Committee representing the following departments: Sustainable Business, Procurement, Legal as well as Health & Safety and Social Sustainability.

3.8.1.1 Governance



The Vigilance Plan is a collaborative exercise led by the Global Sustainable Business function as from FY25 with the strong support of the Legal department and with the help of the different owners of the risks associated with its scope, namely the following teams / departments:

- Health, Safety and Social Sustainability (Integrated Operations)
- Human Resources
- Legal (notably Corporate and Compliance located at HQ level assisted by the local teams)
- Nature & Climate and Circularity teams (Integrated Operations)
- Sustainable Procurement (Integrated Operations)

Roles and responsibilities

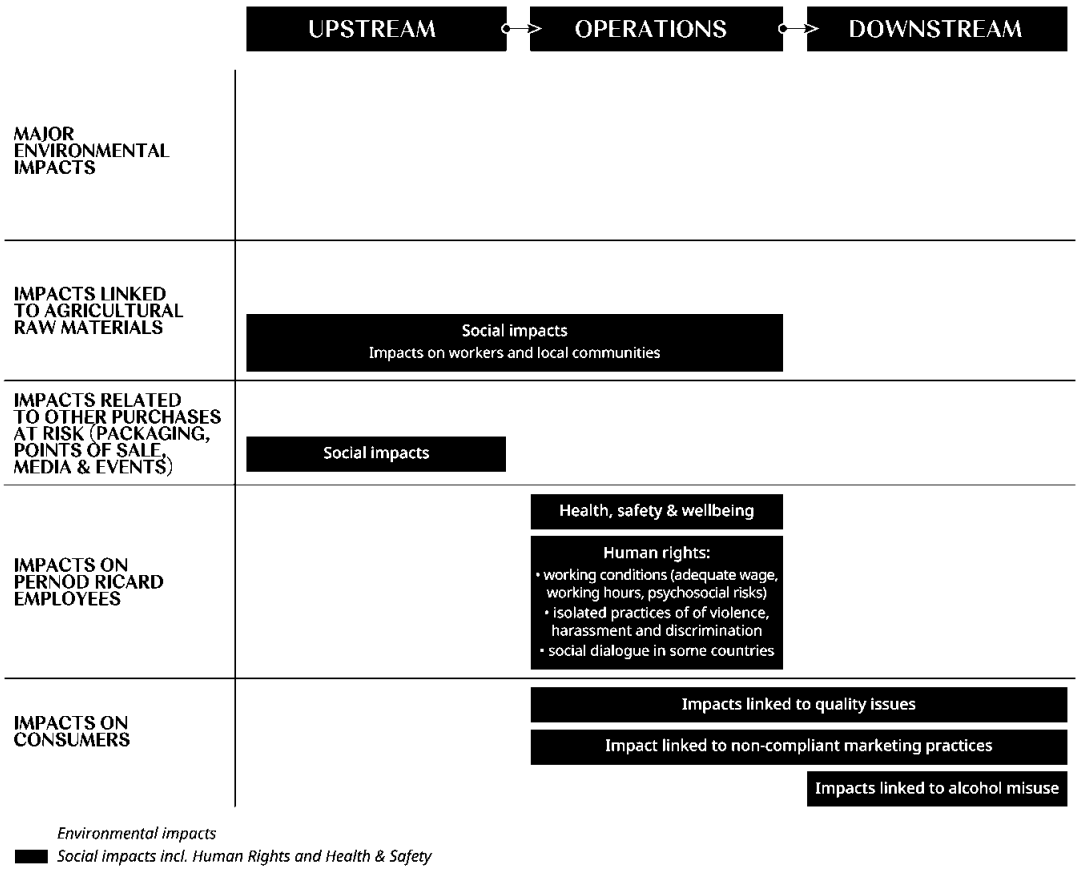
The Global Sustainable Business team is responsible for overseeing the Duty of Vigilance Plan (draft and update) exercise and notably leads the risk mapping (annual update and full review every three years), ensuring the deployment of the global duty of vigilance plan (governance and monitoring systems), provides expertise to risk owners and affiliates, and organizes the duty of vigilance continuous improvement process. Each risk-owning department is responsible for identifying and managing the risks associated with the Duty of Vigilance and for allocating relevant resources associated with it.

Additionally, all relevant departments are also supported by the Global Legal, Compliance, Audit and Internal control teams, which notably help identify and manage risky practices and alerts processing.

(For more information, please refer to Section 3.1.1.1.3 Integrated Sustainability Governance).

3.8.2 Duty of Vigilance Risk Mapping exercise

Over FY24, a dedicated risk mapping exercise was carried out on the Pernod Ricard Value Chain. The impacts identified are applicable for FY25.



3.8.2.1 Risk mapping methodology

Gross risks definition and assessment

Gross risks: any negative impacts on human rights, people's health and safety and the environment caused by Pernod Ricard's direct activities and/or those of its value chain, especially suppliers with whom it has established business relationships. The term "gross" refers to the pure risks, therefore not considering any internal and or mitigation process implemented at Group level.

Gross risks' identification methodology

To identify its gross risks, the Group defined a methodology using two key elements for the assessment:

- Severity of the risk (scope, scale and potential of impact being irremediable)
- Evaluation of occurrence probability, taking into consideration the Group's activities

Please note that the Vigilance gross risks are aligned with the negative material impacts identified in the Group's double materiality assessment.

Topics

Human rights (including Health & Safety) and environmental topics considered as part of the risk identification and prioritization process have been selected in accordance with the requirements of the duty of vigilance.

Human rights and health and safety	Environment

• Respect for fundamental worker[1] and employee[2] human and labour rights:
  • Prohibition of forced labour
  • Prohibition of child labour
  • Non-discrimination
  • Freedom of association and collective bargaining
  • Health and safety
• Fair and favourable working conditions: adequate wage, working hours, etc.
• Privacy
• Rights of affected communities including locals (land rights, access to water & sanitation, etc.)
	• Protecting biodiversity
	• Preventing marine ecosystems degradation
	• Minimizing resource consumption
	• Avoiding air, soil and water pollution
	• Managing waste responsibly

(1) Workers refer to people impacted by our suppliers' activities such as subcontracted or outsourced workers, agricultural workers, factory workers in co-packing, etc.

(2) Employees refer to employees holding a long-term contract (permanent) position, employees with a fixed term contract (non-permanent), occasional workers with hourly contracts, apprenticeships, etc.

3.8.2.2 Gross risk mapping results

The most serious risks to human rights, health & safety, and the environment inherent to Pernod Ricard activities (direct or indirect operations defined as Vigilance Value Chain) are listed below:

- Environment:
  - Impact on climate change [IRO 001/004/005]
  - Risk of negative impacts on water resources [IRO 031/032/033/044/093]
  - Pollution linked to industrial sites' activities [IRO 015/018]
  - Waste production & disposal, in particular packaging (IRO 055)
  - Agricultural raw materials ("Terroir" approach)
    - Environmental risks: pollution [IRO 017/022], impact on biodiversity [IRO 025], deforestation, social risks – workers and local communities (notably living conditions, access to water and sanitation, land rights) [IRO 095]
- Own employees' physical and mental health and safety, mainly due to industrial processes and exposure to occasions when alcohol is served [IRO 062/068]
- Risks of negative impacts on employees' human rights:
  - Risk of not offering fair and favourable working conditions (adequate wage, social protection, working hours, work-life balance, stress and psychosocial risks) [IRO 057/072]
  - Risk of isolated discrimination or harassment practices [IRO 065/074]
  - Risk of failure to respect freedom of association or insufficient social dialogue in some countries [IRO 059]
- Risks of negative impacts on consumers linked to product quality or alcohol consumption [IRO 102/104/105/119]
- Risks of negative social impacts on workers & communities, and negative environmental impacts related to suppliers linked to Group purchasing activities – packaging (incl. co-packing), agricultural raw materials [IRO 047/050/081/088/090]

For a full description of identified risks, please refer to the corresponding IROs described in the sustainability report within corresponding ESRS sections.

3.8.2.3 Risk management evaluation process

To assess the effectiveness of the existing risk management measures implemented, the Group has defined the following criteria: scope of measures implemented, resources and governance, preventive measures if any, alert system, control and monitoring.

Following this methodology, the Group has determined a staggered set of actions with priorities defined for each risk (please refer to section "Sustainability Statement'" for more information).

3.8.3 Risk management and mitigation measures

This section summarizes the Group's responses to managing any identified risks (policies, processes, monitoring, etc.), the progress made in FY25 and the outlook for FY26. For additional information on these initiatives, please refer to the corresponding sections of the Sustainability Statement.

Own Workforce	Workers in the Value Chain	Affected Communities	Consumers and End-Users
	Code of Business Conduct		
	Global Human Rights Policy		
	Whistleblowing and Speak Up Policy		
	Climate Resilience and Net Zero		
	Terroir & Nature Policy		
	Water Stewardship Policy		
	Sustainable Agriculture Key Principles		
	Circularity Policy		
	Global Health & Safety Policy and Life Assessments		
Sustainable Packaging Guidelines	Procurement Policy		Ethical Marketing Policy
DisAbility Global Framework	Supplier Risks Assessment		Code for Commercial Communications
Global Social Policy	Supplier Standards		Sustainable Claims Guidelines
Responsible Drinking Policy			Responsible Drinking Promotion Policy
Quality Policy			Quality Policy
Gift and Hospitality Policy			Digital Labels
Internal Control Principles			Responsible Host Certificate

3.8.3.1 Environment

The Group's environmental risk management strategy is led and coordinated by the Sustainable Business team, which is responsible for setting common objectives, monitoring the Group's performance and disseminating guidelines within all affiliates including the Group's minimum requirements.

All the Group's affiliates and sites must comply with the Group's environmental guidelines, including (i) reporting any local incidents or cases of non-compliance with Headquarters, (ii) assessing their long-term risks, and (iii) identifying ways of reducing their environmental impact. In addition, all production sites are required to obtain ISO 14001 certification for their environmental management systems.

(Please refer to Section 3.2.2.1 Introduction of ESRS E2 of the Sustainability Report, for full information).

Focus on water conservation

Water is an essential component of the products developed by Pernod Ricard. From crop irrigation to raw material processing, distillation, blending and product formulation, water is used at every stage of the product life cycle.

Over this fiscal year, Pernod Ricard has formalised its water stewardship policy, partly dedicated to water availability management, based on four complementary ambitions:

- Understand and measure water use with precision, by (i) understanding water flow within our direct operations and linked to our upstream value chain, and (ii) measuring our water use
- Understand and monitor watershed vulnerabilities
- Reduce withdrawals and adapt consumption to local vulnerabilities; and replenish water within water-stressed areas

FY25 PROGRESS:

- Formalisation of the global water stewardship policy
- Update of the detailed mapping of water withdrawals for upstream activities
- Water footprint assessment on upstream agricultural and packaging materials procurement aligned with SBTn Framework
- Determination of hotspot water-stressed locations

PLANNED FOR FY26 AND BEYOND:

- Roll out and implement the newly published global water stewardship policy within the affiliates
- Develop the detailed water flow maps for each industrial site
- Implement water saving projects in our production sites
- Develop guidance to mitigate the risk of water scarcity and adapt production activities throughout our industrial sites in highly stressed areas

(For further information, please refer to Section 3.2.3.3.2.2 Water availability management)

Focus on waste management

At Pernod Ricard, our activities impact the environment through the entire life cycle of our products, from the initial design stage to the disposal of our products once consumed.

We source packaging which is made from glass and cardboard, representing over 95% of any product weight. Plastic packaging accounts for less than 1% of primary packaging. At every stage of the production, and notably when designing our products and packaging, the Group is developing measures to minimise end-of-life waste and reduce the Group's environmental impact. Those measures are formalised in two main documents: (i) the Circularity policy, and (ii) the Global packaging policy. Both documents follow the 5R principles: rethink, reduce, reuse, recycle and respect. They include actions such as optimizing product and packaging design to minimize resource use, increasing the use of recycled content, by-products and renewable resources, designing recyclable packaging, and fostering innovation to explore alternative products and packaging materials. The policy also covers both our manufacturing activities, where we strive to limit the use of resources and waste generated, and our products distribution & end of life, for which we aim at scaling up reuse models and supporting local glass recycling programmes.

FY25 PROGRESS:

- Formalisation of the circularity policy
- Launch of the updated Group Sustainability Packaging guidelines, with trainings and dedicated workshops for teams
- Mapping the composition of landfilled waste

PLANNED FOR FY26 AND BEYOND:

- Comply with Global packaging policy
- Roll out the Circularity policy within the affiliates
- Scale up reuse models globally
- Investigate the use of by-products to generate biogas

(For further information, please refer to Section 3.2.5.2. Circularity policy).

Focus on pollution linked to own industrial activities

Pernod Ricard has implemented measures to mitigate the impact of pollution on air, water, soil, living organisms and food resources resulting from its activities through principles described in its Terroir & Nature and Water policies. These consist in identifying and monitoring pollutants emitted by our own operations, reducing pollution and preventing pollution incidents.

We pay particular attention to water quality, not only because it is essential to ensure the quality and safety of our products, but also because preventing water pollution is vital for the life, public health, local ecosystems and economic stability of the communities where we operate. In that context, in addition to supporting responsible business practices, we have also implemented measures and techniques to prevent any equipment corrosion.

FY25 PROGRESS:

- First SBTn assessment to identify water catchments with significant pollutant loads
- Implementation of a recording system for environmental incidents on our own industrial sites and farming activities

FY26 AND BEYOND PLAN:

- Finalisation of the process structuration implemented to monitor relevant pollutants in industrial sites and farming activities

(For further information, please refer to Sections 3.2.3.3.2 Water strategy and management of IROs and 3.2.2.2 Management of pollution-related IROs).

Pernod Ricard implements measures to nurture and preserve all terroirs. Pernod Ricard is committed to developing and implementing measures which aim at mitigating the impacts of its activities and the related risks. At all times, all sites monitor any and all environmental damage, events and/or incidents that could be caused by our industrial operations in order to understand the impact of their activities and the related risks, and to determine remediation measures which could be implemented at local level. For example, if the level of hazardous pollutants exceeds the threshold authorised in our policy, the relevant industrial site must implement a mitigation action plan with a track record checked on a regular basis. Each report is shared with the HQ teams (Manufacturing, with Climate & Nature team support) to assess whether additional measures should be implemented.

FY25 PROGRESS:

- Formalisation of a recording system process for environmental incidents on own industrial sites and farming activities

FY26 AND BEYOND PLAN:

- For all sites, identification of potential pollutants associated with their industrial activities and implementation of a monitoring system

Focus on climate change impacts

Climate change can affect Pernod Ricard's business because we are particularly vulnerable to any change that may impact yields and the quality of raw materials, since they are the very essence of our products. Simultaneously, the Group generates emissions contributing to climate change in a range of ways:

- Directly, by using fossil fuels on sites (Scope 1) and consuming electricity that generates GHG emissions (Scope 2)
- Indirectly, through upstream and downstream activities (agricultural raw materials, packaging, logistics, etc.) (Scope 3)

In FY25, the Group formalised its Climate Resilience & Net Zero policy which aims at contributing to the fight against climate change by promoting energy efficiency and renewable energies. In May 2024, a new set of targets aligned with the 1.5°C Net Zero trajectory was validated by the SBTi, following the recommendation to also set Forest Land and Agriculture (FLAG) targets. Therefore, the Group has committed to the following targets:

- In the short term: reducing absolute Scopes 1 and 2 emissions by 54% by FY30 as from a FY22 baseline. The Group also commits to reducing absolute Scopes 1 and 3 FLAG emissions by 30.3% and Scope 3 non-FLAG emissions (purchased goods and services, upstream transportation and distribution) by 25%
- In the long term: reducing absolute Scopes 1 and 2 emissions and Scope 3 non-FLAG emissions by 90% by FY50 from a FY22 baseline, and reducing absolute Scopes 1 and 3 FLAG emissions by 72% by FY50

For Scopes 1 and 2, a decarbonisation roadmap has been defined for all Group production sites. This is based on CapEx projects and renewable energy initiatives implemented at the main Group distilleries. On Scope 3, the Group is working alongside its main suppliers in building lasting relationships to accelerate their decarbonisation pathways through, e.g., co-constructing roadmaps and conducting pilots for regenerative agriculture, sustainable packaging and logistics.

FY25 PROGRESS:

- Formalisation of the Global Climate Resilience and Net Zero policy
- Formalisation and approval at Executive Committee level of Pernod Ricard's transition plan
- Identification of hotspots and definition of global decarbonisation roadmaps

FY26 AND BEYOND PLAN:

- Rebaseline SBTi emissions with the latest changes in methodologies and scopes;
- Continue assessing and calibrating future strategic investments in decarbonisation
- Implement the transition plan focusing on our mitigation and adaptation strategy

(For more information, please refer to Sections 3.2.1.3.1 Transition plan and 3.2.1.4.2 Climate change monitoring and actions)

Managing the risk of negative impacts linked to agricultural raw materials ("terroirs")

Pernod Ricard produces and sources over 100 ingredients of natural origin from around 60 countries. Each of these ingredients is grown in a terroir shaped by its unique characteristics in terms of climate, soil type, ecosystems and the know-how of the various local populations and communities. Group products represent over 350 terroirs.

The Group has developed a Terroir and Nature Policy which targets the Group's direct and indirect farming activities. The key ambitions are to source and produce agricultural raw material sustainably, promote and develop regenerative farming practices and preserve and regenerate biodiversity and ecosystems within terroirs.

FY25 PROGRESS:

- Formalisation of the Global Terroir & Nature policy
- Nature assessment of upstream agricultural materials aligned with SBTn framework
- Identification of hotspots and definition of implementation roadmaps

FY26 AND BEYOND PLAN:

- Roll out the regenerative agriculture roadmap locally
- Enforce targeted measures on specific suppliers to achieve greater volumes of agricultural raw materials sourced sustainably

Measures notably include supply chain traceability, identifying terroir environmental and social risks (environmental: biodiversity, land use change [deforestation], soil health and pollution, climate change, waste management, water availability, and water pollution; social: health and safety, discrimination, child labour, forced labour, compensation [wages], freedom of association, healthy communities, land rights, and defenders) and defining mitigation actions (such as certification standards, tailored programmes or contractual specification).

Since 2023, 100% of our key agricultural raw materials have been covered by this risk analysis (as described above), under the Terroir Risk Mapping tool developed by our expert team.

For more information, please refer to Sections 3.2.4.3.2 Nurturing terroirs – Farming activities, 3.3.2 Workers in the Value Chain and 3.3.3 Affected communities.

Focus on the fight against deforestation

To comply with the EU regulation on deforestation-free products (EUDR) and with our SBTi commitments, we are revising our no deforestation policies and guidelines to ensure that our sourced products do not contribute to deforestation or conversion of other natural ecosystems by the end of 2025. This additional verification covers wood-based products, sugarcane, agave, coffee, cocoa, rubber and leather.

By deforestation, we mean any loss of natural forest as a result of (i) conversion to agriculture or other non-forest land use, (ii) conversion to a tree plantation, or (iii) severe and sustained degradation as defined by the Accountability Framework Initiative.

The overarching goal is to address and mitigate all the risks identified in the terroir mapping, ensuring that our raw materials are sourced sustainably.

Mitigation actions are defined by using the following standards and references:

- Sustainable Sourcing Guide
- No Deforestation guidelines (expected for FY26)
- Certification benchmarking

FY25 PROGRESS:

- As part of our Terroir Risk Mapping process, we conduct an initial deforestation risk analysis to identify areas where our agricultural sourcing may be linked to deforestation or ecosystem conversion. So far, all our Priority Terroirs have been assessed. When a deforestation risk is identified, we require a certification ensuring the crop is not contributing to deforestation.

FY26 PLAN:

- Updated Deforestation policy
- New No Deforestation protocol, including EUDR specific reporting

3.8.3.2 Managing the risk of negative impacts on our employees' health and safety

We have adopted a comprehensive approach to health and safety covering all aspects of the physical and mental health of all own employees, whether they work on a manufacturing site, in our offices or as sales representatives.

It takes the form of:

- A Global Health and Safety policy called Taking Care of Each Other, first published in 2019 and updated in FY25, which focuses on three strategic priorities: Culture, Leadership and Performance
- Regular implementation of prevention measures following a self-assessment of local practices both on industrial and non-industrial sites
- LIFE (Life Threatening and Fatal Event) requirements covering a wide range of high-risk activities both on industrial and non-industrial sites. A LIFE assessment programme performed by third parties is currently underway and all areas of improvement are to be addressed through a detailed action plan and regular follow-up with the Corporate Health & Safety teams around our LIFE cycle process
- Training and a network of health and safety champions on our CARE Toolbox
- Relevant QSE certification on industrial sites

Employee online training on alcohol-related and responsible drinking is compulsory for all Group employees.

For more information, please refer to Sections 3.3.1.3.2 Taking care of each other, 3.3.1.3.1.2 Cultivating our learning culture and 3.3.4.4.2.3.2 Responsible sales.

PROGRESS FY25:

- Update of the Global Health & Safety Policy
- Launch of new e-learning modules on health and safety
- Launch of the Stop, Think, Act initiative

FY26 AND BEYOND PLAN:

- Refresh of our Health & Safety Strategy towards Vision 0
- Development of a dedicated Global Contractor Management Framework designed to strengthen Health & Safety requirements throughout our Contractor Management cycle, from prequalification to project completion
- Implementation of a Road Safety Roadmap

3.8.3.3 Managing the risk of negative impacts on employees' human rights

Pernod Ricard adopted its human rights policy in 2019, committing to respect human rights throughout its value chain. Regarding employee rights, an initial analysis of practices made it possible to mobilize the Human Resources community on these issues in 2021 and define priorities by affiliates (health and safety, discrimination and equal opportunities).

The global social approach includes the following actions on certain employee-related issues, notably linked to:

- The Global Social Policy, which includes actions in favour of conviviality for all, equal opportunities, disabled workers and the fight against discrimination and unconscious prejudice (for more information, please refer to Section 3.3.1.3.1.1 Growing our talents in a convivial and equitable workplace)
- Employee compensation and social protection (please refer to Section 3.3.1.3.1.3 Offering fair compensation and benefits)
- Social dialogue (please refer to Sections 3.3.1.3.1.4 Promoting open and constructive social dialogue and 3.3.1.4 Processes for engaging with own workers and workers' representatives about impacts)
- Fight against violence and harassment (please refer to Section 3.3.1.3.1.5 Measures against violence, harassment or other severe human rights)

Pernod Ricard regularly organizes employee engagement surveys (I Say) that enable employees to express their views on their working conditions and define targeted action plans. These I Say surveys show a very high level of employee commitment. A pulse survey dedicated to well-being enabled us to collect more in-depth feedback from employees on subjects such as their perception of work/life balance and how they manage stress (to find out more, please refer to Section 3.4.1.1 Corporate culture).

FY25 PROGRESS:

- Design and deployment of a global Human Resources GEN AI LAB located at Headquarters level
- Design of the disability global Framework and global awareness raising
- Conduct of the annual Gender Pay gap analysis[1]
- Gap assessment between employees' compensation and adequate wage
- Formalisation of a comprehensive Global Social policy based on existing processes
- Improvement of the existing Group Security Incident Reporting guidelines, reporting tool and processes to include incidents and related fines, penalties or compensation involving discrimination, violence, harassment and other human rights issues – including forced and child labour, with social sustainability and security teams

FY26 AND BEYOND PLAN:

- Work on Pernod Ricard's definition of living wage and start performing assessments
- Integration of key social policy commitments into human resources processes in all countries
- Implementation of global reporting on social and human rights incidents

3.8.3.4 Managing the risk of negative impacts on consumers

The Group has implemented a responsible drinking and marketing strategy focused on promoting moderation and reducing alcohol misuse. This strategy is led by the Public Affairs Department and deployed across the Group through the S&R, Marketing, and Public Affairs networks.

The main lines of action are:

- Providing consumer information on product content and potential health risks associated with alcohol consumption via digital labels
- Ensuring ethical marketing and sales practices, including training and oversight of online sales
- Launching brand campaigns by strategic brands that promote responsible consumer behaviour
- Implementing high-impact prevention initiatives to encourage moderation and reduce alcohol misuse
- Engaging with the hospitality sector — including the Group's Brand Homes — to promote the responsible service of alcohol

For more information, please refer to Sections 3.3.4.4.2 Ensuring ethical sales and marketing practices and 3.3.4.4.3 Promotion of responsible drinking.

[1] *Targets linked to LTIP, and talent & compensations decisions are based on performance, merit and experience, and data collected as per French legal requirements.*

Pernod Ricard has developed a global quality policy based on the goal to achieve excellence and "delight our consumers and customers always, everywhere". It notably includes the protection of our consumers' and customers' health and safety. The following key takeaways to protect our consumers and customers are:

- A strong risk management approach, including a risk assessment in each manufacturing process using HACCP[1]. Food safety is controlled routinely through the Product Analytical Screening programme.
- The implementation of external certification for food safety management. Monitoring and management of consumer and customer quality complaints. Indeed, the Group is making sure that all affiliates are fully prepared to manage a potential quality crisis in accordance with Pernod Ricard standards.

For more information, please refer to Section 3.3.4.4.1 Providing the highest quality.

FY25 PROGRESS:

- Adoption of a Global Quality Policy
- Adoption of a Responsible Drinking Policy
- Adoption of a policy on Ethical Marketing and Sales Practices
- Implementation of responsible drinking logos and digital labels across the Group's global portfolio
- Deployment of prevention initiatives through corporate and brand communication channels
- Adaptation of responsible serving practices across the Group's Brand Homes

3.8.3.5 Managing the risk of negative impacts linked to other Group purchases

Pernod Ricard's Sustainable Procurement programme is sponsored by the Chief Procurement Officer, with a dedicated team in charge of developing and implementing the Sustainable Procurement Programme across the Group for tier 1 suppliers.

Pernod Ricard has developed a due diligence-based sustainable procurement programme, renewed and reinforced in 2025, which includes actions to control a variety of risks including those targeted by the Vigilance law, notably regarding the Group's tier 1 subcontractors and suppliers of categories with salient risks for Pernod Ricard: Packaging, Co-packing, Raw Material, POSM and Media.

Over FY25, we shared the renewed process with our teams to ensure that (i) due diligence is performed prior to engaging with any new third party and (ii) any contractual relationship is regularly assessed.

The sustainable procurement programme includes duty of vigilance actions correlated to ESG risks identified throughout the purchasing process:

- "Resilience assessment" on selected suppliers, to identify ESG risks (included in the Group third Party due diligence tool Partner Up). This resilience assessment uses a system of automated risk calculation questionnaires (based in particular on the supplier's sector and country of the entity/factory). When a risky supplier is identified, an additional questionnaire is sent to the supplier for them to fill in to refine the risk level. If the risk level is high, an audit needs to be performed depending on their category (EcoVadis for POSM and Media and SMETA audit for Packaging, Raw Material and Co-packing).
- Supplier Standards setting out the Group's commitments are included in any contracts and in the Group's overall Terms and Conditions.
- Corrective action plans must be defined when a supplier is considered risky, with monitoring followed at local and Headquarters levels.
- The Speak Up alert mechanism is open to anyone.

This process has been implemented gradually, with Dry Goods (Packaging and Co-packing), Wet Goods (Raw Material), POSM and Media currently included in the process and additional categories to follow in the medium term.

The process is managed by the Sustainable Procurement team based in HQ, working closely with the S&R, Ethics & Compliance and Procurement teams.

A community of Sustainable Procurement Champions, key contacts within Pernod Ricard affiliates, has been created and trained to support the deployment of the new programme locally in close collaboration with the HQ team.

For more information, please refer to Sections 3.3.2 Workers in the Value Chain and 3.4.4.2.3.3 Sustainable procurement process.

(1) *Hazard Analysis Critical Control Point.*

FY25 PROGRESS:

- Launch of the new sustainable procurement programme
  - Launch of Partner Up 2.0 – internal third-party due diligence platform
  - Supplier assessment process update
  - Supplier Standards integrated into contracts
- SMETA on-site audits performed for co-packers in India
- Local affiliate Sustainable Procurement Champions (SPCs) support programme implementation, oversee local suppliers' risk management and drive awareness and engagement
- Update of the Suppliers Standards to notably include the new sustainable procurement programme
- Launch of a corporate-level Human Rights Impact assessment, focusing on a selection of commodities in in the Group's upstream activities, in line with the UN Guiding Principles on Business and Human Rights
- I Grow Procurement Academy launch: three-year initiative designed to enhance skills within the procurement function. As part of the induction programme, the Group developed a dedicated module entitled Sustainable Procurement Deep Dive – Social Sustainability, which explores key procurement and human rights topics. This module will be further enhanced.

PLANNED FOR FY26 AND BEYOND:

- Deployment of new assessments in Partner Up 2.0 for local suppliers
- Development of an awareness-raising and training plan to build capacity for functions directly related to managing sustainable issues, notably the Sustainable Procurement Champions
- Sharing and integration of findings of the Group's upstream corporate-level Human Rights Impact assessment to be included in sustainable procurement strategy

3.8.4 The alert and reporting mechanism

Pernod Ricard fosters a culture of trust, openness and transparency, where all employees and stakeholders can fearlessly express their concerns about the Group's activities. The Group's Code of Business Conduct includes a whistleblowing policy, which calls on all employees and other stakeholders to report any ethical suspicions they may have regarding practices or situations deemed contrary to or incompatible with the Pernod Ricard Code of Business Conduct, related policies or any laws or regulations.

Pernod Ricard's Ethics and Compliance team operates the Group-wide Speak Up alert line, which enables stakeholders to report potential inappropriate behaviour securely and confidentially. Hosted by an independent external service provider, this system is available on line or by phone, 24 hours a day, 7 days a week and in several languages. Any report deemed to be made in good faith may be investigated after prior assessment by the Integrity Committee. The website address is available on the intranet, in the Code of Business Conduct, and on the Pernod Ricard website: https://speakup.pernod-ricard.com.

If the allegations prove to be well-founded, mitigation and/or remediation measures and/or the use of disciplinary measures will be decided against the implicated persons. Pernod Ricard also has a zero-tolerance policy with regard to retaliation against any person who, in good faith, makes a report (of inappropriate behaviour, for example) or assists in an investigation.

In 2022, as part of the review of the Group's Internal Rules and the enhancement of the Code of Business Conduct, a dedicated section regarding the Speak Up alert line and policy was added. To ensure the documents and processes were comprehensive and effective, the changes were presented to employee representatives of French affiliates during dedicated sessions.

3.8.5 Performance monitoring and measurement systems

Overall monitoring of the vigilance plan and risk mapping is ensured through the governance described above. The monitoring of mitigation and risk management measures is carried out by the responsible departments via the dedicated mechanisms previously outlined for each risk. The reporting on the effective implementation of the vigilance plan consists of the measures put in place during FY25, as described in the boxes within each risk section, along with the following performance indicators:

Theme	Topic	FY24	FY25
Environment	GHG emissions	• Non-FLAG Scopes 1 and 2 GHG emissions: 233,129 tCO_2e • FLAG Scopes 1 and 3 GHG emissions: 1,321,724 tCO_2e • Non-FLAG scope 3 GHG emissions: 1,753,651 tCO_2e • Total Scopes 1 and 2 GHG emissions of production sites (Market-based): 208,027 tCO_2e • Share of production sites certified IS0 14001: 84%	• Non-FLAG Scopes 1 and 2 GHG emissions: 189,530 tCO_2e • FLAG Scopes 1 and 3 GHG emissions: 1,305,174 tCO_2e • Non-FLAG scope 3 GHG emissions: 1,734,555 tCO_2e • Total Scopes 1 + 2 GHG emissions of production sites (Market-based): 173,731 tCO_2e • Share of production sites certified IS0 14001: 85%
	Energy	• Share of renewable electricity sourced: 91% • Energy Intensity (total energy consumption per unit production): 5.6 MWh/kLPA	• Share of renewable electricity sourced: 100% • Energy Intensity (total energy consumption per unit production): 5.5 MWh/kLPA
	Circularity	• Share of recyclable, reusable or compostable packaging: 99% • Share of certified cardboard and paper against standards ensuring sustainable forest management: 74% • Post-consumer recycled content for glass: 37% • Post-consumer recycled content in PET: 20% • Virgin plastic content weight reduction: 29% • Percentage of biological materials sustainably sourced: 65%	• Share of recyclable, reusable or compostable packaging: 99% • Share of certified cardboard and paper against standards ensuring sustainable forest management: 98% • Post-consumer recycled content for glass: 40% • Post-consumer recycled content in PET: 21% • Virgin plastic content weight reduction: -32% • Percentage of biological materials sustainably sourced: 69%
	Water management	• Water consumption intensity (per unit of distilled alcohol): 21.6 m^3/kLAA • Water used for vineyards' irrigation: 10,770,583 m^3 • Water withdrawals: 37,599,618 m^3 • Wastewater discharges: 25,629,830 m^3 • Water intensity ratio: 1,030 m^3/€m • Replenishment level of watersheds (production sites & dedicated co-packers) in high risk areas: 74%	• Water consumption intensity (per unit of distilled alcohol): 21.2 m^3/kLAA • Water used for vineyards' irrigation: 10,788,414 m^3 • Water withdrawals: 34,108,992 m^3 • Wastewater discharges: 22,204,125 m^3 • Water intensity ratio: 1,085 m^3/€m • Replenishment level of watersheds (production sites & dedicated co-packers) in high risk areas: 68%
	Operations waste management	• Waste sent to landfill at production level: 227 t • Total quantity of organic by-products: 1,114,366 t • Percentage of recycled waste: 93% *NB: FY24 data is not comparable with FY25 performance linked to CSRD adjustments*	• Waste sent to landfill at production level: 164 t • Total quantity of organic by-products: 1,028,642 t • Total waste generated: 1,098,265 t • Total amount of non-hazardous waste: 1,096,486 t • Total amount of hazardous waste: 1,779 t • Total amount of non-recycled and non-recovered waste: 2,813 t • Percentage of recycled or recovered waste: 99.7%
Nature	Terroirs	• Share of key agricultural raw materials covered by risk mapping: 100% • Share of key raw material sustainably sourced (spend): 39% • Number of farmers empowered, trained or supported (cumulative since FY20): 11,000+	• Share of key agricultural raw materials covered by risk mapping: 100% • Share of key raw material sustainably sourced (spend): 39% • Number of farmers empowered, trained or supported (cumulative since FY20): 11,000+
Health & Safety	Health and safety at work	• Number of work-related lost-time accidents for employees and temporary staff: 44 • Frequency Rate *(hours worked x 1,000,000)*: 1.11 • Severity Rate *(hours worked x 1,000,000)*: 30.15 • Number of fatalities: 0 • Share of production sites certified OHSAS 18001 / ISO 45001: 84%	• Number of work-related lost-time accidents for employees and temporary staff: 33 • Frequency Rate *(hours worked x 1,000,000)*: 0.87 • Severity Rate *(hours worked x 1,000,000)*: 39.93 • Number of fatalities: 0 • Share of production sites certified OHSAS 18001 / ISO 45001: 80%

Theme	Topic	FY24	FY25
Human Resources	**Equal Opportunities**	• Gender pay gap ratio *(adjusted)*: 1.6 • Share of women in Top Management *(Band C+)*: 38% • Share of women in Group: 40% • Share of women in Middle Management: 48%	• Gender pay gap ratio *(adjusted)*: 1.6 • Share of women in Top Management *(Band C+)*: 40% • Share of women in Group: 40% • Share of women in Middle Management: 48%
	Working conditions	• Share of employees who received at least one performance review: 94% • Absenteeism rate: 3.9% • Voluntary departure rate: 7.8% • Turnover rate (regular employees): 15.1% • Share of employees who have had at least one training session during the year: 99% • Share of employees covered by health insurance: 98%	• Share of employees who received at least one performance review: 94% • Absenteeism rate: 4.3% • Voluntary departure rate: 7.2% • Turnover rate (regular employees): 17.4% • Share of employees who have had at least one training session during the year: 100% • Share of employees covered by health insurance: 98% • Share of workforce paid under benchmarking: 0% • Remuneration Ratio: 0.44 • Share of total employees covered by collective bargaining agreements: 43%
Consumers	**Quality products for consumers**	• Share of Group's strategic brands ISO 22000/ FSSC 22000 certified (volume produced): 100% • Percentage of Group Brand Companies producing Group's strategic brands certified ISO 9001: 100% • Quality complaints received through Loop during the year per volume shipped (ppm): 2.90	• Share of Group's strategic brands ISO 22000/ FSSC 22000 certified (volume produced): 100% • Percentage of Group Brand Companies producing Group's strategic brands certified ISO 9001: 100% • Quality complaints received through Loop during the year per volume shipped (ppm): 2.74 • Percentage of reduced quality complaint reported: 5.5%
	Responsible drinking in society	• Compliance with IARD Digital Guiding Principles: 98.6% • Completion of the CCC e-learning course: 91% • Share of employees trained on alcohol and responsible drinking: 96% • Share of sales staff and brand ambassadors trained on responsible sale of alcohol: 28% • Number of bartender trained through the Group's Bar World of Tomorrow programme: 18,057 • Share of products featuring a digital label informing consumers on product contents, potential health risks and how to enjoy them responsibly: 95% • Share of markets contributing to global or local responsible drinking initiative: 94% • Share of Group's Brand Homes certified Responsible Host: 53% • Number of adults reached by the Drink More Water Campaign since 2010: 632,000,000 • Number of beneficiaries reached by global drink-driving prevention initiative: 20,318	• Compliance with IARD Digital Guiding Principles: 98.6% • Completion of the CCC e-learning course: 95% • Share of employees trained on alcohol and responsible drinking: 98% • Share of sales staff and brand ambassadors trained on responsible sale of alcohol: 69% • Number of bartender trained through the Group's 'Bar World of Tomorrow' programme: 21,306 • Share of products featuring a digital label informing consumers on product contents, potential health risks and how to enjoy them responsibly: 100% • Share of markets contributing to global or local responsible drinking initiative: 97% • Share of Group's Brand Homes certified Responsible Host: 100% • Number of adults reached by the Drink More Water Campaign since 2010: 927,062,761 • Number of beneficiaries reached by global drink-driving prevention initiative: 40,099
Suppliers	**Suppliers' due diligence process**	FORMER BLUE SOURCE PROCESS • Number of suppliers analysed by the risk mapping tool: 2,089 • Number of suppliers identified as risky (high or medium risk): 1,700 • Number of suppliers identified as risky and covered by an EcoVadis assessment: 328 • Number of suppliers at-risk production sites audited to social, environmental and ethical standards: 51	NEW SUSTAINABLE PROCUREMENT PROCESS • Share of Global suppliers covered by the updated process (Risk Identification Questionnaires): 76% • Share of Global Suppliers identified as high risk (post Risk Identification): 11% • Share of Global Suppliers audited by SEDEX and Ecovadis: 51%

In addition to the roadmaps dedicated to each area of vigilance, actions have also been defined to strengthen the overall vigilance exercise as part of a continuous improvement approach:

- Integrating the management of identified risks into cross-functional compliance processes (third-party assessment, mergers and acquisitions, auditing, etc.)
- Raising awareness among subsidiaries of due diligence requirements
- Better identifying potentially affected stakeholders and ensuring effective frameworks for exchange and dialogue

3.9 Data protection

Protecting and using personal data with respect is a pillar of the Group's digital transformation. The right handling of personal data constitutes a business opportunity for Pernod Ricard to:

- Ensure the accuracy and relevance of the personal data it collects
- Develop consumer, customer and employee trust
- Secure brand image
- Continue to promote its culture of conviviality

The regulatory framework for data protection that applies to Pernod Ricard is complex and still evolving. Alongside the General Data Protection Regulation (GDPR), which came into force in 2018, many countries and regions have adopted their own data protection laws and regulations. Non-compliance with these rules may expose the Group to sanctions.

3.9.1 Global data protection strategy & governance

Pernod Ricard has implemented a strong data protection strategy and governance. The Group has drafted a comprehensive data protection roadmap and works daily on data protection compliance, in parallel with specific actions to address local requirements where relevant.

The Group DPO (Data Protection Officer) and the Group's data protection network enable Pernod Ricard to implement data protection compliance actions, implement policies and procedures at local level, and share best practices.

This governance structure involves a wide range of stakeholders, including the Group DPO, local Privacy Champions, along with a Data Protection Committee and the various internal business teams (TECH, marketing, HR, etc.).

3.9.2 Employee engagement & upskilling

As a pillar of the Group's digital transformation, data protection is a matter that concerns everyone at Pernod Ricard. This is why Pernod Ricard places particular focus and effort on:

- Legal monitoring
- Employee training (including with Group-wide training as well as both mandatory and tailored subject-specific trainings)
- Internal awareness campaigns
- Change management more generally

In FY22, the new version of the Group's Code of Business Conduct featured an updated dedicated section on the respectful use of personal data, featuring guidelines and recommendations for employees to refer to in their day-to-day work. The Group-wide, mandatory employee training related to this Code of Business Conduct now includes a Data Protection module. Other training modules that are tailored to the challenges and specific features of each employee's field of activity are also implemented. This function-based customisation enables the Group to further data protection awareness and adoption.

3.9.3 Customized tools and procedures

The Group has created various customized, user-friendly tools and procedures to ensure data protection compliance. These include:

- Comprehensive overarching documentation to ensure consistent implementation of data protection compliance and common standards. These are based on a global data protection golden rules and policy, along with detailed procedures, standard data protection clauses and toolkits.
- Data protection by design and by default procedures and processes implemented on new projects, with specific data protection documentation on major projects.
- Questionnaires to assess the maturity of third parties and compliance level on data protection.
- Checklists and templates on specific topics such as handling data subject requests or handling potential personal data breaches.

3.10 Tax policy

3.10.1 A significant contribution to local communities

Pernod Ricard is committed to complying with all applicable laws and regulations in each of the countries where it operates, along with applicable international standards.

In FY25, Pernod Ricard's income tax charge on recurring items (profit from recurring operations and financial result from recurring operations) was €619 million.

In addition to corporate income tax, Pernod Ricard pays and collects numerous other taxes and contributions as part of the Group's economic contribution to the communities in which it operates. These include:

- Sales taxes
- Customs and excise duties
- Payroll taxes
- Property taxes
- Other local taxes specific to each country

Pernod Ricard's total annual contribution is estimated at around €6.5 billion (unaudited data).

3.10.2 Approach to taxation

The Group applies the following principles in tax matters:

- Supporting operational activities in compliance with applicable regulations
- Conducting itself with integrity in all tax matters
- Managing tax on both a proactive and efficient basis to preserve and maximise the value generated for the Group and its shareholders

Pernod Ricard has subsidiaries in around 60 countries where it operates. Whenever possible, management makes every effort to liquidate any dormant or quasi-dormant subsidiary inherited from past acquisitions. The Group remains vigilant as to the operational and commercial reality of its transactions and refuses to take part in any artificial tax arrangements. The Group will only use tax incentives after considering their impact on its brands, reputation, and S&R. Pernod Ricard especially does not promote tax evasion under any form.

3.10.3 Transfer pricing

Pernod Ricard's strategy and organisation are built on a model involving an ongoing relationship between Brand Companies and Market Companies. The Brand Companies generally own, protect and develop the intellectual property. They are also responsible for developing overall brand strategy as well as solutions and ways to activate them. The Market Companies implement this strategy locally. Related-party transactions are done in accordance with the Group's transfer pricing policy, which is based on the arm's length principle[1].

3.10.4 An efficient organisation

Pernod Ricard has a team of qualified and well-trained tax and customs specialists, who report to the EVP Finance & IT. Tax matters are subject to clear internal control principles, which are available to all employees on the Intranet. Processes are in place to prevent tax evasion.

Tax legislation in the countries where Pernod Ricard operates is complex and may be open to interpretation. The Group manages such uncertainties with the support of internal and external tax experts. Tax provisions are measured based on the Group's best estimate using available information[2] and regularly presented to the Audit Committee.

3.10.5 Promotion of international transparency

Pernod Ricard is committed to being open and transparent with tax authorities and to disclosing relevant information to enable them to carry out their work. Pernod Ricard places particular importance on working positively, proactively and transparently with them. This is both to build open and sustainable relationships and to resolve potential disputes quickly. Pernod Ricard complies with country-by-country reporting obligations. The Group also participates in the development of corporate tax policies, tax transparency initiatives and tax legislation through public consultations.

(1) *On terms that would have been agreed between independent parties.*
(2) *In particular that provided by the Group's legal and tax advisors.*

3.11 Cross-reference tables

3.11.1 United Nations (UN) Sustainable Development Goals (SDGs) table

Reference table for the UN SDGs

The Group has been a member of the Global Compact since 2003. It is actively working with others to develop initiatives that fully align with the business's commitment to sustainability.

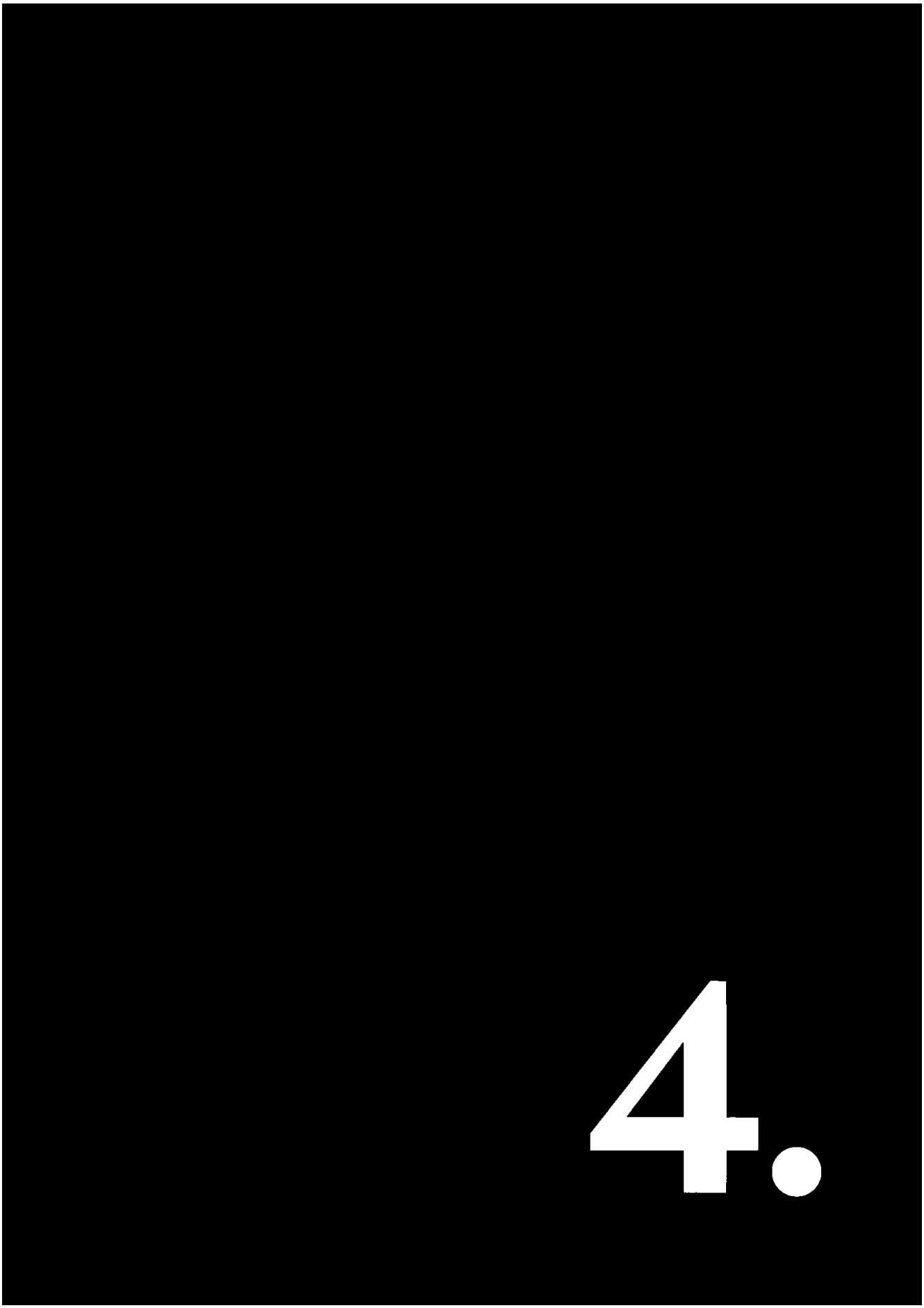
Priority SGDs	Other SDGs impacted by Pernod Ricard	SDG targets to which Pernod Ricard contributes	Section 3 subsection	Reference
		Environmental Sustainability		
		7.2, 7.3, 12.2, 12.4, 13.1, 15.1	Climate Change (ESRS E1)	3.2.1
		3.9, 6.3, 12.4, 14.1	Pollution (ESRS E2)	3.2.2
		6.1, 6.3, 6.4, 6.6, 12.2, 12.4, 12.5, 14.1	Water and Marine Resources (ESRS E3)	3.2.3
		6.6, 7.3, 12.2, 12.4, 12.8, 13.1, 15.1, 15.2, 15.3, 15.5, 15.6	Biodiversity and Ecosystems (ESRS E4)	3.2.4
		7.3, 12.2, 12.3, 12.4, 12.5, 12.8, 13.1, 14.1, 15.1	Resource Use and Circular Economy (ESRS E5)	3.2.5
		Social Sustainability		
		1.1, 1.3, 1.4, 3.2, 3.4, 3.6, 3.8, 3.9, 4.3, 4.4, 4.5, 5.1, 5.2, 5.5, 8.2, 8.5, 8.7, 8.8, 10.2, 10.3, 10.4, 12.6, 12.8	Own Workforce (ESRS S1)	3.3.1
		3.4, 3.5, 3.6, 8.5, 8.7, 8.8, 12.6, 15.2	Workers in the Value Chain (ESRS S2)	3.3.2
		1.1, 1.2, 1.4, 1.5, 3.8, 3.9, 5.1, 5.2, 5.5, 6.1, 6.3, 6.4, 8.2, 8.7, 8.8, 10.2, 10.3, 10.4, 17.3, 17.17	Affected communities (ESRS S3)	3.3.3
		3.4, 3.5, 3.6, 4.4, 4.7, 12.2, 12.6, 12.8, 16.2, 17.17	Consumers and end-users (ESRS S4)	3.3.4
		Governance sustainability		
		5.1, 5.2, 10.3, 16.2, 16.4, 16.5, 16.6, 16.10, 17.14	Corruption and Bribery	3.4.2
			Political influence and lobbying	3.4.3
		4.4, 4.7, 12.2, 12.6, 12.8, 16.2, 16.4, 16.5	Supplier Relationship	3.4.4
			EU Taxonomy	3.2.6
		16.4, 16.5	Data Protection	3.9
			Tax policy	3.10

3.11.2 Task-Force on climate-related Financial Disclosures (TCFD) reporting recommendation alignment table

This table shows how Pernod Ricard has reported in accordance with the TCFD's recommendations and where the Group still needs to improve. The table's arrangement corresponds to the sequence in which the Group reports on each of the TCFD's recommendations.

TCFD recommendation	Alignment	Cross-reference
GOVERNANCE		
a) Describe the board's oversight of climate-related risks and opportunities	Yes	3.2.1.2
b) Describe management's role in assessing and managing climate-related risks and opportunities	Yes	3.2.1.2
RISK MANAGEMENT		
a) Describe the organisation's processes for identifying and assessing climate-related risks	Yes	3.1.4.1 3.2.1.3
b) Describe the organisation's processes for managing climate-related risks	Yes	3.1.4.1 3.2.1.3
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Yes	3.1.4.1 3.2.1.3
STRATEGY		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	Yes	3.2.1.3 3.1.2.4
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	A scenario analysis was initiated to evaluate the impact of climate change on 4 key material risks and 1 opportunity. Further analysis is needed to quantify the impacts on the organisation's businesses, strategy, and financial planning. Other risks and opportunities identified as potentially relevant and material will be further assessed during the next stages of this exercise's TCFD analysis.	3.2.1.3 3.1.2.4
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Pernod Ricard initiated a set of actions to foster its resilience in the light of the identified risks and opportunities and pursues its adaptation efforts	3.2.1.3 3.1.2.4
METRICS AND TARGETS		
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Yes	3.2.1.5
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Yes (including Scope 3)	3.2.1.5
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Yes. More targets will be defined in the coming years.	3.2.1.5




4.

4.1 Internal control and risk management

Internal control and risk management are an integral part of the Group's corporate governance, based on the general principles of the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) reference framework for risk management and internal control systems.

4.1.1 Definition of internal control

The aim of the Group's internal control policies and procedures is to ensure that:

- management, transactions and personal conduct are in line with Group guidelines. These guidelines are set out by the Group's governing bodies and General Management based on applicable laws and regulations, as well as on the values, standards and internal rules in place within Group companies;
- the accounting, financial and management information provided to the Group's governing bodies accurately reflect the performance and financial position of Group companies;
- the Group's assets are protected; and
- operational and control duties are segregated.

One of the objectives of the internal control systems is to prevent and manage all risks arising from the Group's business activities, in particular accounting and financial risks, including error and fraud, as well as operational, strategic and compliance risks. However, like all control systems, they cannot offer an absolute guarantee that such risks have been fully eliminated.

4.1.2 Description of the internal control environment

4.1.2.1 Components of the internal control system

The principal bodies responsible for internal control are as follows:

At Group level

- The **Executive Committee** is the permanent body in charge of coordinating and managing the Group, in cooperation with the Chairman & CEO whom it assists with his duties and responsibilities. The Executive Committee sets the Group's strategic objectives in line with the priorities decided by the Board of Directors, coordinates their implementation and steers the Group's overall performance. Its members are global heads of the Group's corporate functions, operational divisions and geographic regions.
- The **Internal Audit Department** is headed by the Group Chairman & CEO and reports to the Executive Committee and the Audit Committee. The internal audit team based at headquarters is in charge of putting in place internal control rules, managing risks and executing the audit plan. The internal control unit is responsible for communicating information related to control activities within the Group. It monitors the internal control system on a continuous basis and regularly ensures that the system is operating effectively. The audit plan is drawn up once the Group's main risks have been identified and analysed and is validated by the Executive Committee and the Audit Committee. It sets out the various cross-functional issues to be reviewed during the financial year, the list of affiliates to be audited, the main topics to be covered during these audits, and the list of thematic audits. Once the work has been completed, the findings are submitted to the Audit Committee, the Statutory Auditors and the Executive Committee for examination and analysis.

At affiliate level

The **Management Committee** comprises the affiliate's Chairman & CEO, and the Heads of its main functions. The Management Committee is responsible for managing the main risks that could affect the affiliate.

The affiliate's **Chief Financial Officer**, assisted in most cases by an internal controller, is tasked by the Managing Director of the affiliate with establishing appropriate internal control systems for the prevention and management of risks arising from the affiliate's operations, in particular accounting and financial risks, including error and fraud.

4.1.2.2 Identification and management of risks

Risk identification and management work in FY 2025 focused on:

- reviewing the Group's risk map, carried out by General Management and the Audit Committee in conjunction with all of Pernod Ricard's corporate functions and affiliates. This annual review takes into account the major changes in the risk environment to which the Pernod Ricard Group is exposed;
- tightening internal control within the Group, in particular through the implementation of a governance, risk and compliance (GRC) tool, and also through various projects, including the continued development of data analytics to strengthen auditing methods;
- implementing the self-assessment questionnaire on internal control and risk management. This questionnaire, which was updated during the financial year, complies with the AMF reference framework for risk management and internal control systems, and is supplemented by an application guide; and
- performing audits: 39 affiliates were audited in FY 2025. The purpose of the audits was to ensure that the Group's internal control principles were properly applied by its affiliates. They also made it possible to carry out a review of the processes in place, best practices and potential areas for improvement on various cross-functional themes.

All of the areas for improvement identified were addressed by specific action plans drawn up by each affiliate and at Group level, which were validated by the Executive Committee and the Audit Committee. Their implementation is regularly monitored and assessed by the Group's Internal Audit Department.

These audits improved the quality of internal control and risk management within the Group.

4.1.2.3 Key components of internal control procedures

The key components of internal control procedures are as follows:

A formal **delegation of authority** procedure sets out the powers of the Chairman & CEO, as well as the powers delegated to members of the Executive Committee.

The **internal control principles** outline the common principles and rules that apply to all of the Group's affiliates with respect to internal control for each of the 17 main operational cycles identified.

The **self-assessment questionnaire** is regularly updated to comply with the AMF reference framework for risk management and internal control systems. In particular, it covers corporate governance practices, operational activities and IT support. Shared with the Group's affiliates, it enables them to assess the adequacy and effectiveness of their internal controls. Responses to the questionnaires are documented, approved by the local finance director and reviewed by the Group's Internal Audit Department. This work is detailed in:

- a summary per affiliate and an overall Group summary, both of which are provided to the Executive Committee and the Audit Committee; and
- a letter of representation from every affiliate to the Chairman & CEO of its parent company and a letter of representation from the various parent companies to the Chairman & CEO of Pernod Ricard. This letter commits the affiliates' management to ensuring that their control procedures adequately address the identified risks.

The **Internal Audit Charter** applies to all employees who have management and audit duties. It defines the standards, tasks, responsibilities, organisation and operation of the Group's Internal Audit Department, in order to ensure that every employee understands the importance of following and continuously improving the internal control process.

The **Pernod Ricard Quality, Safety and Environment Standards** set out the rules to be followed in these areas. The Group's Operations Department is responsible for ensuring their application.

Controls are performed to ensure that the Group delivers on its commitments, based on three pillars: the strategic plan, the business plan (updated at the beginning of each year in order to set objectives and during the year after each rolling forecast, including financial and non-financial objectives) and performance reporting.

These controls are carried out by management control teams who report to the Finance Departments of headquarters and affiliates. They consist of the following:

- a multi-year strategic plan is established for the Group's main brands, revised every three years;
- this strategic plan is then rolled down into a business plan, which is issued at the beginning of the financial year by headquarters and is sent to all affiliates. The executive summary of the business plan is approved by the Executive Committee and the Board of Directors;
- reporting is prepared on the basis of data input directly by affiliates working to a specific timetable provided at the beginning of the year and in accordance with the reporting manual and the accounting policies published by headquarters;
- a monthly performance analysis is carried out as part of the reporting process and is presented by the Finance Department to the Executive Committee and at Audit Committee and Board of Directors meetings; and
- a common management and consolidation system that allows each affiliate to directly input all its accounting and financial data.

Centralised treasury management is led by the Treasury Unit of the Group's Finance Department.

4.1.2.4 Headquarters' legal and operational control over affiliates

Affiliates are mostly wholly owned, either directly or indirectly, by Pernod Ricard.

Pernod Ricard is represented directly or indirectly (through an intermediate affiliate) on its affiliates' Boards of Directors.

The Group's internal control principles set out the various internal control rules applicable to all affiliates.

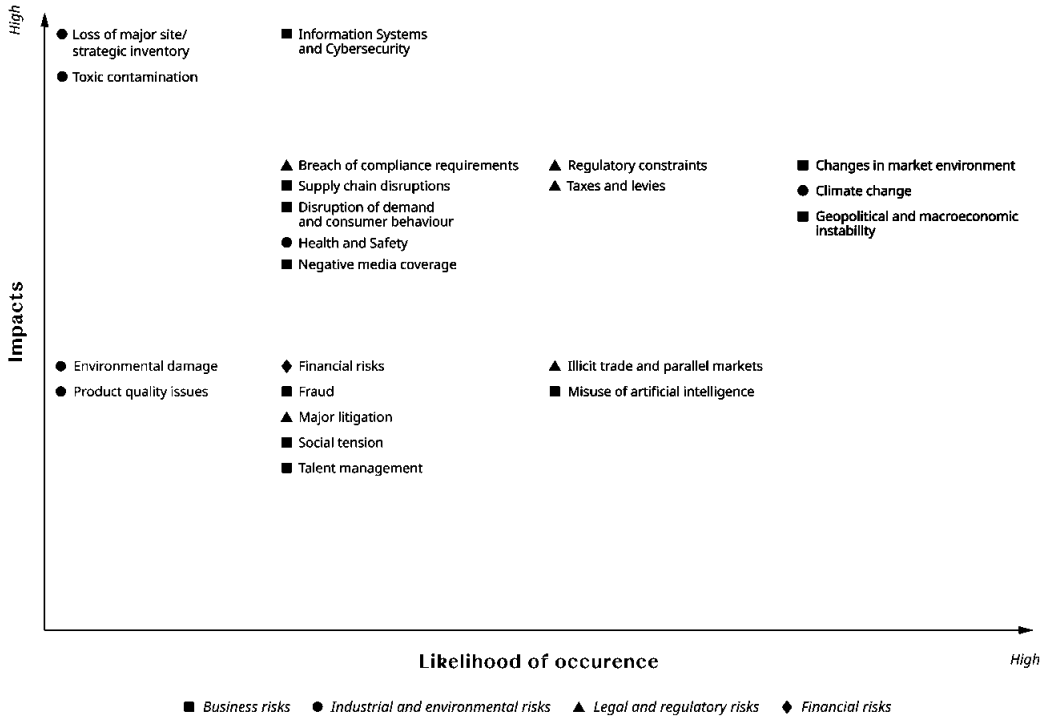
The role assigned to Pernod Ricard, as described in the subsection "Our governance and organisational structure" in Chapter 1 "Presentation of the Group" of this Universal Registration Document, is an important component of the control of affiliates.

4.2 Risk factors

Following the in-depth review carried out last year, the Group took steps to update its risk map in collaboration with General Management and the Audit Committee, and in conjunction with all of Pernod Ricard's corporate functions and affiliates.

This update takes into account the major changes in the risk environment to which the Pernod Ricard Group is exposed.

The map is reproduced below to provide a visual representation of the issues, but it is not intended to replace the explanatory text that follows. The different risks are classified according to their potential impact and likelihood of occurrence. This risk map reflects Pernod Ricard's exposure and takes into account the control measures in place to limit likelihood and impact.



RISK HIERARCHY

I. Business risks

- Geopolitical and macroeconomic instability
- Changes in market environment
- Supply chain disruptions
- Information Systems and Cybersecurity
- Disruption of demand and consumer behaviour
- Negative media coverage
- Misuse of artificial intelligence
- Talent management
- Fraud
- Social tension

II. Industrial and environmental risks

- Loss of a major industrial site/strategic inventory
- Toxic contamination
- Climate change
- Health and Safety
- Environmental damage
- Product quality issues

III. Legal and regulatory risks

- Regulatory constraints
- Breach of compliance requirements
- Taxes and levies
- Illicit trade and parallel markets
- Major litigation

IV. Financial risks

- Financial risks:
  - foreign exchange risk;
  - interest rate risk;
  - credit risk;
  - pension funds.

Risk factors are presented in a limited number of categories depending on their nature. Within each category, the most important risk factors are presented first.

4.2.1 Description of key risk factors

I. Business risks

1. Geopolitical and macroeconomic instability

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Due to its international scope, the Pernod Ricard Group is exposed to the risks of geopolitical tensions and macroeconomic instabilities. The acceleration of international tensions observed in recent years may lead to an increase in customs barriers or international sanctions, as was the case in the context of the trade war between the United States and China, on the one hand, and the European Union, on the other hand, as well as the adoption of Western sanctions against Russia following the war in Ukraine. The current uncertain macroeconomic environment shaped by the return of high inflation may also lead to changes in consumer behaviour.	These geopolitical and macroeconomic disruptions to the Group's markets could lead to heightened volatility in Pernod Ricard's commercial and financial results. For Russia and Ukraine specifically, these markets represented approximately 3% of the Group's worldwide net sales before the conflict. Macroeconomic instability and, in particular, potential constraints on consumer purchasing power, may have a negative impact on how often people drink and therefore on the Group's sales. Ongoing geopolitical tensions could also make it difficult to access certain markets or could result in retaliatory tariffs that would affect Pernod Ricard's exports, as has been observed recently with the United States and China, with geopolitically motivated trade tariffs. These economic crises and trade tensions could weigh on the Group's operating margin.

RISK MANAGEMENT AND MITIGATION

For the Group, the best way to protect itself is to diversify its business, both geographically and by category. It is already present in more than 60 countries and has a leading brand in each main category of spirits. Pernod Ricard continues to develop new distribution channels (e-commerce, home entertainment) and to explore new consumption opportunities by expanding its range of products to include low-alcohol and even alcohol-free beverages. Accordingly, the Group regularly assesses its routes-to-market and local partners. Pernod Ricard also closely monitors political and regulatory developments to anticipate potential business disruptions as much as possible, and engages in regular dialogue with public authorities to ensure that its business is not undermined by tensions wholly unrelated to the Wine & Spirits industry. In addition, crisis management programmes are in place in all affiliates. Lastly, under certain circumstances, production and logistics infrastructures can be adapted.

2. Changes in market environment

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Distributor concentration and consolidation, both locally and internationally, have been ongoing for several years. E-commerce is also becoming an increasingly important alternative to traditional distribution channels. This competitive environment affects the Group's ability to increase its prices and may sometimes force Pernod Ricard to envisage more aggressive and frequent promotional campaigns. The Group also faces heightened competition from both major international players with its strategic brands and local groups or producers with its local brands, driven by the increasing success of craft products or products perceived as such, for example vodka in the United States. Lastly, purchase price inflation (materials, services), which is particularly high in the current environment, is closely monitored by the Group in order to limit the impact on margins.	Potential risks and impacts include: • the increased bargaining power of Pernod Ricard's customers leading to margin erosion and/or loss of market share; • temporary removal of products from shelves and/or removal of promotional materials; • pressure on Pernod Ricard to align prices across markets within a region; • more intense competition in mature markets and increasingly competitive emerging markets, requiring the Group to boost its advertising and promotional investments, or even to reduce or freeze prices in order to protect market share, with a negative impact on results; • damage to the brand image of products due to price reductions; and • a decrease in margins due to a deterioration in purchasing conditions with the Group's suppliers and/or a limited ability to raise its product prices to reflect higher costs.

RISK MANAGEMENT AND MITIGATION

To mitigate risk, Pernod Ricard earmarks approximately 16% of net sales for advertising and promotion (A&P) expenses to reinforce brand equity and, in turn, improve pricing power. In addition, Pernod Ricard has rolled out several revenue growth management initiatives, such as the development of a promotional effectiveness tool, the analysis of market conditions and pricing structures, and the dedication of resources to pricing management. These initiatives are adopted by the affiliates and coordinated at Group level by headquarters.
Particular attention is paid to margin indicators, a key metric monitored by Group management. The Group has implemented the appropriate organisation and initiatives (PR Procure) to ensure satisfactory purchasing conditions for its raw materials while maintaining relationships of mutual trust with its key suppliers.

3. Supply chain disruptions

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
While the global crisis linked to the Covid-19 pandemic demonstrated the resilience of the Pernod Ricard Group's supply chain, it also showed that large-scale, unpredictable events could occur and render access to markets more complex. Other factors also remain relevant, such as the failure of a key supplier, the unavailability of certain raw materials (due to weather conditions, in particular) or certain routes being closed or made inaccessible, either at sea or on land. For example, a trend towards the concentration of suppliers of raw materials and packaging has been observed for a number of years. Today, several of the Group's affiliates work with the same suppliers, which creates risk-charged interdependence should one of them fail (e.g., in the event of a major accident at one of their production sites).	A disruption to the supply chain could occur due to the unavailability of certain raw or packaging materials, causing production of some of the Group's products to be shut down. Furthermore, the unavailability of certain products on the shelves, for one or more of the reasons mentioned here, could result in penalties being charged to the Group by its customers for non-compliance with the agreed commercial terms and conditions and service rates. Lastly, an unexpected rise in the cost of raw or packaging materials could significantly increase the Group's operating costs. As it is not certain that this increase could be offset by higher prices, the Group's results might be affected.

RISK MANAGEMENT AND MITIGATION

In the context of business continuity and to support the Global Strategy of creating an agile, flexible and sustainable supply chain, a dedicated department, GFO – Global Flow Optimization, is responsible for integrating and executing a centralised strategy that is aligned with the Group's strategic brands, affiliates and global functions, to promote better synergies, support business growth, strengthen continuity plans and deliver value through operational activities. Working closely with all departments – S&OP, Procurement, Manufacturing, Logistics, Tax & Public Affairs and Sustainability – GFO proactively and sustainably drives the process of identifying opportunities, mitigating risk and ensuring continuous improvement.

4. Information systems and cybersecurity

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Pernod Ricard's performance has been fuelled by its digital transformation and the extensive use of information technologies and data. In the context of rapid adoption of technology, along with an increase in the frequency and sophistication of cyberattacks, companies are facing a greater exposure to risks stemming from unavailability of technological infrastructure or information systems, cybersecurity incidents and industrial control system (ICS) failures. These systems are essential to Pernod Ricard's day-to-day operations, in particular to support the manufacture, warehousing and distribution of products, as well as the processing, transmission and storage of electronic data, both for the Group's operations and financial statements and for communication between Pernod Ricard employees, customers and suppliers.	The potential impacts of information system outages or of a cyberattack depend on the nature of the issue and may include: • leakage, loss, theft of personal, strategic or confidential data, and the resulting chain of potential repercussions; • unauthorised modification or destruction of data; • system failures or malfunctions; and • inability to perform day-to-day operations. Although the Group makes significant investments to maintain and safeguard its IT and industrial control systems, particularly in view of growing cybercrime threats, any malfunction, significant disruption, loss or disclosure of sensitive data could disrupt the normal course of business, and have financial, legal, regulatory, operational or reputational consequences.

RISK MANAGEMENT AND MITIGATION

Pernod Ricard's technologies are managed by a Global technology function, which includes a team specifically dedicated to cybersecurity. This team is committed to proactively managing information systems and cybersecurity risks in order to protect Pernod Ricard's digital assets in IT and industrial control systems environments.
The Cybersecurity team operates on a comprehensive multi-year cybersecurity strategy and a security risk framework designed to reduce the level of exposure to cyber risks and continuously strengthening the maturity of our security posture.
The Group has adopted proactive measures which include the deployment of cybersecurity technologies, regular system audits, attack and simulation testing, security training and awareness activities, security monitoring, and continuous improvement of security practices which are integral to our strategy. They are supplemented by an active incident response and crisis management plan that allows for swift action and transparency in the event of a security breach, minimising the potential impact to our organisation.
The Cybersecurity team also reports to an executive committee specifically focused on the Group's security, demonstrating management's commitment to govern and continually invest in improving our security maturity.

5. Disruption of demand and consumer behaviour

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Consumer expectations and behaviour are evolving quickly, in terms of preferences regarding product offerings (craft spirits, the low/no alcohol trend), purchasing methods (e-commerce, fast delivery) and brand dialogue and experiences (digital marketing, cross-channel touchpoints, etc.). Pernod Ricard must adapt its organisation, portfolio, business model and market access routes according to these new trends and must continue to innovate, always placing the consumer at the centre of its decisions, and marketing and commercial choices.	Difficulties in detecting and predicting future consumer behaviour could result in under-investment in categories, products and channels that turn out to be strong or, conversely, over-investment in those that are running out of steam. Over time, Pernod Ricard could lose market share or miss out on growth opportunities and damage its brand image and/or reputation.

RISK MANAGEMENT AND MITIGATION

To mitigate this risk, Pernod Ricard takes action across its entire organisation:

- the Consumer Insights organisation studies consumer behaviour and societal shifts to anticipate changes in trends. Consumer Insights was strengthened in 2019 by its centralisation and the creation of market representatives as well as by the intensification of social listening resources;
- an innovation centre of excellence has been set up which develops products and services with high added value, both for the Group and for its consumers and users. To this end, a new unit dedicated to the development and production of new non-alcoholic spirits has been commissioned at the Thuir site;
- from a strategic standpoint, business model diversification, market access methods and portfolio management are closely monitored and changes deemed relevant are implemented. For example, the Group is present in the direct-to-consumer sales channel through The Whisky Exchange, a brand combining an online marketplace and brick-and-mortar stores, and holds a minority stake in Almave, a non-alcoholic spirits brand founded by Lewis Hamilton. The creation of Conviviality Ventures in 2017 also enabled indirect investment in new activities that complement those of Pernod Ricard by leveraging the rich and innovative start-up ecosystem; and
- the comprehensive digital transformation of the Group is ongoing. It includes six transformation priorities organised under Key Digital Programs that are focused on continuously improving marketing and sales processes and maximising opportunities to establish partnerships through incubation programmes. These programmes harness the power of data analytics and the latest available technologies such as machine learning algorithms.

6. Negative media coverage

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The growing resonance of social media, and the reach and influence it gives to information, mean that Pernod Ricard could become the subject of negative media coverage or inappropriate posts or messages. In addition, the Group's size and the nature of its business expose it to the spread of false or misleading information in both traditional and social media. As has been observed in recent years, the popularity of its brands can lead to confusion between the digital content produced by Group affiliates in compliance with our responsible marketing principles, and the content developed by consumers and fans who may not be as diligent in terms of the content they produce or its dissemination. The Group cannot rule out the possibility of being affected by this type of conflation, against which it must protect itself.	A malicious attack aimed at harming Pernod Ricard's reputation, its brand portfolio or its main affiliates could significantly damage the Group's image and reputation. Widespread negative media coverage could jeopardise consumer confidence in Pernod Ricard brands, resulting in a potential sales decline.

RISK MANAGEMENT AND MITIGATION

The Group has implemented a series of internal and external measures to manage this risk. Internal measures focus primarily on raising the awareness of Pernod Ricard employees on the impact of social media and sharing communications best practices. External measures include monitoring commentary in both traditional and social media and preparing a response accordingly to assert the Group's positions and protect it from smear campaigns. Similarly, the strict application of the responsible marketing principles to our digital content will make it easier to differentiate between the Group's content and that produced by third parties.

7. Misuse of artificial intelligence

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The risk of misuse of artificial intelligence can result from a lack of awareness or insufficient understanding of it, as well as from poor-quality data ingestion. The risks associated with the misuse of artificial intelligence include ethical concerns (algorithmic bias, discrimination), invasion of privacy (non-compliant collection or processing of personal data), cybersecurity (misuse of models, data leaks), as well as the spreading of misinformation and disinformation.	Misuse of artificial intelligence can lead to reputational and legal impacts as well as financial losses. Incorrect use may lead to compromised customer and partner trust, regulatory breaches (GDPR, Digital Markets Act, AI Act, etc.), or could even hinder innovation through excessive caution. In the event of systemic failure or public incident, the Group's long-term credibility could be compromised.

RISK MANAGEMENT AND MITIGATION

In order to mitigate these risks, Pernod Ricard has implemented a number of structural initiatives:

- Internal AI guidelines: available to all employees, the guidelines set out the ethical, legal and operational principles for the use and development of AI.
- Awareness campaigns: a comprehensive training programme has been launched to help teams understand the opportunities and limitations of AI.
- Deployment of a secure internal GPT: this interface limits the risks associated with spreading sensitive or confidential information, while promoting the responsible adoption of other generative AI tools.
- Extension of the GreenOps/FinOps methodology: work modalities have been developed to integrate AI and optimise the energy and budgetary footprint, with a view to enhancing sustainability.
- Introduction of an AI Advisory Board: this multi-disciplinary committee steers the strategic governance of AI at Group level. Its goals are to:
  - Confirm ethical and regulatory positioning
  - Approve major projects incorporating AI
  - Ensure consistency with internal guidelines
  - Promote a culture of controlled experimentation
  - Ensure the use of AI and business strategy are aligned

The Board includes representatives from the Tech, Legal, Digital, Transformation, HR and Data Management teams, and is overseen by experts in AI. It meets on a monthly basis, and can be called on to advise upstream of projects while also acting as a point of contact in the event that arbitration is required.

8. Talent management

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Pernod Ricard's success depends on the engagement of its employees and its ability to attract and retain them as well as develop their skills, particularly in highly competitive labour markets, such as the United States, APAC, India, Africa and specific countries, where turnover rates are normally higher than in the rest of the world. This competitive talent market is heightened on occasions by the search for scarce skills, changes in the aspirations and motivations of new generations and the recent pandemic impact that has accelerated certain trends. Additionally, career development through international geographic mobility can sometimes be a challenge, particularly due to diversity of career paths, dual careers, cost control, post-Covid impacts, etc.	The Group is aware that talent management, development and engagement remain key to ensuring the sustainability of its businesses, performance and transmission of critical know-how within the organisation. Excessively high turnover or a lack of engagement could have an adverse financial impact and, in certain circumstances, demotivate teams. This could potentially slow the implementation of key Group development projects and have an adverse impact on its businesses, results and reputation.

RISK MANAGEMENT AND MITIGATION

To mitigate risk, the Group has established and embedded worldwide a robust talent management strategic plan, fully leveraging technology and data, with a common language globally to assess performance and manage talent. This was put in place, together with a skills development framework and offer, to grow and develop talent and facilitate dynamic career management and development. Accordingly, shared global processes and tools were developed to allow all affiliates to optimise the assessment of performance and skills, to formalise the identification of talents, to carry out succession planning, to encourage internal mobility and to monitor employee engagement and well-being. Since 2019, a talent management and performance methodology and process (Let's Talk Talent) powered by a global human capital management system, and a global leadership model (The Way We Perform) have been put in place, with expected behaviours at each level.

Additionally, in FY 2024, the Group launched Horizons, Pernod Ricard's global talent marketplace, leveraging artificial intelligence to provide employees with further visibility on career and development opportunities that match their skills, experience and motivations.

Shared across the whole Group, the above-described global Talent & Performance framework puts the employee at the centre of Human Resources processes providing even greater objectivity, consistency and transparency globally when assessing and developing our employees, and using a common language for everyone. Moreover, Pernod Ricard University trains the Group's future leaders and talents through leadership and functional skills-based development programmes. Succession plans are regularly reviewed by top management and Human Resources, especially for key positions within the Group and annual Strategic Talent & Succession Planning meetings are conducted at the very top senior executive level to ensure Pernod Ricard has talent ready at the right time in the right place. Furthermore, from a talent engagement perspective, on a yearly basis, the Group conducts Global Employee Engagement and Well-being surveys. Lastly, we regularly implement measures designed to enhance quality of work life and to continue to foster Diversity, Equality & Inclusion (DE&I). These include, among many others, remote-working arrangements, measures related to well-being at work, the modernisation of workspaces, managerial awareness-raising programmes and the implementation of the global DE&I roadmap.

9. Fraud

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Pernod Ricard is exposed to the risk of fraud, in particular due to its presence in many countries and the acceleration of its digitisation.	Any type of fraud, whether internal or external, could lead to financial losses (including legal costs to recover defrauded amounts or products), leakage of sensitive information or theft of major physical assets. It could also have a significant impact on the Group's reputation.

RISK MANAGEMENT AND MITIGATION

To mitigate the risk, the Pernod Ricard Group has implemented a strict framework of internal control rules and related tools, based on the Group's internal control principles, as well as a quarterly monitoring process in the event of fraud.
In addition, regular campaigns are run for internal control teams in order to raise awareness on fraud risks and consolidate the Group's processes. The Group also conducts internal and external audits each year to ensure the effectiveness of measures in place.
Lastly, the risk is mitigated through fraud insurance coverage with the standard guarantees. In this way, the Group's risk management policy transfers part of the risk to insurers.

10. Social tension

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
This risk has two dimensions. The first relates to a deterioration in the overarching political and social climate affecting our businesses, and the second to the consequences of specific internal workforce tensions, which may impact affiliates' operational capacities. Accordingly, the risk of social and political unrest with heightened division and conflict within society can be caused by various factors, including financial and economic disparities, cultural differences and political polarisation. This can be exacerbated by misinformation, manipulation of social media and systemic bias, leading to increased distrust, reduced social cohesion and potential civil unrest. Within the Group, any difficult interactions with employee representative bodies could prevent the smooth running of our affiliates (due to strikes, disruptions, etc.).	The impact of social tension on the Group can take various forms. Social and political upheaval can trigger a decrease in sales volumes due to lower purchasing power, disruptions to production and our supply chains, or damage to our brands' image.

RISK MANAGEMENT AND MITIGATION

The Group has implemented mitigation systems based on readiness, preparation and dialogue.
Discussions are held with the affiliates to ensure all our markets are closely monitored; an approach reinforced by observation and analysis of social and political developments in each country.
The affiliates maintain good relations with the trade unions, and audits are regularly carried out to assess internal practices.
Lastly, as part of the measures, the 40 largest affiliates received training and ran simulation exercises as part of the Group's crisis management policy.

II. Industrial and environmental risks

1. Loss of a major industrial site/strategic inventory

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Currently, the following events could result in the loss of a major industrial site or strategic inventory: • a fire and/or explosion related to the manufacture, handling or storage of flammable products (e.g., alcohol); • a natural disaster such as an earthquake, hurricane or flood; or • a malicious act. Several Group sites are located in seismic zones, particularly in New Zealand, Armenia, California and Mexico. Certain sites, including the San José plant in Cuba, are exposed to the risk of cyclones. Lastly, the Group stores a significant stock of maturing products, such as Scotch whisky, Irish whiskey, bourbon, cognac, rum and brandy, which are flammable liquids.	The loss of a major industrial site or strategic inventory is considered a major risk for Pernod Ricard. The materialisation of this risk could result in a significant operating loss and an accompanying sharp drop or prolonged interruption in the supply of certain products, thereby preventing the Group from meeting consumer demand. Moreover, an incident at one of the sites, whether accidental or the result of a malicious act, could jeopardise the safety of Group employees or cause environmental damage.

RISK MANAGEMENT AND MITIGATION

To manage this risk, the Head of Process Safety, reporting to the Group Health and Safety Director within the Operations Department, is responsible for:
- coordinating the work of affiliates to implement preventive measures (design and maintenance of facilities, training, standard operating procedures, etc.) and physical protection mechanisms (automatic sprinkler systems, retention basins, emergency procedures, etc.);
- structuring and coordinating an approach to improve the safety of the processes in place, primarily for the safety of employees but also to limit the risk of production incidents.

The risk is also mitigated by property damage and business interruption insurance coverage with the standard guarantees. In this way, the Group's risk management policy transfers part of the risk to insurers. In addition, in cooperation with insurers, some 40 industrial sites are reviewed each year and the quality of risk is assessed to determine recommendations for improving each site.
A Group monitoring programme for business continuity and management systems is also in place. Strategic affiliates have identified the various scenarios that could affect their operations and have drawn up business continuity plans including the implementation of emergency solutions and access to alternative production methods in the event of the loss of a site.

2. Toxic contamination[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The Group purchases most raw materials (grapes, grains, agave, etc.) used in the manufacture of its wine and spirits from farmers or industrial producers (alcohol, sugar, flavourings, etc.). The presence of undesirable substances in these raw materials or a defect in the distillation, fermentation or bottling process could result in chemical (contaminant), biological (micro-organism), physical (foreign body) or allergen contamination.	The Group's reputation and image may be undermined at any time by one-off incidents at an industrial site or relating to a specific product. For example, contamination, whether arising accidentally, or through a malicious act, could cause injury or intoxication to a consumer, thereby exposing the Group to litigation and causing reputational harm to the brands.

RISK MANAGEMENT AND MITIGATION

The Group has implemented protection and control systems to limit the risk of contamination. The management of this risk is based on the hazard analysis critical control point (HACCP) method, which aims to identify the risks involved in the manufacturing process and to bring them under control, as well as on the implementation of specific internal guidelines and operating requirements. The Group has also implemented management systems compliant with the ISO 22000 standard for food safety management, which is aimed specifically at controlling this type of risk.
Headquarters periodically carries out contaminant screening tests, covering all Strategic International Brands and the most important Strategic Local Brands. This involves an array of chemical analyses covering all contaminants considered possible, and detection testing of around 80 unwanted molecules and several hundred pesticides.

(1) This risk is also covered in the Sustainability Statement in section 3.3.4.4.1 of this document.

3. Climate change[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Climate change is the source of various risks to Pernod Ricard's business, including risks to the supply of raw materials such as grapes and grains, risks relating to the availability of water resources (floods, droughts, etc.), climate-related incidents (cyclones, fires, etc.), and increasing costs (carbon tax). The need to reduce carbon emissions, which are the root cause of climate change itself, generates new risks and opportunities for the Group, in particular in terms of the reduction of direct and indirect emissions (see the Group's Net Zero commitments) and the transition to renewable energies.	Increasingly irregular crop yields, climate events such as frost, hail and drought and shifting climatic boundaries can affect the quality, availability and, to a greater extent, price of raw materials. In terms of grains and sugar cane, the effects of climate change, coupled with rising global demand, are contributing to increasing market price volatility, which must be taken into account in procurement strategies and business supply models. In terms of grapes – another of the Group's key raw materials – climate models point to an increase in the alcohol content of wine and champagne, adjustments to certain qualitative factors and changes in phytosanitary pressure, as well as the risks of frost and drought, which vary depending on geography. A similar risk exists in relation to the water supply for production sites. A number of sites use groundwater for their supply, which can also be affected by climate change. From a regulatory point of view, environmental issues, and in particular climate-related issues, are leading to stricter carbon emissions regulations. In Europe, the Group's four largest distilleries are subject to the European Union carbon emission trading system (EU-ETS). The direct financial challenge is moderate for Pernod Ricard, but is expected to increase significantly in the years to come. The economic impact of energy and carbon regulations is also felt through indirect consumption via the Group's suppliers (especially with respect to glass, alcohol and transport).

RISK MANAGEMENT AND MITIGATION

For grapes, the relevant trade associations, such as those for cognac and champagne and wine in Australia and New Zealand, have incorporated this issue into their research programmes in order to adapt practices to these changes (choice of grape varieties, vine training, vinification, etc.).
The availability and quality of water at production sites are key to ensuring the quality of Pernod Ricard's products and are monitored very closely. Responsible water management is a significant component of the Group's S&R policy, with each site responsible for ensuring that its use of groundwater or river water and its wastewater discharges do not harm the environment. Sites located in areas identified as high risk in terms of water supply are subject to enhanced monitoring to ensure the sustainability of resources by minimising water consumption and returning an equivalent volume of water to the withdrawal site. The Group is committed to offsetting 100% of water consumption at production sites and co-packers located in highly water-stressed basins by 2030, by replenishing water resources in these regions.
In terms of the financial impact of carbon emissions generated directly by the Group's business or indirectly by its suppliers, a carbon emissions reduction plan aligned with a 1.5°C (Scopes 1 and 2) and 2°C (Scope 3) scenario has been implemented.
Pernod Ricard's climate impact was incorporated into the Good Times from a Good Place roadmap. In concrete terms, the Nurturing Terroir and Circular Making pillars commit the Company to the following:

- promoting regenerative agriculture: pilot regenerative agriculture programmes have been developed by the Group for vineyards in eight wine-growing regions – Argentina, California, the Cognac region, Champagne, Spain, Australia, New Zealand and China – aiming to improve the quality of soils and ecosystems. Identical initiatives are under way for the Group's other major strategic raw materials to increase the resilience of agricultural systems. These programmes also represent a unique opportunity to create carbon sinks through soil sequestration and to have a positive impact on the climate;
- reducing carbon emissions from Group operations (Scopes 1 and 2): this programme aims to reduce carbon emissions from operations by 54% by 2030 (vs. 2022), with a focus on energy efficiency, use of biomass and 100% renewable electricity supply (by 2025);
- reducing the Group's indirect carbon emissions (Scope 3), mainly linked to the purchase of agricultural products, packaging and upstream and downstream transport: the Group requires its suppliers to commit to decarbonising their operations, and has launched a number of internal optimisation programmes. With regard to packaging, the Group's policy encourages lightweighting, the use of recycled materials, recyclability, and bans on single-use promotional items. Pilot projects are under way to test alternative, circular product distribution methods. As regards transport, the Group is working to optimise loads and develop multi-modal solutions and alternative transport options.

(1) This risk is also covered in the Sustainability Statement in section 3.2.1 of this document.

4. Health and Safety[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Preventing and managing occupational risks forms part of the Company's obligations towards its employees. The notion of "occupational risk" can be defined as all threats to the health of employees encountered in the context of their work. They may result in an accident or a so-called "occupational" illness. Pernod Ricard is committed to preventing the following non-exhaustive list of occupational risks: • falls and slips; • noise and vibrations; • exposure to hazardous energy (e.g., electricity); • fires and explosions; • road safety; • the use of certain machines and work equipment; • and mental health.	Personal injury is one of the main potential impacts for the Group. The most serious examples are: • the death of one or more employees, subcontractors, visitors or other third parties; • permanent disability of employees, subcontractors, visitors or other third parties; and • occupational illness. The legal and reputational impacts related to inadequate management of working conditions must also be taken into account.

RISK MANAGEMENT AND MITIGATION

In late 2017, the Group embarked on a process to reduce occupational accidents by launching a comprehensive review of industrial sites with the greatest potential for improvement. The main sites are now assessed by an external company in accordance with specific criteria in terms of their safety culture, ability to manage major risks and ISO 45001 occupational health and safety management system.
Thanks to this review and the commitment of General Management, the Group announced Vision 0, its ambition to ultimately reduce accidents to zero by setting annual reduction targets. To accomplish this, the Group launched the Taking Care of Each Other programme with the following three strategic goals:
- develop a culture where safety is central to the Group's values of conviviality;
- engage, motivate and empower all employees and subcontractors on the issue of safety; and
- improve operational efficiency through excellence in Health and Safety.

This programme, which is closely monitored by the Group's Top Management, is part of the Group's S&R strategy and has gradually been extended to all employees in both industrial and non-industrial sites within its affiliates.

(1) This risk is also covered in the Sustainability Statement in section 3.3.1.3.2 of this document.

5. Environmental damage[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Due to the agricultural and industrial nature of its activities, encompassing farming (especially vineyards and agave fields), as well as distillation, processing, maturation and bottling at its industrial sites, the Group may cause environmental damage and therefore is exposed to various risks in this respect. In particular, unintentional spills or accidental leaks of wastewater or vinasse can occur, and various types of pollution can arise (soil, air and water pollution, in particular from intensive farming practices). Any such incidents could lead not only to physical risks but also to health and safety risks for employees, suppliers and local communities, and could also impact biodiversity. These impacts may also cause temporary disruption to local businesses, requiring extensive resources and significant remediation plans. The Group also emits greenhouse gases, both directly and indirectly, and therefore contributes to global climate change, which in turn could cause extreme events with similar consequences for the Group (temporary production stoppages, risks to employees, etc.).	Such impacts caused by the Group could lead to temporary business interruptions in the regions or areas where the damage was caused. Furthermore, there could be legal consequences if damage is caused in an area that is subject to specific environmental protection regulations, and/or if its impact leads to breaches of regulatory pollution thresholds or contamination of an area that would then require a remediation plan. For example, an accidental spillage of vinasse or polluted water could affect the quality of the surrounding natural environment, requiring the water concerned to be treated at a treatment plant. This could result in activity having to be temporarily suspended at the site concerned in order to identify the source of the damage, and could also lead to the Group having to pay compensation for the impact caused. Depending on the type of environmental damage involved, impacts could involve the health and safety of employees, suppliers or affected communities, requiring the site to be temporarily shut down or giving rise to financial penalties. There could also be reputational repercussions for the Group. The potential financial impact of these risks on the Group is not considered to be significant, particularly regarding the introduction of stricter local regulations regarding pollution and incident reporting.

RISK MANAGEMENT AND MITIGATION

In order to limit the risks of environmental damage, the Group has developed environmental standards that apply to all of its industrial sites. These guidelines cover all activities and potential impacts, including waste and wastewater management and treatment in line with the applicable regulations. They detail the steps to be taken to prevent any damage or impact on the environment and set out precise rules that must be followed.
Additionally, the Group has drawn up a specific reporting mechanism as well as emergency procedures for unforeseeable accidental events – such as the impact of climate events on our sites or potential leaks and unintentional spills – to enable incidents to be managed quickly and effectively and minimise their impact. Studies are carried out if a notification is made of any such incidents in order to identify the causes and factors that led to the damage concerned. The findings of these investigations are then incorporated into the Group's environmental standards to prevent similar events from happening again.
The Group's industrial sites are ISO 14001 certified, which means that they have highly effective environmental management systems. Each site subject to environmental risks also has a business continuity plan to apply in the event of an incident, in order to avoid temporary shutdowns and ensure that their local operations can carry on.
Lastly, with regard to the damage caused by greenhouse gas emissions, the Group's Sustainability & Responsibility strategy – Good Times from a Good Place – is aimed at minimising its climate impact and environmental footprint across its value chain. Thanks to ambitious targets, validated by the Science Based Target Initiative (SBTi) in 2024 and translated into effective action plans, such as the deployment of Mechanical Vapour Recompression (MVR) technology, the risks faced by the Group in relation to environmental damage (both caused and suffered) are mitigated and anticipated as far as possible. The Group has also indexed several financing transactions to environmental indicators, including Scope 1 and 2 emissions and the water used in its distilleries, clearly illustrating its objective of minimising its impact.

(1) This risk is also covered in the Sustainability Statement in section 3.2 of this document.

6. Product quality issues[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The main product quality issues that concern the Group arise from the quality level and compliance of the following: • product ingredients; • packaging; • production processes; and • development processes for new products.	The success of the Group's brands depends upon the positive image that consumers have of them. A quality issue with one of the products in the portfolio, affecting the integrity of its brand or its image among consumers, could have a negative impact on the Group's sales.

RISK MANAGEMENT AND MITIGATION

Quality risk management is based on a joint quality management approach implemented worldwide at all production affiliates. Coordinated by the Group's Operations Department, this risk management policy is based on internal Pernod Ricard standards and on systematic risk analyses.
It draws on the standards setting out best practices and minimum requirements in each of the areas concerned by quality:
- foreign bodies;
- contamination;
- traceability;
- quality control;
- product recall/withdrawal, etc.

It is also underpinned by a mandatory quality certification programme for Group production sites based on a minimum of the following two international standards:
- ISO 9001 for quality management; and
- ISO 22000 for food safety management.

Following the implementation of our new quality policy, the Group's sites will be certified by GFSI-recognised standards such as FSSC 22000, IFS or BRC within the next three years.

(1) This risk is also covered in the Sustainability Statement in section 3.3.4.4.1 of this document.

III. Legal and regulatory risks

1. Regulatory constraints

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Throughout the world, the Group's operations are subject to a growing number of regulations. Regulatory decisions and changes in legal and regulatory systems could have adverse impacts on Pernod Ricard's business, particularly in the areas of advertising and promotions, labelling and access to distribution. In almost all countries, the production, import/export and sale and distribution of alcohol are subject to special regulations, which are constantly changing. Similarly, the presentation, labelling, advertising and promotion of alcoholic products are subject to increasingly strict regulations, often intended to better inform consumers about the risks of alcohol abuse, for example through health warnings on labels, or to minimise the exposure of at-risk groups such as minors. The religious, cultural and media environments of each country result in a wide variety of regulations related to alcoholic beverages. There is a trend towards increased restrictions on these products, along with their promotion and distribution, at significantly different paces from country to country. Moreover, a large number of Environmental, Social and Governance (ESG) regulations and reporting frameworks are emerging and evolving throughout the world, particularly in the European Union, compelling the Group to review its practices and put in place action and compliance plans, both for its reporting purposes and for its risk management processes and S&R policies and initiatives.	Regulatory decisions and changes in legal and regulatory requirements in these areas could have a negative impact on Pernod Ricard's business as follows: • **advertising and promotions:** regulatory authorities in the countries where the Group operates could impose restrictions on the advertising of alcoholic beverages (e.g., audio-visual or digital advertising or sponsorship of sporting events). One effect of these limitations would be to prevent or restrict the Group's ability to retain or recruit consumers for its brands in a challenging competitive environment. Restrictions on advertising freedom could also limit the Group's ability to launch new innovations. They therefore have a significant impact on the Group's business. Lastly, some countries may impose price controls, particularly price floors aimed at limiting promotions and ultimately sales by keeping alcohol relatively expensive. These policies, which have historically been observed in certain specific countries (former Soviet Union, Canada), are now being introduced more widely (Scotland, Ireland) and apply in addition to specific taxes on alcohol; • **labelling:** changes to labelling requirements for alcoholic beverages could diminish the appeal of these products for consumers, who might switch to other less tightly regulated products, resulting in a decline in sales. Furthermore, such changes could result in increasing costs, thereby affecting the Group's results; • **access to distribution:** government authorities in countries where the Group operates may seek to restrict consumer access to the Group's products. For example, the prohibition of alcohol in Bihar (India) led to the cessation of Pernod Ricard's operations in that State. Similarly, restrictions on how, when and where alcoholic beverages can be sold are regularly implemented in many countries. These restrictions tend to drive consumers towards illegal or parallel distribution channels, which compete with the Group's lawful business; • **S&R strategy, actions and reporting:** as ESG issues grow in number and become an increasingly central preoccupation for various stakeholders (civil society, investors, governments, companies, etc.), governmental authorities are imposing more and more regulations to provide a better framework for companies' sustainability reporting and ensure that they implement strategies and actions that respond both to the impacts caused by their businesses and to the underlying risks and opportunities. However, the multitude of these regulations – which include the European Non-Deforestation Directive, the Corporate Sustainability Reporting Directive (CSRD) and the future Corporate Sustainability Due Diligence Directive (CSDDD) – could lead to a risk of non-compliance if compliance monitoring is not sufficiently rigorous. Any such non-compliance could have reputational and/or legal impacts for the Group. This is especially the case with Omnibus, the EU-wide simplification movement, to which the Group consistently adheres, and which requires an agile approach to ensure compliance while anticipating potential future relief measures. The potential financial impact of these risks on the Group is not currently considered significant, but this could change in the future. Implementing these new regulations could require additional investment, as well as the mobilisation of significant internal resources.

RISK MANAGEMENT AND MITIGATION

Pernod Ricard actively participates in public dialogue relating to the adoption of laws and regulations that affect the Group. Pernod Ricard's teams promote the Group's positions and solutions to local decision-makers and lawmakers. Pernod Ricard does this indirectly through its membership in trade associations, or directly when the subject specifically concerns the Group.
Pernod Ricard is also committed to ensuring that the products distributed are promoted responsibly and in compliance with the ethical marketing or commercial standards of the International Alliance for Responsible Drinking (IARD). Internal controls are in place to ensure compliance with the Pernod Ricard Code for Commercial Communications, which sets out all the rules applicable to marketing communications.
In line with its S&R ambitions, Pernod Ricard also seeks to contribute proactively to changing legislation and practices and promote alternatives to exclusively repressive solutions to treat alcohol abuse, which have not proven effective. Currently, more than 200 initiatives to prevent the effects of alcohol abuse and dangerous drinking have been developed by the Group worldwide, independently or with partners. Since 2021, three pictograms warning against underage drinking, drinking while pregnant and drink-driving, have appeared on all bottles produced by the Group's brands. In addition, a digital label in the form of a QR code has also been introduced on all Group products to inform consumers of the health risks associated with alcohol abuse and provide the list of ingredients and nutrition facts.
The World Health Organization (WHO) action plan (2022-2030) to reduce the harmful use of alcohol recognises the role of self-regulation in marketing (where Pernod Ricard has particularly ethical practices) as well as voluntary consumer information practices, such as the initiatives taken by the Group. This action plan provides Member States with a range of public policy options – without calling for a binding global framework agreement – and reaffirms the value of public/private dialogue, taking a markedly different approach than with the tobacco industry.
As part of its work on preparing for ESG regulations that have recently entered into force, that are in development or undergoing revision, such as the CSRD, the Group has set up a dedicated internal governance organisation that regularly monitors the Group's implementation status, as well as potential regulatory changes and simplification initiatives. This internal governance organisation brings together all of the departments involved (Operations, HR, Finance, Public Affairs, Legal, etc.). Pernod Ricard is also closely monitoring developments in connection with the Omnibus Directive, and any ensuing implications for the Group in order to ensure that each regulatory framework is strictly respected, in line with the Group's stated aims. Lastly, Pernod Ricard's S&R strategy ensures an exhaustive and comprehensive view of the value chain. The "Good Times from a Good Place" S&R strategy covers various aspects of CSR, in environmental, social and societal terms (incorporating corporate governance). As an integral part of the business model and the long-term resilience strategy, the S&R strategy and 2030 roadmap enable the Group to anticipate and respond to the new regulations. The Group is stepping up the pace of the strategy's rollout to match the pace of regulatory change.

2. Breach of compliance requirements[(1)]

RISK IDENTIFICATION AND DESCRIPTION

Pernod Ricard uses its own distribution affiliates to market its products worldwide. For this reason, Pernod Ricard operates in many countries where anti-corruption laws may have an extraterritorial impact.
Examples include the US Foreign Corrupt Practices Act, the UK Bribery Act and France's Sapin II law. The Group must therefore take into account and rigorously monitor the risk of corruption and influence peddling, and understand how such risks are treated by all relevant legal systems, in all the regions of the world where it operates.
Company employees may interact, sometimes only marginally, with political and administrative officials. The nature of Pernod Ricard's business, driven by its Créateurs de convivialité vision, means that inappropriate invitations may be sent to public officials.
The Group is also required to comply with requirements set by personal data protection regulations, including the General Data Protection Regulation (GDPR). It must also comply with France's Duty of Care law, which aims to prevent violations of human rights, health and safety and environmental standards. In addition, the UK Modern Slavery Act 2015 requires Group affiliates to publish a statement on the measures taken to prevent slavery and human trafficking in their operations and supply chain. Similar laws also exist in Australia (2018) and in Canada (2024) against forced labour and child labour.
Lastly, with its headquarters located in the European Union, the Group is subject to a wide range of environmental, social and governance (ESG) regulations. For example, it is subject to the Corporate Sustainability Reporting Directive (CSRD), with which it complies as a consolidated Group, as well as to the French duty of care regulations.

POTENTIAL IMPACTS ON THE GROUP

Recent regulations concerning, in particular, the fight against corruption and influence peddling, and compliance with business ethics expose Pernod Ricard to the risk of administrative and criminal sanctions, as well as a reputational risk in the event of non-compliance.
In addition, certain corrupt practices, consisting of offering excessive and/or inappropriate benefits, even without deliberate intention to obtain an undue advantage, are severely punished by the anti-corruption laws of three of the main countries where the Group operates and provide for the criminal liability of both the legal entities and the individuals involved, and entail heavy financial penalties for the company as well as for the perpetrators of such practices.
Reputational damage resulting from a legal conviction or breach of regulations could damage the Company's overall credibility, and an illicit or reprehensible act, even if it consists of an isolated event, could negatively impact all Group employees seeking to deliver a message to public authorities. This would hamper efforts to legally lobby against legislation that is harmful to the Group's business sector. It could also result in regulatory changes that may damage the Company's business (tax increases, marketing restrictions, etc.).
The risk of non-compliance with the applicable regulations on the protection of personal data exposes Pernod Ricard to a risk of administrative sanctions (including financial sanctions of up to €20 million or 4% of annual global revenue in the case of the GDPR) and criminal sanctions, as well as a reputational risk, in the event of non-compliance. Disputes may arise from failure to comply with these regulations, as well as from failure to comply with France's Duty of Care law.
In addition, the CSRD's entry into force will require certain ESG data reporting processes to be reviewed, as well as new policies, action plans and objectives to address the Group's exposure to material impacts, risks and opportunities (IROs). For each material matter, the Group is required to publish the mandatory disclosures listed in the European Sustainability Reporting Standards (ESRS) issued by the EFRAG. All of this information is audited by third-party organisations and may, as a result, lead to the auditors expressing a modified opinion in the event of non-compliance.
For these reasons, all such regulations could have a negative impact on the Group's business.

RISK MANAGEMENT AND MITIGATION

Pernod Ricard has drawn up a risk map for corruption and influence peddling, updated in 2022. This tool aims to identify and manage corruption and influence peddling risks inherent to the Group's business and specific to production and distribution processes, as well as cross-functional risks. The Group is also committed to promoting a "zero tolerance" policy clearly communicated by the Group's management and relayed by local management to the affiliates. Specific rules for employees and stakeholders have also been put in place, as set out in the Group's Code of Business Conduct, which was also updated in 2022. The Code is backed by a mandatory online course, fully reviewed and refreshed in May 2023, to help exposed employees better understand the risks of breaches (including corruption and influence peddling risks, in particular) and to enable them to adopt the appropriate preventative behaviours. Pernod Ricard has also implemented the following digital tools to support its compliance initiatives: Speak Up, a global whistleblowing platform to report behaviour that violates the Code of Business Conduct and, more generally, applicable law; Gifted!, an application dedicated to the declaration and approval of gifts and invitations. Partner Up, an assessment platform for third parties working with the Group, and Clear Up, an application for employees to declare any conflicts of interest.
In line with changes in legislation and stakeholder expectations around these issues, the Group has also embarked on due vigilance processes for human rights and the environment throughout its value chain. In 2024, the Group's Vigilance Plan was revised to take into account new regulatory requirements in terms of CSR compliance. In particular, the Group decided to strengthen its due diligence approaches around human rights and procurement, building on the work carried out in previous years. For example, the mandatory process for all of Pernod Ricard's key purchases, both direct and indirect (Packaging, Agricultural Raw Materials, POSMet Media), previously known as Blue Source, has been extensively revised. The purpose of this process is to ensure that the Group's partners are compliant in these areas and support them in implementing action plans where necessary. All suppliers must read and agree to comply with Pernod Ricard's Supplier Code of Conduct by signing an agreement with the Company. Potential partners who are assessed and do not meet the standards are not selected to support the Group in its operations.
In addition, the Group's lobbying policy is governed by specific guidelines as well as the Code of Business Conduct, which contains specific provisions to prevent any reprehensible practices, even if unintentional. In France, Pernod Ricard files a disclosure statement with the French High Authority for Transparency in Public Life (*Haute Autorité pour la Transparence de la Vie Publique* – HATVP)[2] and is a member of Transparency International's *Forum des Entreprises Engagées*[3]. The Group is also a joint signatory of a best practices guide on parliamentary lobbying spending published by Transparency International.
Pernod Ricard has also implemented a strong personal data protection strategy and governance. The Group has drawn up a roadmap on this subject. The Group DPO (Data Protection Officer) and the Group's personal data protection network enable Pernod Ricard to implement data protection compliance actions, implement policies and procedures at local level, and share best practices.
Lastly, the Group has also introduced a dedicated governance organisation for implementing the CSRD, co-managed by the Sustainability and Finance functions. The Group conducted the double materiality assessment in 2024 to determine its material IROs on various matters and to identify the regulatory data points required by the material ESRS. During FY 2024, the Group conducted a gap analysis with the CSRD to better prepare the inclusion and collection of new or different data compared with previous reporting periods. The Group has strengthened its reporting and data control processes, formalising reporting protocols that set out the methods for calculating and consolidating non-financial data. It has also worked on the development of its existing policies and strategies to ensure compliance with the required data, in line with its sustainability strategy and the "Good Times from a Good Place" roadmap.
In FY 2025, the Group created a Vigilance Committee, representing the Procurement, Sustainability, Legal as well as H&S and Social Sustainability functions, which reviews and approves the vigilance plan, drawn up on the basis of due diligence processes managed by subject experts.

(1) This risk is also covered in Chapter 3 of this document.
(2) https://www.hatvp.fr/fiche-organisation/?organisation=582041943 (French only).
(3) https://transparency-france.org/entreprise/forum-des-entreprises-engagees (French only).

3. Taxes and levies[1]

RISK IDENTIFICATION AND DESCRIPTION

As an international player in the Wines & Spirits industry, the Group is very sensitive to changes in indirect taxation, in particular customs duties and excise taxes on alcoholic beverages. The Group is also affected by trade tariffs on imports from the European Union and the United Kingdom imposed by the United States, and by the anti-dumping probe into cognac exports from the European Union launched by the Chinese authorities.
The Group is also exposed to possible changes to tax regulations in the countries where it operates, particularly with regard to direct taxation, notably at the instigation of the Organisation for Economic Co-operation and Development (OECD), the European Union and national governments (such as changes in tax rates, the Pillar Two tax reform that is effective for the Group as from this financial year, and the proposed EU Public CbCR directive), and changes to accounting policies and standards.
Pernod Ricard may also be subject to tax audits in several countries, and there is no guarantee that the tax authorities will accept the positions taken by the Group, even if the Group deems them to be correct and reasonable in view of its operations.

POTENTIAL IMPACTS ON THE GROUP

An increase in import duties and excise taxes or a change in laws relative to duty free sales would result in an increase in the price of the Group's products and a reduction in the consumption of its Wine & Spirits brands or an increase in the Group's costs, thereby affecting the Group's financial position and operating profit. Nevertheless, this risk is mitigated by significant advertising and promotional investment which can, in certain cases, limit the impact on consumption of an increase in prices.
Other changes in tax regulations could also have a material impact on the Group's results, such as an increase in the corporate tax rate in the countries where the Group operates.
Lastly, in the event that the tax authorities successfully challenge the Group on any material positions, the Group may be subject to additional tax liabilities that may have an adverse effect on the Group's financial position if they are not covered by provisions or if they otherwise trigger a need for a cash payment.

RISK MANAGEMENT AND MITIGATION

The Group's tax policy is based on compliance with applicable laws and regulations, sound conduct and proactive and efficient tax management. It involves the rejection of all artificial arrangements, the application of a transfer pricing policy based on the arm's length principle, efficient organisation of the tax function within the Group and transparent dealing with tax authorities.
Very often, when the Group is confronted with increases in customs duties that affect the entire Wine & Spirits sector in a given country, the authorities of the exporting country provide diplomatic support to resolve the problem.
Furthermore, the Group's diversification in terms of geographies and product categories is another way it mitigates the potential impact of tax risks.

(1) This risk is also covered in the Sustainability Statement in section 3.10 of this document.

4. Illicit trade and parallel markets

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The Group's trademarks are key to its competitiveness. However, they are threatened by various forms of illicit and parallel trade, including unauthorised reproduction and use, imitation, use of misleading symbols and bottle refills using counterfeit liquids, etc. Unauthorised flows of authentic products affect the Group's performance by unfairly competing with products from its approved distribution network. In addition to this, fraudulent imitations and reproductions pose a serious threat to consumer health as the growing sophistication of counterfeiting techniques is making authentication increasingly difficult.	Illicit trade and parallel markets undeniably represent missed sales opportunities for the Group, which impact its financial results. Fraudulent use of the Group's trademarks also damages its image and reputation, and could cause consumers to avoid our products if authenticity were not guaranteed (in the case of refills and counterfeit finished products) or if third parties intentionally created confusion with the Group's trademarks (brand imitation). Illicit trade also increases operating costs. While legal action is the preferred option and usually results in a satisfactory outcome, these measures represent a cost for the Group (legal fees, storage and destruction costs, etc.). In some countries, it can also be difficult to obtain swift and dissuasive penalties against counterfeiters.

RISK MANAGEMENT AND MITIGATION

A specific organisation has been put in place to protect and defend the Group's IP rights and its products, designed to maximise efficiency while minimising costs.
The Global Trade Intelligence team leads the fight against illicit trade in the Group's products worldwide by coordinating all action against counterfeiting (identical/near-identical reproduction of the Group's trademarks on bottles) and other forms of trafficking. This action takes the form of investigations on the ground or online, and legal action combined with initiatives to raise awareness among local authorities.
The Global Trade Intelligence team also supports the teams at the Group's headquarters and affiliates in developing technical/technological measures to improve product protection, traceability and authentication. Examples of such measures include a scheme based on the principle of the smart bottle, introduced in strategic markets such as China, which enables consumers to check the authenticity of the Group's products using a QR code integrated into the packaging.
The defence of IP rights also involves operational staff, who are called on to identify imitations (products/trademarks) on the market and pass on all necessary information to the above teams for action. Guidelines for operational staff have been drawn up to optimise reporting and to facilitate organising defensive actions when necessary.
A centralised team (Group Intellectual Property Hub) is dedicated to protecting the Group's trademarks and defending them against attempts by third parties to register and/or use similar rights, in order to avoid confusion among consumers and any weakening or dilution of the Group's trademarks. The Group Intellectual Property Hub is also responsible for IP litigation and in particular any legal action taken to remedy (i) counterfeiting (identical reproduction of the Group's trademarks on any medium other than bottles) and (ii) brand imitation (on any medium whatsoever), including online. Lastly, the team ensures that the Group's technical innovations are protected by filing the corresponding patents.

5. Major litigation

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Like other companies in the Wine & Spirits sector, the Group may be the subject of legal action or other litigation and complaints from consumers or government authorities. In addition, the Group routinely faces litigation in the normal course of business. The Group provides for provisions for all litigation in which it is involved and all contingencies it faces. At 30 June 2025, these provisions totalled €386 million, compared with €405 million at 30 June 2024 (see Note 4.7 – *Provisions* to the consolidated financial statements).	Major litigation of any type could have an adverse impact on the Group's financial position (in the event of a fine or damages), or the Group's image and reputation due to media coverage and posts on social media, and may result in the loss of rights, in particular IP rights (such as the cancellation of a trademark).

RISK MANAGEMENT AND MITIGATION

To avoid litigation, the Legal Department, which is responsible for the Group's protection and defence, has implemented preventive measures. Marketing and operational teams are made aware of legal issues on an ongoing basis, model agreements are provided, and legal teams provide support at the very early stages of projects. Legal functions have been established at regional and local levels to ensure better local monitoring. In addition, a quarterly report listing the major risks identified by local legal teams, particularly with regard to compliance, counterfeiting, cyberattacks, personal data and potential major litigation, is sent to headquarters staff, who oversee coordination.

IV. Financial risks

The Group's main financial risks are market, credit and liquidity risks. They are measured and managed via risk management policies and procedures put in place to reduce their occurrence or impact.

In a persistently uncertain economic environment, to manage the liquidity risk that may result from the repayment of financial liabilities at their contractual maturity, Pernod Ricard has taken precautionary measures to ensure sufficient liquidity to meet its needs and continues to diversify its sources of financing, thereby limiting dependence on lenders.

In September 2024, the Group redeemed a €650 million bond, and in March 2025 issued an €800 million bond maturing in seven years. These transactions substantially extended the average maturity of the Group's bond debt.

At 30 June 2025, the Group's cash position stood at €1.9 billion, in addition to approximately €2.8 billion in undrawn committed credit lines, including a €2.1 billion revolving credit line set up in April 2023.

The loan agreements notably include obligations to provide lenders with information and comply with certain commitments customary to this type of arrangement (in particular that the loan will continue to rank *pari passu*).

1. Foreign exchange risk(1)

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Due to its international presence, the Group is exposed to fluctuations in the currencies it operates in (excluding the euro, its functional and reporting currency) and uses to record its assets and liabilities (transaction and translation risks).	Fluctuations of this nature may therefore have an impact on Pernod Ricard's results and shareholders' equity. The risks include: • translation risk for the financial statements of consolidated affiliates using a functional currency other than the euro; and • transaction risks on operating cash flows not denominated in the entities' functional currency. Moreover, currency fluctuations against the euro (notably the US dollar) may impact the nominal amount of liabilities and the financial expense recorded in euros in the consolidated financial statements, which could affect the Group's reported results.

RISK MANAGEMENT AND MITIGATION

As a rule, it is Group policy to invoice end customers in the functional currency of the distributing entity. The resulting net foreign exchange exposures are hedged by the use of forward instruments.
Residual risks may be partially hedged by the use of financial derivatives (forward purchases, forward sales or options) intended to hedge highly probable receivables or payables or to secure the receipt of dividends.
In terms of asset risk, financing foreign currency-denominated assets acquired by the Group with debt in the same currency provides natural hedging.

(1) Note 4.9 to the consolidated financial statements.

2. Interest rate risk(1)

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Pernod Ricard is exposed to changes in interest rates on its financial liabilities and its liquid assets. Such changes may have a positive or negative effect on its financial expenses. At 30 June 2025, the Group's debt consisted of floating-rate debt (3%) and fixed-rate debt (97%), in addition to a hedging portfolio intended to limit the negative effects of interest rate fluctuations.	The Group is affected by changes in interest rates in its functional currency and, more marginally, by changes in the interest rates of other currencies contributing to its consolidated net debt. A rise or fall of 50 basis points in interest rates (euro or US dollar) would result in an increase or decrease of €3 million in the cost of net debt.

RISK MANAGEMENT AND MITIGATION

As part of its financing policy, the Pernod Ricard Group seeks to limit interest rate risk by favouring fixed-rate funding for a significant portion of its debt.

(1) Note 4.9 to the consolidated financial statements.

4 Risk management

Risk factors

3. Credit risk[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
Credit risk for the Group primarily consists of the risk of financial loss stemming from a default (cash flow difficulties or liquidation) among customers indebted to a Group affiliate.	The non-recovery of a trade receivable in the event of a customer default or liquidation would have a negative impact on the Group's financial statements.

RISK MANAGEMENT AND MITIGATION

The diversity and size of the Group's distribution network, spread across many countries, and the diversification of its main customers in the supermarket sector, limit its exposure to this risk.
Internal procedures are in place to assess the financial health of the Group's customers and adapt credit terms and activity as appropriate.
Lastly, credit risk is mitigated through credit insurance coverage with the standard guarantees. In this way, the Group's risk management policy transfers part of the risk to insurers.

(1) Note 4.9 to the consolidated financial statements.

4. Pension funds[1]

RISK IDENTIFICATION AND DESCRIPTION	POTENTIAL IMPACTS ON THE GROUP
The Group's unfunded pension obligations amounted to €265 million at 30 June 2025. During FY 2025, the Group's contributions to pension plans totalled €64 million. The Group's pension obligations are for the most part covered by balance sheet provisions and partially by pension funds or insurance. The amount of these provisions is based on certain actuarial assumptions, including, for example, discounting factors, demographic trends, pension trends, future salary trends and expected returns on plan assets.	The asset/liability balance is subject to, among other factors, the performance of invested assets. A liquidity crisis or major financial shock could significantly undermine the performance of financial assets and jeopardise the asset/liability balance. A pronounced asset/liability imbalance may require an increase in the Group's pension obligations recognised in the balance sheet and result in an increase in the provision for pensions. This could have a significant negative impact on the Group's financial results.

RISK MANAGEMENT AND MITIGATION

Specific governance and a management policy have been implemented and are regularly reviewed in line with the risk profile of the Group's various pension plans. The investment strategy is subject to frequent review in order to minimise the volatility of assets.
The buy-in transaction completed in September 2019 for the largest of the Group's pension funds is a concrete example of the proactive strategy to minimise risks. The fund's Trustee purchased an insurance policy from a highly rated and well-established insurance company to cover the majority of the pension obligations. The insurance policy therefore reduces the Group's exposure for that fund to funding deficits arising from market risks, including inflation and interest rate risks, and longevity risks.
In addition, defined-benefit plans (mainly for affiliates in North America, the United Kingdom and the rest of Europe) are subject to an annual actuarial valuation on the basis of country-specific assumptions.

(1) Note 4.7 to the consolidated financial statements.

4.3 Insurance and risk coverage

For Pernod Ricard, insurance represents a solution for the financial transfer of major risks facing the Group. This transfer is accompanied by a policy of prevention to reduce risk as much as possible. The Group carefully assesses its risks in order to fine-tune the level of coverage of the risks it incurs.

The financial soundness of the Group's insurance partners is regularly verified, and where necessary, may lead to the replacement of a given insurer.

The Group has two types of coverage: Group insurance programmes and local policies. Programmes at Group level are monitored by the Head of Risk and Insurance, who coordinates insurance policy and risk management. Credit insurance is managed by the Group Treasury team.

4.3.1 Insurance policies

In order to cover the main risks, Pernod Ricard has set up international insurance programmes for all Group affiliates, except where this is not possible due to local regulatory constraints. These programmes provide the following coverage:

- property damage and business interruption losses;
- operating/product liability, including costs and losses incurred by the Group due to accidental and/or criminal contamination;
- environmental liability;
- Corporate Officers' civil liability;
- damage during transport;
- political violence;
- fraud; and
- cyber.

Moreover, credit insurance programmes are in place to reduce the risks associated with trade receivables.

Some affiliates have contracted additional insurance to meet *ad hoc* needs (vineyard insurance, fleet insurance, etc.).

4.3.2 Coverage

Type of insurance	Coverage and limits on the main insurance policies[1]

Property damage and business interruption losses	• Coverage: comprehensive (except exclusions).
	• Basis of compensation:
	  ◦ replacement value up to the amount of capital at risk;
	  ◦ business interruption losses with a compensation period between 12 and 24 months depending on the company.
	• Limits on compensation:
	  ◦ main limit for the damage and business interruption loss programme, which covers the maximum possible scenario identified through insurance prevention. The programme includes additional limits, for example, to cover natural events.
	• Furthermore, a captive reinsurance company provides insurance coverage for an amount of €3 million per claim with a maximum commitment of €5 million per year.

General civil liability (operating and product liability)	• Comprehensive coverage (except for exclusions) for damage caused to third parties.
Product contamination	• Coverage taken out under the general civil liability programme for recall expenses, the cost of the relevant products, business interruption and outlay to rebuild Pernod Ricard's image following accidental or criminal contamination of products that could endanger persons or property.
Environmental liability	• Coverage for accidental environmental damage.
Transport	• Coverage for the Group's goods during transportation of up to €15 million per claim per year.
Special risks	• Risks relating to the civil liability of Corporate Officers, fraud and malintent, terrorism, political violence and cybersecurity, are covered by dedicated global insurance programmes that are rolled out locally as required.
Credit	• The aggregate maximum coverage for the Group's credit insurance programmes not relating to financing is €100 million.

(1) The figures shown are the main limits for the financial year ended 30 June 2025. Some contracts provide specific limits for certain aspects of coverage.

4.3.3 Measures implemented by the Group to manage the consequences of a claim, in particular in the event of an industrial accident

If a claim were to be filed affecting Pernod Ricard or a Group company, especially in the case of an industrial accident, the Group or the company in question would rely on its brokers and insurers and all service providers as required to ensure the effective management and resolution of the claim. All these players have the experience and resources required to manage exceptional situations.

4.4 Risks and litigation: provisioning procedure

In the course of its business, the Pernod Ricard Group is involved in legal proceedings and subject to tax, customs and administrative audits. The Group only recognises provisions for risks and contingencies when it is probable that a present obligation arising as a result of a past event will require the payment of an amount that can be estimated reliably. The amount of the provision is the best estimate of the expenditure required to settle the liability. Provisions may therefore require the use of judgement by Group management.

4.5 Financial and accounting information

4.5.1 Preparation of the Group's consolidated financial statements

In addition to the management information described above, the Group prepares interim and annual consolidated financial statements. This process is managed by the Consolidation Department attached to the Group's Finance Department, as follows:

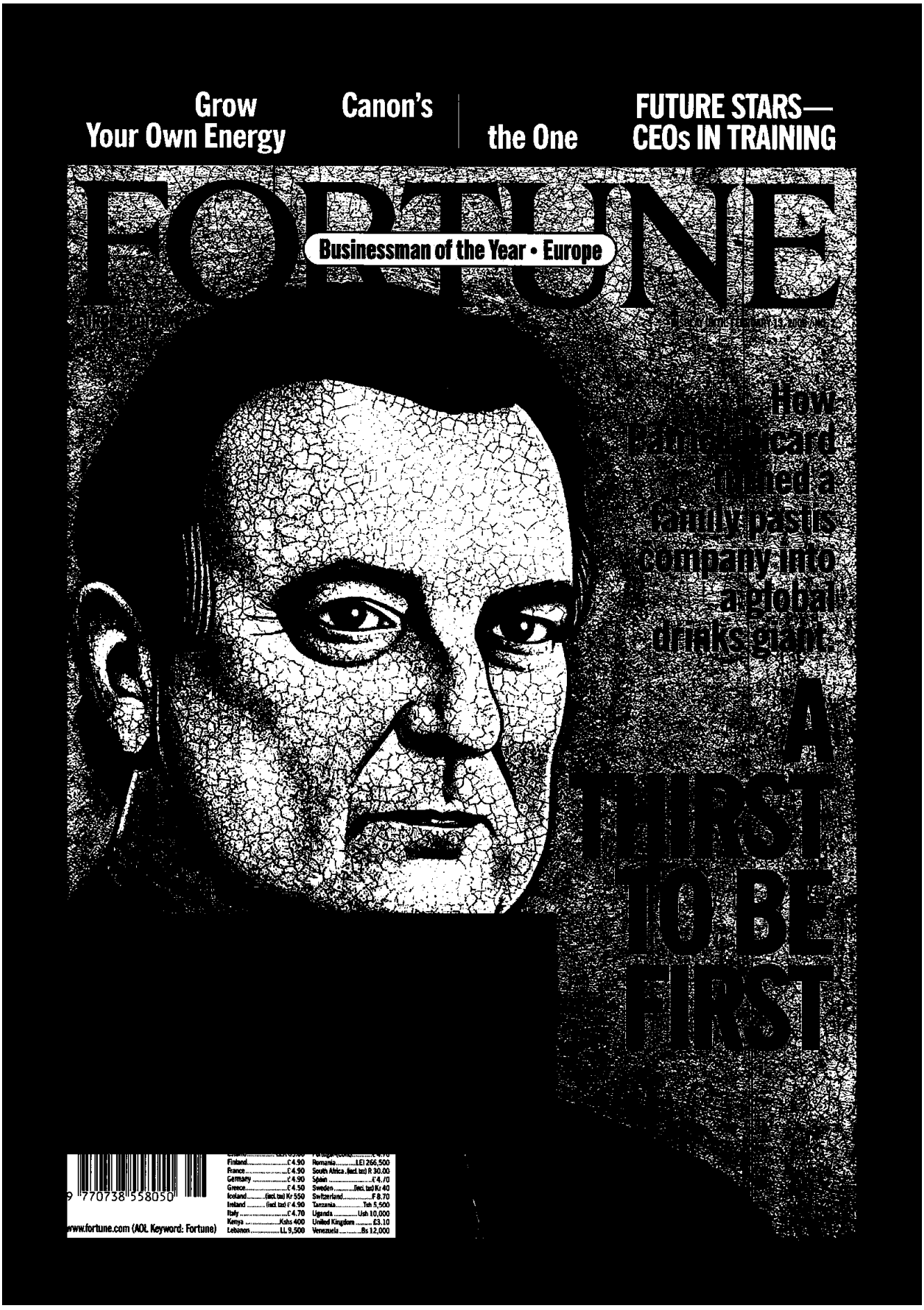
- communication of the main Group accounting and financial policies through a procedures manual;
- preparation of specific instructions by the Consolidation Department, including a detailed timetable, that are shared with the affiliates prior to each consolidation;
- preparation of the consolidated financial statements on the basis of the information provided, to cover the entire scope of consolidation; and
- use of a common software package by Group affiliates. The maintenance of this software package and user training are carried out by the Group's Finance Department, with occasional assistance from external consultants.

In addition, consolidated affiliates sign a letter of representation addressed to the Statutory Auditors, which is also sent to headquarters. In this letter, the management of each consolidated affiliate certifies that the financial information sent to headquarters as part of the consolidation process gives a true and fair view of the company's position and results of operations.

4.5.2 Preparation of Pernod Ricard's parent company financial statements

Pernod Ricard prepares its parent company financial statements in accordance with applicable laws and regulations. It prepares the consolidation package in accordance with the instructions received from the Finance Department.

Paris, 17 September 2025
Alexandre Ricard
Chairman & CEO


Grow Your Own Energy
Canon's the One
FUTURE STARS— CEOs IN TRAINING
FORTUNE
Businessman of the Year • Europe
How Patrick Heard turned a family pastis company into a global drinks giant.
A THIRST TO BE FIRST
9 770738 558050
www.fortune.com (AOL Keyword: Fortune)
Finland ... € 4.90
France ... € 4.90
Germany ... € 4.90
Greece ... € 4.50
Iceland ... (incl. tax) Kr 550
Ireland ... (incl. tax) € 4.90
Italy ... € 4.70
Kenya ... Kshs 400
Lebanon ... LL 9,500
Romania ... LEI 266,500
South Africa (incl. tax) R 30.00
Spain ... € 4.70
Sweden ... (incl. tax) Kr 40
Switzerland ... F 8.70
Tanzania ... Tsh 5,500
Uganda ... Ush 10,000
United Kingdom ... £3.10
Venezuela ... Bs 12,000

5.

5.1 Key figures from the consolidated financial statements for the year ended 30 June 2025

5.1.1 Income statement

€ millions	30.06.2024	30.06.2025
Net sales	**11,598**	**10,959**
Gross margin after logistics expenses	**6,975**	**6,516**
Advertising and promotion expenses	(1,872)	(1,679)
Contribution after advertising and promotion expenses	5,103	4,837
Profit from recurring operations	3,116	2,951
Operating profit	**2,724**	**2,743**
Financial income/(expense)	(437)	(492)
Corporate income tax	(766)	(574)
Share of net profit/(loss) of associates and net profit of held for sale activities	(7)	(3)
NET PROFIT	**1,514**	**1,674**
Of which:		
Non-controlling interests	38	48
Attributable to Group shareholders	1,476	1,626
EARNINGS PER SHARE – BASIC (€)	**5.84**	**6.47**
EARNINGS PER SHARE – DILUTED (€)	**5.83**	**6.45**

5.1.2 Balance sheet

€ millions	30.06.2024	30.06.2025
ASSETS		
Non-current assets	25,725	24,722
Of which intangible assets and goodwill	*19,040*	*17,921*
Current assets	13,065	12,292
Assets held for sale	395	65
TOTAL ASSETS	**39,185**	**37,080**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Consolidated shareholders' equity	16,797	16,226
Non-current liabilities	15,146	14,405
Current liabilities	7,091	6,442
Liabilities related to assets held for sale	151	7
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**39,185**	**37,080**

5.1.3 Net debt

€ millions	30.06.2024	30.06.2025
Gross non-current debt	11,040	10,434
Gross current debt	2,130	1,718
Non-current derivative instruments – assets	—	(36)
Current derivative instruments – assets	—	—
Non-current derivative instruments – liabilities	10	—
Current derivative instruments – liabilities	6	4
Cash and cash equivalents	(2,683)	(1,829)
NET DEBT EXCLUDING LEASE LIABILITIES	**10,503**	**10,292**
Lease liabilities	448	435
NET DEBT	**10,951**	**10,727**
Free cash flow[1]	963	1,133

(1) The calculation of free cash flow is set out in section 5.3 "Net debt" to the management report.

5.1.4 Cash flow statement

€ millions	30.06.2024	30.06.2025
Self-financing capacity before interest and taxes	*3,378*	*3,101*
Net interest paid	*(336)*	*(426)*
Net income tax paid	*(547)*	*(417)*
Decrease/(increase) in working capital requirement	*(768)*	*(470)*
Net change in cash flow from operating activities	**1,727**	**1,788**
Net change in cash flow used in investing activities	**(676)**	**(521)**
Net change in cash flow used in financing activities	**(209)**	**(2,396)**
Cash flows from discontinued operations	—	—
Translation differences	232	275
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	**1,609**	**2,683**
CASH AND CASH EQUIVALENTS AT END OF PERIOD	**2,683**	**1,829**

5.2 Analysis of business activity and results

Consistent organic operating margin expansion, investing in brand desirability and sustainable long-term growth

- **Fiscal year 2025 Organic Net Sales -3.0%**, with declines in China, USA and GTR Asia negatively impacting mix, while many markets posted a resilient to strong growth, leading to gaining or maintaining shares in most of them.
- **Continued volume recovery (+2%)** with three consecutive semesters of volume growth.
- **Strong FY25 organic operating margin expansion at +64bps**, supported by the completion in FY25 of a €900m efficiency program FY23-25 and strong cost discipline.
- **Sustained reported operating margin** despite significant adverse FX impacts.
- **Free Cash Flow at €1.1bn,** (+18%) notably with strong Operating Working Capital management, leading to a strong improvement in cash conversion.
- Sustainable long-term growth investments with €1.2bn in **Capex and Strategic Inventories**, passed peak in FY24, along with continued dynamic portfolio management (including Wines and Imperial Blue[1] businesses disposals).

(1) Subject to regulatory approvals.

5.2.1 Presentation of results

5.2.1.1 Net profit from recurring operations, Group share and per share – diluted

€ millions	30.06.2024	30.06.2025
Profit from recurring operations	3,116	2,951
Financial income/(expense) from recurring operations	(417)	(455)
Corporate income tax on recurring operations	(646)	(619)
Non-controlling interests, net profit of discontinued and held for sale activities and share of net profit of associates	(53)	(49)
GROUP SHARE OF NET PROFIT FROM RECURRING OPERATIONS[1]	**2,000**	**1,829**
GROUP SHARE OF NET PROFIT FROM RECURRING OPERATIONS PER SHARE – DILUTED (€)	**7.90**	**7.26**

(1) Profit from recurring operations after taking into account financial income and expenses from recurring operations, corporate income tax on recurring operations, the share of net profit or loss of associates, and net profit of discontinued and held for sale activities.

5.2.1.2 Profit from recurring operations

Group						
€ millions	30.06.2024	30.06.2025	Reported growth		Organic growth[1]	
Net sales	11,598	10,959	(639)	-5.5%	(351)	-3.0%
Gross margin after logistics expenses	6,975	6,516	(459)	-6.6%	(268)	-3.8%
Advertising and promotion expenses	(1,872)	(1,679)	192	-10.3%	165	-8.8%
Contribution after advertising and promotion expenses	5,103	4,837	(266)	-5.2%	(103)	-2.0%
PROFIT FROM RECURRING OPERATIONS	**3,116**	**2,951**	**(165)**	**-5.3%**	**(24)**	**-0.8%**

(1) Organic growth: growth at constant exchange rates and scope of consolidation.

Americas						
€ millions	30.06.2024	30.06.2025	Reported growth		Organic growth[1]	
Net sales	3,340	3,154	(186)	-5.6%	(96)	-2.9%
Gross margin after logistics expenses	2,162	2,021	(140)	-6.5%	(78)	-3.6%
Advertising and promotion expenses	(668)	(603)	65	-9.8%	50	-7.5%
Contribution after advertising and promotion expenses	1,493	1,419	(75)	-5.0%	(27)	-1.8%
PROFIT FROM RECURRING OPERATIONS	**878**	**847**	**(31)**	**-3.6%**	**3**	**0.4%**

(1) Organic growth: growth at constant exchange rates and scope of consolidation.

Asia/Rest of the World						
€ millions	30.06.2024	30.06.2025	Reported growth		Organic growth[1]	
Net sales	4,973	4,635	(338)	-6.8%	(194)	-3.9%
Gross margin after logistics expenses	2,851	2,620	(231)	-8.1%	(131)	-4.5%
Advertising and promotion expenses	(678)	(580)	99	-14.5%	86	-12.7%
Contribution after advertising and promotion expenses	2,173	2,040	(133)	-6.1%	(44)	-2.0%
PROFIT FROM RECURRING OPERATIONS	**1,461**	**1,360**	**(101)**	**-6.9%**	**(17)**	**-1.2%**

(1) Organic growth: growth at constant exchange rates and scope of consolidation.

Europe						
€ millions	30.06.2024	30.06.2025	Reported growth		Organic growth[1]	
Net sales	3,285	3,170	(115)	-3.5%	(60)	-1.9%
Gross margin after logistics expenses	1,962	1,875	(87)	-4.4%	(60)	-3.1%
Advertising and promotion expenses	(525)	(497)	28	-5.4%	28	-5.4%
Contribution after advertising and promotion expenses	1,437	1,378	(59)	-4.1%	(31)	-2.2%
PROFIT FROM RECURRING OPERATIONS	**777**	**744**	**(33)**	**-4.2%**	**(11)**	**-1.4%**

(1) Organic growth: growth at constant exchange rates and scope of consolidation.

5.2.2 Organic net sales growth of Strategic International Brands

In millions of 9-litre cases	Volumes 30.06.2024	Volumes 30.06.2025	Organic growth[1] in net sales	Of which volume growth	Of which price/mix effect
Absolut	12.0	12.3	+2%	+2%	-1%
Jameson	10.7	11.2	+3%	+5%	-2%
Ballantine's	8.8	9.1	0%	+3%	-3%
Chivas Regal	4.7	4.8	+2%	+2%	+1%
Ricard	4.3	4.2	-5%	-2%	-2%
Malibu	4.4	4.1	-10%	-6%	-3%
Beefeater	3.3	3.3	+3%	0%	+3%
Havana Club	3.5	3.3	+1%	-7%	+8%
Martell	2.2	1.9	-20%	-12%	-8%
The Glenlivet	1.4	1.4	-4%	+1%	-6%
Mumm	0.5	0.5	-3%	-2%	-2%
Perrier-Jouët	0.3	0.3	+8%	+9%	-1%
Royal Salute	0.2	0.2	-18%	-13%	-4%
STRATEGIC INTERNATIONAL BRANDS	**56.5**	**56.7**	**-4%**	**0%**	**-5%**

(1) Organic growth is defined in section 5.5 - Definition of alternative performance measures and reconciliation to IFRS measures.

Fiscal Year 2025 Net Sales totalled €10,959m, an organic decline of -3.0% (-5.5% reported), with a negative FX impact of -€277m mainly due to the Turkish Lira, Argentinean Peso and Indian Rupee.

By region:

- **Americas -3%,**
  - **USA -6%, Spirits market (incl. RTD) in slight growth, impacted by subdued consumer confidence and economic moderation. Narrowing gap-to-market through sharp execution.**
    - Sell-out volume and value gap-to-market continues to narrow, reflecting focus on execution and strong investment behind the brands.
    - Jameson, Absolut and Kahlúa are each performing ahead of their competitive set with Jameson significantly improving and posting positive sell-out in Q4.
    - Revised Route to Market implemented over the summer designed to align and increase executional capabilities.
    - Prolonged tariff uncertainty impacted distributor inventory level at year end, with adjustments expected throughout FY26.
  - **Canada** in good growth, notably on Jameson, Bumbu, The Glenlivet and RTDs, gaining market share.
  - **Brazil** in good growth, led by Strategic International Brands Beefeater, Royal Salute, Chivas Regal and Absolut, gaining market share.
  - **Mexico** in low single digit decline, gaining market share in whiskies.
- **Asia-RoW -4%,**
  - **India +6%, Strong underlying consumer demand and premiumisation trends.**
    - Strong and broad-based performance underpinned by dynamic consumer demand.
    - Premiumising sales with growth excluding Imperial Blue at +8%.
    - Double Digit growth on Royal Stag.
    - Double Digit growth on Strategic International Brands including continuing Jameson's exceptional performance, now the #1 imported Spirit brand in India and Pernod Ricard's #2 Jameson market by volume.
    - Disposal of Imperial Blue business expected to be immediately accretive to margins and growth[1].
    - Excise policy changes in Maharashtra state expected to negatively impact sales in FY26, most significantly in Q1.
  - **China -21%, Challenging macro-economic environment and continuing weak consumer sentiment impacting demand.**
    - Decline in sales of Martell and Scotch brands.
    - Premium brands including Jameson, Absolut and Olmeca in strong growth.
    - Increasing penetration of Premium Spirits among the growing middle class.
    - Soft consumer demand in Q4 combined with anticipation of the conclusion of Anti-Dumping investigation leading to distributor inventory overhang at year end.
    - Leading to a strong decline expected in Q1.
  - **Japan** in MSD growth, gaining market share, sharp declines in **South Korea** and **Taiwan market** amidst difficult macro-economic conditions.

(1) *Subject to regulatory approvals.*

- Very strong growth in **Turkey** (both organic and reported sales) led by Chivas Regal and Ballantine's, strong growth in **South Africa** with Martell and Jameson, gaining market share in both markets.
- **Australia** MSD growth, gaining market share.

- **Europe -2% (flat ex-Russia), Resilient Net Sales.**
  - Particularly dynamic across Eastern Europe, while Western Europe sees growth in **France**, with declines in **Germany** and **Spain.**
  - Gaining market share in France and Germany and maintaining share in **UK.**
  - Good brand performances on Bumbu, Jameson, Chivas, Ballantine's, Perrier-Jouët and Altos.
- **Global Travel Retail -13%, Gradual improvement in outlook expected with the resolution of the Cognac suspension in China Duty Free.**
  - Full year organic sales in decline impacted notably by the suspension of Cognac imports in China Duty Free since December 2024.
  - **Asia** region also negatively impacted by weakness in South Korea and Taiwan market.
  - Other regions, notably **Europe** and **Americas** are in growth.
  - Expecting a strong decline in Q1 driven by a high comparison, with Q2 to benefit from resumption of sales of Martell in China Duty Free.
  - GTR expected to return to growth in FY26.

By brand:

- **Strategic International Brands -4%,**
  - **Jameson** in LSD growth globally, with good growth across most regions, and stabilised sell out in the US, while declining in Western Europe.
  - **Martell** sharp decline in China though with stable market share, growth in South Africa.
  - **Absolut** in growth in all regions, except Western Europe due to decline in Germany.
  - **Scotch portfolio** in slight decline due to performance in US, Germany, South Korea and Taiwan market, with broad based growth across other markets.
- **Strategic Local Brands +2%,**
  - Strong momentum on Seagram's whiskies, notably **Royal Stag.**
  - Strong growth of **Kahlúa** in the US and **Olmeca** in Africa, Eastern Europe and China.
- **Specialty Brands -7%,**
  - Very strong growth on Bumbu across European markets and Canada.
  - Good growth from **The Deacon** in Japan and **Château Sainte Marguerite** in Western Europe and USA.
  - **Aberlour** declines from US and Taiwan market.
  - **Lillet** decline due to slow down in Germany.
- **RTDs +7%,** solid growth across the portfolio of brands.

5.2.3 Contribution after advertising and promotion expenses

Gross Margin impacted by negative market mix while benefitting from COGS efficiency programs.

A&P at c.16% of net sales, with sharp marketing resource allocation to maximise growth opportunities.

5.2.4 Profit from recurring operations

Fiscal Year 2025 Profit from Recurring Operations €2,951m, an organic decline of -0.8%, a reported decline of -5.3%.

- Strict discipline and continuous improvement on Structure costs, reduced organically by 4%.
- Operating Margin impacted by adverse FX and perimeter effects, with FX impact -€112m largely on Turkish Lira, Nigerian Naira, Indian Rupee, British Pound and Argentinean Peso, and Perimeter impact -€29m mainly brand disposals Clan Campbell and Becherovka.
- Decline in reported Profit from Recurring Operations mainly linked to negative translation FX.

5.2.5 Financial income/(expense) from recurring operations

Increased Recurring Financial Expenses with an average cost of debt of 3.2%

5.2.6 Group share of net profit from recurring operations

Group share of Net Profit from Recurring Operations €1,829m, down -9%.

5.2.7 Group share of net profit

Group Share of Net Profit €1,626m, up by +10% as non-recurring costs are significantly lower than FY24. Non-recurring costs mainly due to restructuring, lapping last year's Wine business impairment and the reversal on Kahlúa impairment.

5.3 Net debt

Reconciliation of net financial debt – Net financial debt is a metric used by the Group to manage its cash and net debt capacity. A reconciliation of net financial debt to the main balance sheet items is provided in Note 4.9 – *Financial instruments to the consolidated financial statements*. The following table shows the change in net debt over the year:

€ millions	30.06.2024	30.06.2025
Profit from recurring operations	**3,116**	**2,951**
Other operating income/(expenses)	**(392)**	**(208)**
• Depreciation of fixed assets	441	422
• Net change in impairment of goodwill, property, plant and equipment and intangible assets	495	52
• Net change in provisions	(37)	(42)
• Changes in fair value of commercial derivatives and biological assets	1	(7)
• Net (gain)/loss on disposal of assets	(292)	(93)
• Share-based payments	45	25
• Dividends received from associates	2	1
Sub-total of depreciation and amortisation, changes in provisions and other	**654**	**358**
SELF-FINANCING CAPACITY BEFORE INTEREST AND TAXES	**3,378**	**3,101**
Decrease/(increase) in working capital requirement	(767)	(470)
Net interest and tax paid	(884)	(844)
Net purchases of non-financial assets and other	(764)	(655)
FREE CASH FLOW	**963**	**1,133**
of which recurring free cash flow	*1,175*	*1,348*
Net purchases of financial assets and activities and other	38	134
Changes in scope of consolidation	—	—
• Share capital increases and other changes in shareholders' equity	—	4
• Dividends and interim dividends paid	(1,208)	(1,201)
• (Acquisition)/disposal of treasury shares	(334)	(11)
Sub-total of dividends, acquisition of treasury shares and other	**(1,542)**	**(1,208)**
DECREASE/(INCREASE) IN DEBT BEFORE FOREIGN EXCHANGE IMPACT	**(541)**	**59**
Translation differences	(46)	282
Non-cash effect on lease liabilities	(90)	(117)
DECREASE/(INCREASE) IN DEBT AFTER FOREIGN EXCHANGE IMPACT	**(677)**	**224**
Net debt at beginning of period	(10,273)	(10,951)
Net debt at end of period	(10,951)	(10,727)

5.4 Outlook

FY26 outlook

FY26 is expected to be a transition year with improving trends in Organic Net Sales, skewed toward H2.

A decline in Q1 is expected, with distributor inventory adjustment in the US, continued soft consumer demand and inventory adjustment in China, the impact of Maharashtra excise policy changes in India, skewed toward Q1 and sales of Cognac in Duty Free China only resuming from Q2.

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 efficiency initiatives.

Focus on cash generation to continue, with strategic investments below €900m and strong operating working capital management. Cash conversion expected to improve further vs FY25.

FX impact expected to be significantly negative[1].

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 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/NS, 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. €1bn.

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

5.5 Definition of alternative performance measures and reconciliation to IFRS measures

Pernod Ricard's management process is based on the following Alternative Performance Measures (APMs), which have been chosen for planning and reporting purposes. The Group's management believes that these measures provide valuable additional information for users of the financial statements in understanding the Group's performance. These APMs should be considered as complementary to IFRS measures and reported movements therein.

5.5.1 Organic growth

Organic growth is calculated after excluding the impacts of exchange rate movements, acquisitions and disposals, changes in applicable accounting principles and hyperinflation.

The exchange rate impact is calculated by translating the current year's results at the prior year's exchange rates and by adding changes in the current and prior years' translation adjustments.

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 only included in the organic movement calculations of the current year from the anniversary date of the acquisition.

The impact of hyperinflation on profit from recurring operations in Turkey 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.

5.5.2 Free cash flow

Free cash flow comprises net cash from operating activities, aggregated with the proceeds from disposals of property, plant and equipment and intangible assets and after deduction of capital expenditure.

[1] *Based on current spot rates*

5.5.3 "Recurring" measures

The following three measures represent key indicators for the measurement of the recurring performance of the business, excluding significant items that, because of their nature and their infrequent occurrence, cannot be considered as inherent to the recurring performance of the Group:

- **Recurring free cash flow**

Recurring free cash flow is calculated by restating free cash flow for non-recurring items.

- **Profit from recurring operations**

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

- **Group share of net profit from recurring operations**

Group share of net profit from recurring operations corresponds to net profit attributable to Group shareholders before other non-recurring operating income and expenses, non-recurring financial income and expenses and non-recurring income taxes.

5.5.4 Net debt

Net debt, as defined and used by the Group, corresponds to total gross debt (translated at the closing rate), including lease liabilities and derivatives designated as fair value hedges and net foreign currency asset hedges (hedging of net investments and similar), less cash and cash equivalents.

5.5.5 EBITDA

EBITDA stands for "earnings before interest, taxes, depreciation and amortisation". EBITDA is an accounting measure calculated using the Group's profit from recurring operations excluding depreciation and amortisation on fixed assets.

5.6 Material contracts

5.6.1 Material contracts not related to financing

5.6.1.1 Suntory

In 1988, Allied Domecq entered into a series of agreements with Suntory Ltd, one of Japan's leading producers and distributors of spirits. One of the provisions of these agreements concerned the creation of a joint venture in Japan called Suntory Allied Ltd, in which 49.99% of the share capital and voting rights are owned by Allied Domecq and 50.01% by Suntory Ltd. Suntory Allied Ltd has been granted the exclusive distribution rights for certain Allied Domecq brands in Japan until 31 March 2029.

The management of Suntory Allied Ltd is jointly controlled by Pernod Ricard, as successor-in-interest to Allied Domecq, and Suntory Ltd.

5.6.1.2 Sale and repurchase agreements

Pernod Ricard did not enter into any sale and repurchase agreements during FY 2025.

5.6.2 Financing contracts

5.6.2.1 Credit agreements

2023 Credit Agreement

On 27 April 2023, Pernod Ricard and certain of its affiliates signed a new sustainability-linked loan totalling €2.1 billion (the "**Credit Agreement**") in order to refinance ahead of term its existing €2.5 billion credit facility maturing in June 2024. The initial maturity date of the Credit Agreement is five years, expiring on 27 April 2028, with an option to extend for one year at the end of the fifth year and an additional year at the end of the sixth year. The first extension option was exercised in March 2024, extending the maturity to 27 April 2029. The second extension option was exercised in March 2025, extending the maturity to 27 April 2030.

The facility is linked to two environmental commitments: a reduction in the Group's absolute greenhouse gas emissions (Scopes 1 and 2) and a reduction in its water consumption per unit of alcohol produced.

The obligations of each of the borrowers under the Credit Agreement are guaranteed by Pernod Ricard. No security interest *(sûreté réelle)* was granted under the terms of the Credit Agreement.

The Credit Agreement includes an "Accordion" feature which allows for borrowing of up to an additional €400 million beyond the initial €2.1 billion allocation.

2022 Credit Agreement (Bilateral Credit)

On 22 March 2022, Pernod Ricard and Pernod Ricard Finance entered into a bilateral revolving credit agreement (the "**Bilateral Credit Agreement**", referred to jointly with the Credit Agreement as the "**credit agreements**") with a principal amount of €500 million, for an initial period of three years, with the option of an extension of one year at the end of the third year and one additional year at the end of the fourth year. The first extension option was exercised in February 2025, extending the maturity to 22 March 2026. On the same date, the principal amount was partially reduced and now stands at €450 million.

The obligations of Pernod Ricard Finance under the Bilateral Credit Agreement are guaranteed by Pernod Ricard. No security interest *(sûreté réelle)* was granted under the terms of the Bilateral Credit Agreement.

Provisions of the credit agreements

The credit agreements contain the customary representations and warranties, as well as the usual restrictive covenants contained in such contracts. However, they do not include any covenants stipulating compliance with financial leverage ratios (e.g., net debt/EBITDA).

5.6.2.2 Bond issues

The Group has issued bonds (the "**Bonds**") through (i) Pernod Ricard, and (ii) Pernod Ricard International Finance LLC, a wholly owned affiliate of Pernod Ricard, whose issues are guaranteed by Pernod Ricard.

The nominal amount of the Bonds and the interest thereon constitute direct, unsubordinated and unsecured obligations of the issuer in question, ranking equally amongst themselves and *pari passu* with all other unsecured and unsubordinated debt, present and future, of said issuer. In addition, Pernod Ricard and Pernod Ricard International Finance LLC have undertaken not to grant any security interests in respect of bonds or other debt securities admitted, or liable to be admitted, to trading on a regulated market, an over-the-counter market or other stock exchange unless the bonds benefit from similar collateral or other collateral approved, as the case may be, by the mass of bondholders (Pernod Ricard) or by the meeting of bondholders (Pernod Ricard International Finance LLC).

These bond issues include a clause regarding change of control, which could trigger the compulsory early repayment of Bonds upon request of each bondholder in the event of a change of control of Pernod Ricard (benefiting a person or a group of persons acting in concert) and leading to a deterioration in Pernod Ricard's credit rating.

In addition, bondholders may request early redemption of these Bonds if certain customary events of default arise.

	Amount *(US$ thousands)*	Amount *(€ thousands)*	Place of issue	Nominal value	Maturity date	Redemption dates	Allocation of net proceeds of the issue	Rate
USD bond of 12/01/2012	850,000		Private placement for institutional investors, and subject to New York State (United States) law	US$150,000 (with multiples of US$1,000 in excess of this amount)	15/01/2042	Payable annually in arrears on 15 January and 15 July	Repayment of part of the 2008 syndicated loan denominated in US dollars	Fixed annual rate of 5.50%
EUR bond of 17/05/2016		600,000	Regulated market of Euronext Paris	100,000	18/05/2026	Payable annually in arrears on 18 May	Repayment of bond debt to extend the maturity of the Group's debt	Fixed annual rate of 1.50%
USD bond of 08/06/2016	600,000		Private placement for institutional investors, and subject to New York State (United States) law	US$150,000 (with multiples of US$1,000 in excess of this amount)	08/06/2026	Payable annually in arrears on 8 June and 8 December from 8 December 2016	Repayment of short-term debt and bond debt to extend the maturity of the Group's debt	Fixed annual rate of 3.25%
EUR bond of 24/10/2019		500,000	Regulated market of Euronext Paris	100,000	24/10/2027	Payable annually in arrears on 24 October	General corporate purposes	Fixed annual rate of 0.50%
EUR bond of 24/10/2019		500,000	Regulated market of Euronext Paris	100,000	24/10/2031	Payable annually in arrears on 24 October	General corporate purposes	Fixed annual rate of 0.875%
EUR bond of 06/04/2020		750,000	Regulated market of Euronext Paris	100,000	08/04/2030	Payable annually in arrears on 8 April	General corporate purposes	Fixed annual rate of 1.75%
EUR bond of 06/04/2020		250,000	Regulated market of Euronext Paris	100,000	08/04/2030	Payable annually in arrears on 8 April	General corporate purposes	Fixed annual rate of 1.75%

	Amount *(US$ thousands)*	Amount *(€ thousands)*	Place of issue	Nominal value	Maturity date	Redemption dates	Allocation of net proceeds of the issue	Rate
USD bond of 01/10/2020	600,000		Private placement for institutional investors, and subject to New York State (United States) law	US$150,000 (with multiples of US$1,000 in excess of this amount)	01/04/2028	Payable annually in arrears on 1 April and 1 October	General corporate purposes	Fixed annual rate of 1.25%
USD bond of 01/10/2020	900,000		Private placement for institutional investors, and subject to New York State (United States) law	US$150,000 (with multiples of US$1,000 in excess of this amount)	01/04/2031	Payable annually in arrears on 1 April and 1 October	General corporate purposes	Fixed annual rate of 1.625%
USD bond of 01/10/2020	500,000		Private placement for institutional investors, and subject to New York State (United States) law	US$150,000 (with multiples of US$1,000 in excess of this amount)	01/10/2050	Payable annually in arrears on 1 April and 1 October	General corporate purposes	Fixed annual rate of 2.75%
EUR bond of 04/10/2021		500,000	Regulated market of Euronext Paris	100,000	04/10/2029	Payable annually in arrears on 4 October	General corporate purposes	Fixed annual rate of 0.125%
EUR bond of 07/04/2022		750,000	Regulated market of Euronext Paris	100,000	07/04/2029	Payable annually in arrears on 7 April	General corporate purposes	Fixed annual rate of 1.375%
EUR bond of 02/11/2022		600,000	Regulated market of Euronext Paris	100,000	02/11/2028	Payable annually in arrears on 2 November	General corporate purposes	Fixed annual rate of 3.25%
EUR bond of 02/11/2022		500,000	Regulated market of Euronext Paris	10,000	02/11/2032	Payable annually in arrears on 2 November	General corporate purposes	Fixed annual rate of 3.75%
EUR bond of 15/09/2023		600,000	Regulated market of Euronext Paris	100,000	15/09/2027	Payable annually in arrears on 15 September	General corporate purposes	Fixed annual rate of 3.75%
EUR bond of 15/09/2023		750,000	Regulated market of Euronext Paris	100,000	15/09/2033	Payable annually in arrears on 15 September	General corporate purposes	Fixed annual rate of 3.75%
EUR bond of 07/05/2024		700,000	Regulated market of Euronext Paris	100,000	07/11/2030	Payable annually in arrears on 7 November	General corporate purposes	Fixed annual rate of 3.375%
EUR bond of 07/05/2024		800,000	Regulated market of Euronext Paris	100,000	07/05/2034	Payable annually in arrears on 7 May	General corporate purposes	Fixed annual rate of 3.625%
EUR bond of 03/03/2025		800,000	Regulated market of Euronext Paris	100,000	03/03/2032	Payable annually in arrears on 3 March	General corporate purposes	Fixed annual rate of 3.25%

5.6.2.3 Euro Medium Term Notes (EMTN) programme

After obtaining the approval of the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) on the base prospectus, on 26 May 2020, Pernod Ricard set up a Euro Medium Term Notes (EMTN) programme that is updated annually, most recently on 24 October 2024 (the "Programme"). Under the terms of the Programme, the Group may issue bonds by means of private placements in various currencies. The securities may be admitted to trading on Euronext Paris. The maximum nominal amount of securities outstanding under the Programme is set at €7 billion (or the equivalent in any other currency).

5.6.2.4 Sustainability-linked bond

On 7 April 2022, Pernod Ricard conducted its first issuance of bonds incorporating environmental commitments, totalling €750 million with a maturity of seven years.

On 2 November 2022, Pernod Ricard conducted two new bond issuances incorporating the same environmental commitments. The first issuance was for €600 million with a six-year maturity, and the second issuance was for €500 million with a ten-year maturity.

Pernod Ricard has selected two Key Performance Indicators (KPIs) that are relevant, core and material to its overall business and of strategic significance to the Group's current and/or future operations.

The KPIs are aligned with the Sustainability & Responsibility (S&R) roadmap and the United Nations 2030 SDGs. For these two KPIs, Pernod Ricard has set ambitious Sustainability Performance Targets (SPTs) to highlight its commitment and leadership across the sector, with both short-term and long-term trajectories.

The two criteria chosen are related to environmental topics as follows:

- absolute reduction of greenhouse gas emissions (Scopes 1 and 2);
- reduction in water consumption per unit of alcohol produced at distilleries.

In regard to the key performance indicators to which the bond is linked, Pernod Ricard monitored its performance during the financial year, and progress towards the targets:

KPI	SPT	FY 2018 baseline[1]	FY 2025 performance[1]	Evolution
Absolute Scopes 1 and 2 GHG emissions ($ktCO_2e$) – Market-based	26% reduction by FY 2025 (emissions below 220 $ktCO_2e$) 54% reduction by FY 2030 (emissions below 138 $ktCO_2e$)	298	174	-42%
Water consumption per unit of alcohol produced in distilleries (m^3/kLAA)	12.5% reduction by FY 2025 (consumption below 16.7 m^3/kLAA) 20.9% reduction by FY 2030 (consumption below 15.1 m^3/kLAA)	19.0	16.2	-15%

(1) For the period from 1 July Y-1 to 30 June Y.

The Pernod Ricard Group has achieved the two Sustainability Performance Targets (SPTs) set for FY 2025, marking a milestone towards its 2030 objectives, reducing its greenhouse gas emissions in absolute terms (Scopes 1 and 2, as defined in the Group's Sustainability-Linked Financing Framework issued in September 2023) by 124 $ktCO_2e$. This represents a reduction of around 42% between FY 2018 and FY 2025. It has also achieved an average water intensity per unit of pure alcohol produced of 16.2 m^3/kLAA in its distilleries, an improvement of 15% between FY 2018 and FY 2025.

SPT #1 - Absolute greenhouse gas emissions (Scopes 1 and 2)

This progress reflects the efforts made by the Group in recent years to achieve its 2030 objective, in particular:

- **significant investments** in energy efficiency (such as the recycling of steam using mechanical vapour recompression technology (MVR) and the removal of certain dryer systems);
- greater **use of biofuels** and biomass in distilleries;
- the **installation of on-site solar panels**; and
- **the purchase of renewable electricity** through green certificates in recent years.

In 2024, three new MVR systems were successfully commissioned at distilleries operated by Chivas Brothers and Irish Distillers. These installations helped reduce Scope 1 emissions by approximately 7 $ktCO_2e$. In early 2025, two further MVR units were installed at the Strathclyde and Walkerville distilleries. The associated emissions reductions will be reflected in our FY 2026 report, thereby consolidating our long-term decarbonisation pathway.

SPT #2 - Water consumption per unit of alcohol produced at distilleries

The improvement in water intensity at the distilleries is the result of the many Group-wide initiatives focused on optimising industrial processes, investing in water infrastructure and distribution networks, in addition to implementing water recycling solutions. The installation of MVR systems has also contributed to water conservation efforts, resulting in total savings of around 25,000 m³ over FY 2025. The rainwater harvesting project commissioned in 2024 is now fully operational at the Midleton Distillery site, and led to an estimated 6,000 m³ reduction in water consumption this year. In addition, shutting down the drying system at the Walkerville site in Canada resulted in a further reduction of around 24,000 m³ in annual water consumption.

These key performance indicators have been subject to verification by an independent third party, which provided a limited assurance conclusion. The report is available on the Group's website. For more information on the Group's Environmental, Social and Governance (ESG) performance, see Chapter 3 "Sustainability & Responsibility". In relation to the €750,000,000 1.375% Sustainability-Linked Notes due 7 April 2029 (ISIN: FR0014009L57), the Group has appointed KPMG SA as the external verifier, replacing Deloitte & Associés, to perform the functions required to be performed by such external verifiers under the terms and conditions. KPMG will also act as an external verifier for the €600,000,000 3.250% Sustainability-Linked Notes due 2 November 2028 (ISIN: FR001400DOV0) and the €500,000,000 3.750% Sustainability-Linked Notes due 2 November 2032 (ISIN: FR001400DP44).

5.6.2.5 Factoring agreements

Pernod Ricard has set up programmes to sell trade receivables without recourse to banks, in order to hedge its credit risk. As substantially all of the risks and rewards related to the receivables are transferred to the purchaser in accordance with this programme, transferred receivables are deconsolidated.

At 30 June 2025, the net value of multi-currency receivables sold amounted to an equivalent of €688 million (see Note 4.5 – *Trade receivables and other operating receivables* in Chapter 6 "Annual consolidated financial statements").

5.6.2.6 Securitisation (Master Receivables Assignment Agreement)

An international securitisation programme has been set up between certain affiliates of Pernod Ricard and a bank, for the purpose of transferring eligible trade receivables to €STR. As substantially all of the risks and rewards related to the receivables are transferred to the purchaser in accordance with this securitisation programme, transferred receivables are deconsolidated.

At 30 June 2025, the net value of the multi-currency receivables transferred amounted to an equivalent of €435 million (see Note 4.5 – *Trade receivables and other operating receivables* in Chapter 6 "Annual consolidated financial statements").



6.

6.1 Consolidated income statement

€ millions	30.06.2024	30.06.2025	Notes
Net sales	**11,598**	**10,959**	**2**
Cost of sales	(4,623)	(4,443)	2
Gross margin after logistics expenses	**6,975**	**6,516**	**2**
Advertising and promotion expenses	(1,872)	(1,679)	2
Contribution after advertising and promotion expenses	**5,103**	**4,837**	**2**
Structure costs	(1,987)	(1,886)	
Profit from recurring operations	**3,116**	**2,951**	
Other operating income/(expenses)	(392)	(208)	3.1
Operating profit	**2,724**	**2,743**	
Financial expenses	(505)	(584)	3.2
Financial income	68	92	3.2
Financial income/(expenses)	**(437)**	**(492)**	
Corporate income tax	(766)	(574)	3.3
Share of net profit/(loss) of associates	(7)	(3)	
Net profit of discontinued and held for sale activities	—	—	
Net profit	**1,514**	**1,674**	
of which:			
• non-controlling interests	38	48	
• attributable to Group shareholders	1,476	1,626	
Earnings per share – basic (€)	5.84	6.47	3.4
Earnings per share – diluted (€)	5.83	6.45	3.4

6.2 Consolidated statement of comprehensive income

€ millions	30.06.2024	30.06.2025
Net profit for the period	**1,514**	**1,674**
Non-recyclable items		
Actuarial gains/(losses) related to defined benefit plans	**27**	**(15)**
Amounts recognised in shareholders' equity	*32*	*(23)*
Tax impact	*(5)*	*8*
Equity instruments	**9**	**23**
Unrealised gains and losses recognised in shareholders' equity	*3*	*58*
Tax impact	*6*	*(35)*
Recyclable items		
Net investment hedges	**(11)**	**28**
Amounts recognised in shareholders' equity	*(15)*	*37*
Tax impact	*4*	*(10)*
Cash flow hedges	**(1)**	**(1)**
Amounts recognised in shareholders' equity[1]	*(1)*	*(1)*
Tax impact	—	—
Translation differences	**103**	**(1,097)**
Other comprehensive income/(expense) for the period, net of tax	**127**	**(1,062)**
Comprehensive income for the period	**1,641**	**612**
of which:		
• attributable to Group shareholders	1,590	653
• non-controlling interests	51	(42)

(1) No impact reclassified to profit or loss for the period.

6.3 Consolidated balance sheet

ASSETS

€ millions	30.06.2024	30.06.2025	Notes
Net amounts			
NON-CURRENT ASSETS			
Intangible assets	12,234	11,515	4.1
Goodwill	6,806	6,406	4.1
Property, plant and equipment	3,982	4,206	4.2
Non-current financial assets	932	974	4.3
Investments in associates	58	68	
Non-current derivative instruments	–	36	4.3/4.10
Deferred tax assets	1,713	1,518	3.3
Total non-current assets	**25,725**	**24,722**	
CURRENT ASSETS			
Inventories and work in progress	8,255	8,418	4.4
Trade receivables and other operating receivables	1,581	1,484	4.5
Income taxes receivable	122	99	
Other current assets	416	445	4.6
Current derivative instruments	8	18	4.3/4.10
Cash and cash equivalents	2,683	1,829	4.8
Total current assets	**13,065**	**12,292**	
Assets held for sale	395	65	
TOTAL ASSETS	**39,185**	**37,080**	

LIABILITIES AND SHAREHOLDERS' EQUITY

€ millions	30.06.2024	30.06.2025	Notes
SHAREHOLDERS' EQUITY			
Share capital	393	391	6.1
Share premium	3,052	3,052	
Retained earnings and translation differences	10,828	10,143	
Group share of net profit	1,476	1,626	
Group shareholders' equity	**15,749**	**15,212**	
Non-controlling interests	1,048	1,014	
Total shareholders' equity	**16,797**	**16,226**	
NON-CURRENT LIABILITIES			
Non-current provisions	313	298	4.7
Provisions for pensions and other long-term employee benefits	277	265	4.7
Deferred tax liabilities	3,153	3,063	3.3
Bonds – non-current	10,907	10,339	4.8
Non-current lease liabilities	352	344	4.8
Other non-current financial liabilities	133	96	4.8
Non-current derivative instruments	11	1	4.10
Total non-current liabilities	**15,146**	**14,405**	
CURRENT LIABILITIES			
Current provisions	158	147	4.7
Trade payables	2,930	2,711	
Income taxes payable	149	203	3.3
Other current liabilities	1,607	1,555	4.11
Bonds – current	1,778	1,241	4.8
Current lease liabilities	96	91	4.8
Other current financial liabilities	352	478	4.8
Current derivative instruments	21	17	4.10
Total current liabilities	**7,091**	**6,442**	
Liabilities related to assets held for sale	151	7	
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**39,185**	**37,080**	

6.4 Consolidated statement of changes in shareholders' equity

€ millions	Share capital	Additional paid-in capital	Consolidated reserves	Actuarial gains and losses	Changes in fair value	Cumulative translation differences	Treasury shares	Group shareholders' equity	Non-controlling interests	Total shareholders' equity
Opening position at 1 July 2023	**396**	**3,052**	**13,055**	**(301)**	**(27)**	**3**	**(462)**	**15,717**	**998**	**16,715**
Comprehensive income for the period	–	–	1,476	27	8	79	–	1,590	51	1,641
Change in share capital	(4)	–	4	–	–	–	–	–	–	–
Share-based payments	–	–	45	–	–	–	–	45	–	45
(Acquisition)/ Disposal of treasury shares	–	–	(476)	–	–	–	143	(333)	–	(333)
Dividends and interim dividends distributed	–	–	(1,257)	–	–	–	–	(1,257)	(11)	(1,268)
Other transactions with non-controlling interests	–	–	(6)	–	–	–	–	(6)	11	5
Other movements	–	–	(5)	–	–	–	–	(5)	(1)	(6)
Closing position at 30 June 2024	**393**	**3,052**	**12,836**	**(275)**	**(19)**	**82**	**(319)**	**15,749**	**1,048**	**16,797**

€ millions	Share capital	Additional paid-in capital	Consolidated reserves	Actuarial gains and losses	Changes in fair value	Cumulative translation differences	Treasury shares	Group shareholders' equity	Non-controlling interests	Total shareholders' equity
Opening position at 1 July 2024	**393**	**3,052**	**12,836**	**(275)**	**(19)**	**82**	**(319)**	**15,749**	**1,048**	**16,797**
Comprehensive income for the period	–	–	1,626	(15)	23	(981)	–	653	(42)	612
Change in share capital	(2)	–	(150)	–	–	–	150	(2)	–	(2)
Share-based payments	–	–	26	–	–	–	–	26	–	26
(Acquisition)/ Disposal of treasury shares	–	–	(67)	–	–	–	58	(9)	–	(9)
Dividends and interim dividends distributed	–	–	(1,182)	–	–	–	–	(1,182)	(10)	(1,192)
Other transactions with non-controlling interests	–	–	(22)	–	–	–	–	(22)	17	(6)
Other movements	–	–	(1)	–	–	–	–	(1)	–	(1)
Closing position at 30 June 2025	**391**	**3,052**	**13,065**	**(289)**	**4**	**(899)**	**(111)**	**15,212**	**1,014**	**16,226**

6.5 Consolidated cash flow statement

€ millions	30.06.2024	30.06.2025	Notes
CASH FLOWS FROM OPERATING ACTIVITIES			
Group share of net profit	1,476	1,626	
Non-controlling interests	38	48	
Share of net profit/(loss) of associates, net of dividends received	9	4	
Financial (income)/expenses	437	492	
Tax (income)/expenses	766	574	
Net profit from discontinued operations	—	—	
Depreciation of fixed assets	441	422	
Net change in provisions	(37)	(42)	
Net change in impairment of goodwill, property, plant and equipment and intangible assets	495	52	
Changes in fair value of commercial derivatives	5	(3)	
Changes in fair value of biological assets and investments	(5)	(4)	
Net (gain)/loss on disposal of assets	(292)	(93)	
Share-based payments	45	25	
Self-financing capacity before interest and taxes	**3,378**	**3,101**	
Decrease/(increase) in working capital requirement	(768)	(470)	5.1
Interest paid	(355)	(443)	
Interest received	19	17	
Tax paid/received	(547)	(417)	
Net cash from operating activities	**1,727**	**1,788**	
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure	(773)	(667)	
Proceeds from disposals of property, plant and equipment and intangible assets	8	12	
Purchases of financial assets and activities	(245)	(174)	5.2
Disposals of financial assets and activities	334	308	5.2
Net cash used in investing activities	**(676)**	**(521)**	
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends and interim dividends paid	(1,208)	(1,201)	
Other changes in shareholders' equity	—	4	
Issuance of long-term debt	2,815	978	5.3
Repayment of debt	(1,357)	(2,052)	5.3
Repayment of lease liabilities	(125)	(113)	
(Acquisition)/Disposal of treasury shares	(334)	(11)	
Net cash used in financing activities	**(209)**	**(2,396)**	
Cash flows from non-current assets held for sale	—	—	
Increase/(Decrease) in cash and cash equivalents before foreign exchange impact	**842**	**(1,129)**	
Translation differences	232	275	
Increase/(Decrease) in cash and cash equivalents after foreign exchange impact	**1,074**	**(854)**	
Cash and cash equivalents at beginning of period	**1,609**	**2,683**	
CASH AND CASH EQUIVALENTS AT END OF PERIOD	**2,683**	**1,829**	

6.6 Notes to the consolidated financial statements

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Pernod Ricard SA is a French public limited company *(Société Anonyme)*, subject to all laws governing commercial companies in France, including in particular the provisions of the French Commercial Code *(Code de commerce)*. The Company has its registered office at 5, cours Paul Ricard, 75008 Paris, France, and is listed on the Euronext stock exchange. The annual consolidated financial statements reflect the accounting position of Pernod Ricard and its affiliates (the "Group"). They are reported in millions of euros, rounded to the nearest million.

The Group manufactures and sells wines and spirits.

The Board of Directors authorised the issue of the annual consolidated financial statements for the financial year ended 30 June 2025 on 27 August 2025.

NOTE 1 Accounting policies and significant events

Note 1.1 Accounting policies and principles

1. Principles and accounting standards governing the preparation of the annual consolidated financial statements

Given its listing in a country of the European Union, and in accordance with Regulation (EC) No. 1606/02, the Group's annual consolidated financial statements for the financial year ended 30 June 2025 have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and adopted by the European Union.

The accounting policies used to prepare the FY 2025 annual consolidated financial statements are consistent with those used for the FY 2024 annual consolidated financial statements. The Group does not early adopt standards or interpretations.

The Group's financial year runs from 1 July to 30 June.

2. Changes in accounting standards

Standards, amendments and interpretations applicable since 1 July 2024

Since 1 July 2024, the following standards, amendments and interpretations are effective:

- Amendments to IAS 1 "Classification of Liabilities as Current or Non-current";
- Amendment to IFRS 16 "Lease Liability in a Sale and Leaseback";
- Amendment to IAS 7 and IFRS 7 "Supplier Finance Arrangements".

The application of these amendments had no material impact on the Group's financial statements at 30 June 2025.

OECD Pillar Two rules providing for a 15% minimum tax per jurisdiction for multinational corporations have been adopted by the EU and are therefore effective as from 1 January 2024. The corresponding European Directive was transposed into French law in December 2023. Pernod Ricard has applied the exemption under the IAS 12 amendment regarding the recognition and disclosure of deferred taxes under Pillar Two. Accordingly, no deferred tax was recognised in the consolidated financial statements at 30 June 2025 with respect to additional future income tax.

3. Measurement basis

The financial statements are prepared in accordance with the historical cost method, except for certain categories of assets and liabilities, which are measured in accordance with the methods provided by IFRS.

4. Principal uncertainties arising from the use of estimates and judgements by management

Estimates

The preparation of consolidated financial statements in accordance with IFRS means that Group management makes a certain number of estimates and assumptions which have an impact on the amount of the Group's assets and liabilities, and items of profit and loss during the financial year. These estimates are made on the assumption that the Company will continue as a going concern and are based on information available at the time of their preparation. Estimates may be revised where the circumstances on which they were based change or where new information becomes available. Future outcomes can differ from these estimates.

Goodwill and intangible assets

As explained in Note 4.1 – *Intangible assets and goodwill*, in addition to annual impairment tests applied to goodwill and intangible assets with indefinite useful lives (such as trademarks), the Group carries out spot impairment tests where there is an indication that an intangible asset may be impaired. Any impairment loss is calculated using discounted future cash flows and/or the market values of the assets in question. These calculations require the use of assumptions regarding market conditions and projected cash flows, and any changes in these assumptions may therefore lead to results that are different from those initially estimated.

Provisions for pensions and other long-term employee benefits

As explained in Note 4.7 – *Provisions*, the Group runs defined benefit and defined contribution pension plans. In addition, provisions are also recognised in virtue of certain other post-employment benefits such as life insurance and medical care (mainly in the United States and the United Kingdom). The carrying amount of these provisions at the balance sheet date is set out in Note 4.7 – *Provisions*.

These benefit obligations are based on a number of assumptions such as discount rates, future salary increases, employee turnover and life expectancy.

These assumptions are generally updated annually. The assumptions used in the preparation of the financial statements for the year ended 30 June 2025 and the procedures used in their determination are set out in Note 4.7 – *Provisions*. The Group considers that the actuarial assumptions used are appropriate and justified. However, these actuarial assumptions may change in the future and this may have a material impact on the amount of the Group's benefit obligations and on its profits. Sensitivity analyses are presented in Note 4.7 - *Provisions*.

Deferred tax

As explained in Note 3.3 – *Corporate income tax*, the deferred tax assets recognised result mainly from tax loss carryforwards and from temporary differences between the tax base and the carrying amounts of assets and liabilities. Deferred tax assets in respect of tax losses are recognised if it is probable that the Group will have future taxable profits against which such losses may be used. The assessment of whether the Group will be able to use these tax losses is largely a matter of judgement. Analyses are carried out to decide whether or not these tax loss carryforwards are likely to be usable in the future.

Provisions

As explained in Note 4.7 – *Provisions*, the Group is involved in a number of disputes and claims arising in the ordinary course of its business. In some cases, the amounts sought by the claimants are significant and the legal proceedings can take several years. In this context, provisions are calculated on the basis of the Group's best estimate of the amount that will be payable based on the information available (notably that provided by the Group's legal advisers). Any change to assumptions can have a significant effect on the amount of the provision recognised. The carrying amount of these provisions at the balance sheet date is set out in Note 4.7 – *Provisions*.

Judgements

In the absence of standards or interpretations applicable to a specific transaction, Group management uses its judgement to define and apply accounting policies that provide relevant and reliable information in the context of the preparation of the financial statements.

Hyperinflation

According to the provisions of IAS 29, Argentina and Turkey are considered to be hyperinflationary economies.

However, given the contribution of operations in Argentina and Turkey to the Group's financial statements, the impact of the application of IAS 29 has been deemed non-material, and the corresponding restatements have not been made.

5. Business combinations

Business combinations carried out before 1 July 2009 were recognised using the accounting standards in force at 30 June 2009. Business combinations after 1 July 2009 are measured and recognised in accordance with the revised version of IFRS 3, whereby the consideration transferred (cost of the acquisition) is measured at the fair value of assets transferred, equity interests issued and liabilities incurred at the acquisition date. Identifiable assets and liabilities of the acquiree are measured at fair value at the acquisition date. Costs directly attributable to the acquisition, such as legal, due diligence and other professional fees are recognised as other operating expenses as incurred.

Any consideration transferred in excess of the Group's interest in the net fair value of the acquiree's identifiable assets and liabilities is recognised as goodwill. The option is available for each transaction to apply either the proportionate or full goodwill method. Goodwill arising on the acquisition of foreign entities is denominated in the functional currency of the business acquired. Goodwill is not amortised. Instead, it is subject to an impairment test once a year or more often if there is any indication that it may have been impaired.

Lastly, in accordance with IFRS 3 as revised and IAS 27 as amended, the Group recognises in shareholders' equity the difference between the consideration transferred and the proportionate share of non-controlling interests in the fair value of acquired assets and liabilities.

6. Foreign currency translation

6.1 Presentation currency used in the consolidated financial statements

The Group's annual consolidated financial statements are prepared in euros, which is the functional currency and the presentation currency of the Parent Company.

6.2 Functional currency

The functional currency of an entity is the currency of the primary economic environment in which it operates. In most cases, the functional currency is the entity's local currency. However, for a very limited number of entities, a functional currency that is different from the local currency may be used if it reflects the entity's economic environment and the currency in which most of the entity's transactions are denominated.

6.3 Translation of transactions denominated in foreign currencies

Transactions denominated in foreign currencies are generally translated into the functional currency using the exchange rate applicable at the transaction date. Non-monetary assets and liabilities denominated in foreign currencies are recognised at the historical exchange rate applicable at the transaction date. At each reporting date, monetary assets and liabilities denominated in foreign currencies are translated at the closing exchange rate. Any resulting exchange differences are recognised in profit and loss for the period, except for exchange differences arising on debts designated as hedges of the net foreign currency assets of consolidated affiliates. These are recognised directly in shareholders' equity, under translation differences, until the disposal of the net investment. Exchange differences related to operating activities are recognised within operating income and expenses for the period; exchange differences related to financing activities are recognised within financial income and expenses or in shareholders' equity.

6.4 Translation of financial statements of affiliates whose functional currency is different from the euro (the presentation currency)

The balance sheet is translated into euros at the year-end exchange rate. The income statement and cash flow statement are translated on the basis of average exchange rates. The differences resulting from the translation of the financial statements of these affiliates are recognised in translation differences within shareholders' equity under other comprehensive income. On disposal of a foreign entity, the cumulative translation differences recognised in shareholders' equity are reclassified in profit and loss.

7. Assets held for sale and discontinued operations

In accordance with IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations", where they are significant, assets and liabilities held for sale are no longer subject to depreciation or amortisation. They are shown separately in the balance sheet at the lower of the carrying amount or the fair value less costs to sell. An asset is considered as being held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. In order for this to be the case, the asset must be available for immediate sale and its sale must be highly probable. Items in the balance sheet related to discontinued operations and assets held for sale are presented under specific lines in the annual consolidated financial statements. Income statement items related to discontinued operations and assets held for sale are presented separately in the financial statements for all periods reported if they are significant from a Group perspective.

8. Consideration of climate risks

The Group conducted a climate scenario analysis based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), for three risk categories.

- **Physical risk of shortages of agricultural raw materials**

  The different climate scenarios analysed have shown a potential long-term impact on the availability of key agricultural raw materials for the Group, which could make their prices more volatile. As part of its climate strategy, Pernod Ricard has identified potential for reallocating raw materials and diversifying suppliers, in order to limit the potential financial impacts and increase the resilience of its supply chain.

- **Physical business interruption risks on production sites**

  By 2050, some industrial sites could be exposed to extreme weather events, with a genuine probability of occurrence. This forward-looking analysis has made it possible to identify the most vulnerable sites and the types of associated risks, for which adaptation plans are being drawn up, in addition to insurance cover.

- **Transition risk regarding carbon taxation**

  In countries where a carbon tax mechanism is in place, available forecasts indicate a gradual increase in the cost of a tonne of carbon by 2050, regardless of the climate scenario envisaged, which could have a financial impact on the Pernod Ricard Group:

  - directly, on Scope 1 emissions (direct emissions generated on production sites);
  - indirectly, on Scope 2 emissions (linked to power purchases) and Scope 3 (emissions generated upstream by suppliers and downstream by consumers).

The Climate Transition Plan described in subsection 3.2.1.3.3. "Transition plan" designed to achieve the carbon emissions reduction targets set by the Group (SBTi pathway) for Scopes 1, 2 and 3, should significantly reduce exposure to the transition risk associated with carbon taxation.

Based on the studies carried out to date, there is no material impact on the financial statements at 30 June 2025.

The Group's climate strategy is part of a more global approach to S&R commitments, which involves considering the potential effects:

- **On the useful life of property, plant and equipment**

  The implementation of the climate strategy does not cast doubt on the useful life of existing property, plant and equipment. It is also supported by targeted investments in industrial facilities, involving the adoption of various technologies designed to improve environmental performance.

- **On the assumptions used for impairment tests, in particular:**

  - potential impacts on the cost of raw materials, energy and transportation,
  - consumption patterns evolving towards more responsible practices, and
  - the costs associated with implementing the "Good Times from a Good Place" S&R strategy.

- **On the structure of the Group's debt**

  Since 2022, the Group has issued sustainability-linked bonds (SLBs) for a total of €1.9 billion, with the interest rates linked to the achievement of the Group's sustainability objectives, measured using the two following criteria:

  - absolute reduction of greenhouse gas emissions (Scopes 1 and 2);
  - reduction in water consumption per unit of alcohol produced at distilleries.

  Pernod Ricard also entered into its first sustainability-linked revolving credit facilities indexed to the two criteria above for a total amount of €2.1 billion in order to refinance an existing facility that expired in June 2024.

- **On the compensation policy**

  For several years now, all executives – including the Executive Corporate Officer – have been assigned short- and long-term sustainability objectives linked to the Group's ESG performance, in particular as regards carbon emissions. Vesting of shares under the long-term incentives plan for which they are eligible is subject to the two abovementioned criteria (carbon emissions and water consumption).

Note 1.2 Significant events during the financial year

1. Acquisitions and disposals

As part of its policy of actively managing the brand portfolio, the Pernod Ricard Group has completed several disposals intended to focus resources on its premium international spirits and champagne brands, which are driving growth, in line with the premiumisation strategy. On 28 February 2025, it sold the liqueur Minttu and the whole portfolio of local Nordic brands produced in Turku (Finland) to Oy Hartwall AB, a leading Finnish multi-beverage company and affiliate of Danish group Royal Unibrew.

On 30 April 2025, the Group also sold its portfolio of strategic international wines to Australian Wine Holdco Limited ("AWL"), a consortium of international institutional investors and owner of Accolade Wines, helping to create Vinarchy, a new global wine company. This sale followed the agreement signed on 16 July 2024, the main terms of which were described in the subsequent events section of the 2023/2024 Universal Registration Document.

2. Bond issues and redemptions

On 27 September 2024, Pernod Ricard SA redeemed in full and at maturity a €650 million bond issued on 29 September 2014, bearing a 2.125% coupon.

After obtaining the approval of the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) on the base prospectus, on 26 May 2020, Pernod Ricard set up a Euro Medium Term Notes (EMTN) programme, updated annually and most recently on 24 October 2024 (the "Programme"). Under the terms of the Programme, the Group may issue bonds by means of private placements in various currencies. The securities may be admitted to trading on Euronext Paris. The maximum nominal amount of securities outstanding under the Programme is set at €7 billion (or the equivalent in any other currency). On 28 February 2025, Pernod Ricard SA carried out a euro-denominated bond issue for an amount of €800 million, maturing in seven years and paying a coupon of 3.25%.

NOTE 2 Segment information

Net sales

The Group's net sales primarily comprise sales of finished products and are recorded in the income statement upon transfer of control of the products. They are measured at the fair value of the consideration received or to be received after deducting trade discounts, volume rebates, certain costs associated with business and promotional activity and sales-related taxes and duties, notably excise duties.

Costs of commercial and promotional activity

Pursuant to IFRS 15, certain costs of services rendered in connection with sales, such as advertising programmes in conjunction with distributors, listing costs for new products, promotional activities at point of sale, and advertising and promotion expenses, are deducted directly from net sales if there is no distinct service whose fair value can be reliably measured.

Duties and taxes

In accordance with IFRS 15, certain import duties, in Asia for instance, are classified as cost of sales, as these duties are not specifically re-billed to customers (as is the case for social security stamps in France, for example).

Discounts

In accordance with IFRS 15, early payment discounts are not considered to be financial transactions, but rather are deducted directly from net sales.

Gross margin after logistics expenses, contribution after advertising and promotion expenses, profit from recurring operations and other operating income and expenses

The gross margin after logistics expenses corresponds to net sales (excluding duties and taxes), less cost of sales and logistics expenses. The contribution after advertising and promotion expenses includes the gross margin after logistics expenses and advertising and promotion expenses. The Group applies Recommendation 2013-R03 of the French accounting standards-setter (*Autorité des normes comptables* – ANC), notably as regards the definition of profit from recurring operations. Profit from recurring operations is the contribution after advertising and promotion expenses less trading costs and overheads. This is the indicator used internally to measure the Group's operational performance. It excludes other operating income and expenses, such as those related to restructuring, capital gains and losses on disposals, impairment of property, plant and equipment and intangible assets, and other non-recurring operating income and expenses. These other operating income and expenses are excluded from profit from recurring operations given their unusual, abnormal and infrequent nature, which would distort the understanding of the Group's performance. They are described in detail in Note 3.1 – *Other operating income/(expenses).*

The Group is focused on the business of selling and manufacturing wines and spirits. The Group is structured into three operating segments constituted by the following geographical areas: Americas, Europe, and Asia/Rest of the World.

Group management assesses the performance of each operating segment on the basis of net sales and profit from recurring operations, defined as the gross margin after logistics expenses, less advertising and promotion expenses and structure costs. The segments presented are identical to those included in the reporting provided to General Management, in particular for performance analysis.

Income statement and balance sheet items are allocated among the segments on the basis of either the destination of sales or profits. Operating segments follow the same accounting policies as those used for the preparation of the consolidated financial statements. Inter-segment transfers are transacted at market prices.

30 JUNE 2024 € millions	Americas	Asia/Rest of the World	Europe	Total
Income statement items				
Segment net sales	3,934	6,078	8,831	18,843
o/w inter-segment sales	*594*	*1,106*	*5,545*	*7,245*
Net sales (excluding Group)	**3,340**	**4,973**	**3,285**	**11,598**
Gross margin after logistics expenses	2,162	2,851	1,962	6,975
Contribution after advertising and promotion expenses	1,493	2,173	1,437	5,103
Profit from recurring operations	**878**	**1,461**	**777**	**3,116**
Other information				
Current investments	216	152	511	879
Depreciation, amortisation and impairment, net	66	(358)	(644)	(935)

30 JUNE 2025 € millions	Americas	Asia/Rest of the World	Europe	Total
Income statement items				
Segment net sales	3,745	5,388	8,711	17,844
o/w inter-segment sales	*590*	*753*	*5,541*	*6,884*
Net sales (excluding Group)	**3,154**	**4,635**	**3,170**	**10,959**
Gross margin after logistics expenses	2,021	2,620	1,875	6,516
Contribution after advertising and promotion expenses	1,419	2,040	1,378	4,837
Profit from recurring operations	**847**	**1,360**	**744**	**2,951**
Other information				
Current investments	173	104	512	790
Depreciation, amortisation and impairment, net	(101)	(73)	(302)	(476)

The impact of right-of-use assets on current investments and net depreciation, amortisation and impairment is as follows:

30 JUNE 2025 € millions	Americas	Asia/Rest of the World	Europe	Total
Current investments	36	43	61	140
Depreciation, amortisation and impairment, net	(37)	(49)	(22)	(109)

BREAKDOWN OF NET SALES BY BRAND

€ millions	30.06.2024 published	30.06.2024 restated	30.06.2025	Change	Change (%)
Strategic International Brands	7,168	7,168	6,714	(454)	-6%
Strategic Local Brands	2,104	2,042	2,017	(25)	-1%
Strategic Wines	423	423	438	15	4%
Specialty	846	877	807	(70)	-8%
Other products	1,057	1,088	983	(105)	-10%
TOTAL	**11,598**	**11,598**	**10,959**	**(639)**	**-6%**

From FY 2025, the "Strategic Local Brands" and "Specialty" brands segments have evolved to reflect the active management of the portfolio, following the disposal of certain non-strategic local brands.

This change in segmentation has been applied to the period ended 30 June 2024 to ensure meaningful comparison.

BREAKDOWN OF NET SALES BY COUNTRY

€ millions	United States	China	India	France	Other countries	Total
Net sales for FY 2024	2,166	1,123	1,408	561	6,341	11,598
Net sales for FY 2025	2,028	886	1,454	547	6,046	10,959

The Group does not disclose the breakdown of non-current assets by country, as a significant proportion of these assets consists of brands and goodwill, which are analysed based on the sales they generate by country, and not based on the legal entity.

NOTE 3 Notes to the income statement

Note 3.1 Other operating income/(expenses)

Other operating income and expenses include impairment of property, plant and equipment and intangible assets, costs relating to restructuring and integration, capital gains or losses on disposals, as well as other non-recurring operating income and expenses. These other operating income and expenses are excluded from profit from recurring operations given their unusual, abnormal and infrequent nature, which would distort the understanding of the Group's performance.

Other operating income and expenses break down as follows:

€ millions	30.06.2024	30.06.2025
Impairment of property, plant and equipment and intangible assets	(499)	(42)
Gains or losses on asset disposals and acquisition costs	267	4
Net restructuring and reorganisation expenses	(142)	(136)
Disputes and risks	(10)	(24)
Other non-recurring operating income and expenses	(7)	(10)
Other operating income/(expenses)	**(392)**	**(208)**

In FY 2025, other operating income and expenses mainly consisted of €136 million in net restructuring and reorganisation costs and €42 million in net impairment of property, plant and equipment and intangible assets.

Note 3.2 Financial income/(expense)

€ millions	30.06.2024	30.06.2025
Interest expense on net financial debt	(444)	(496)
Interest expense on lease liabilities	(14)	(19)
Interest income on net financial debt	68	92
Net financing cost	**(390)**	**(423)**
Structuring and placement fees	(1)	(1)
Net financial impact of pensions and other long-term employee benefits	(16)	(12)
Other net financial income/(expense) from recurring operations	(9)	(18)
Financial income/(expense) from recurring operations	**(417)**	**(454)**
Foreign currency gains/(losses)	(17)	(31)
Other non-recurring financial income and expenses	(3)	(7)
TOTAL FINANCIAL INCOME/(EXPENSE)	**(437)**	**(492)**

In the year to 30 June 2025, the net financing cost included financial expenses on bonds for €313 million, commercial paper for €26 million, factoring and securitisation agreements for €59 million, interest on lease liabilities for €19 million, and other expenses for €5 million.

Weighted average cost of debt

The Group's weighted average cost of debt was 3.2% over FY 2025 compared to 3.2% over FY 2024.

Weighted average cost of debt is defined as net financing costs plus structuring and placement fees as a proportion of average net financial debt outstanding plus the average amount outstanding on receivables assignment programmes.

Note 3.3 Corporate income tax

Analysis of the income tax expense

€ millions	30.06.2024	30.06.2025
Current income tax	(498)	(458)
Deferred income tax	(268)	(116)
TOTAL	**(766)**	**(574)**

Analysis of effective tax rate – Net profit from continuing operations before tax

€ millions	30.06.2024	30.06.2025
Operating profit	2,724	2,743
Financial income/(expense)	(437)	(492)
Taxable profit	**2,287**	**2,251**
Theoretical tax expense at the income tax rate in France	(591)	(581)
Impact of tax rate differences by jurisdiction	157	130
Tax impact of changes in exchange rates	2	1
Re-estimation of deferred tax assets linked to tax rate changes	1	1
Impact of tax losses used/not used	(14)	(5)
Impact of reduced/increased tax rates on taxable results	1	—
Taxes on distributions	(46)	(28)
Other impacts	(276)	(92)
Effective income tax expense	**(766)**	**(574)**
Effective tax rate	**33%**	**26%**

The impact of the implementation of Pillar Two on the Group's effective tax rate for FY 2025 is not material.

Deferred tax is recognised on temporary differences between the tax and book values of assets and liabilities in the consolidated balance sheet and is measured using the balance sheet approach.

Deferred taxes relating to right-of-use assets and lease liabilities are recognised on a net basis.

The effects of changes in tax rates are recognised in shareholders' equity or in profit and loss in the year in which the change of tax rates is decided.

Deferred tax assets are recognised in the balance sheet when it is more likely than not that they will be recovered in future years. In order to evaluate the Group's ability to recover these assets, particular account is taken of projections of taxable income determined by the Group at the end of each financial year.

All assumptions used, particularly growth in operating profit and net financial income or expense taking into account interest rates, are updated by the Group at the reporting date based on data determined by the relevant management teams.

Deferred tax assets and liabilities are not discounted to present value.

Deferred taxes break down by type:

€ millions	30.06.2024	30.06.2025
Margins in inventories	190	180
Fair value adjustments on assets and liabilities	23	3
Provisions for pension benefits	39	41
Deferred tax assets relating to tax loss carryforwards	1,012	872
Provisions (other than provisions for pensions benefits) and other items	449	422
TOTAL DEFERRED TAX ASSETS	**1,713**	**1,518**
Accelerated tax depreciation	213	251
Fair value adjustments on assets and liabilities	2,744	2,656
Pension plan assets and other items	196	156
TOTAL DEFERRED TAX LIABILITIES	**3,153**	**3,063**

Tax loss carryforwards (recognised and unrecognised) represented potential tax savings of €1,173 million at 30 June 2025 versus €1,272 million at 30 June 2024. The potential tax savings at 30 June 2025 and 30 June 2024 relate to tax loss carryforwards with the following expiry dates:

AT 30 JUNE 2024

	Tax effect of tax loss carryforwards € millions	
Year	**Losses recognised**	**Losses not recognised**
2024	3	6
2025	1	3
2026	6	4
2027	1	7
2028 and beyond	771	219
No expiry date	231	22
TOTAL	**1,012**	**260**

AT 30 JUNE 2025

	Tax effect of tax loss carryforwards € millions	
Year	**Losses recognised**	**Losses not recognised**
2025	—	3
2026	—	4
2027	1	2
2028	—	4
2029 and beyond	602	199
No expiry date	268	89
TOTAL	**872**	**301**

The Group's income taxes payable break down as follows:

(€ millions)	30.06.2024	30.06.2025
Other current tax liabilities	60	115
Uncertain tax positions	90	87
TOTAL CURRENT TAX LIABILITIES	**149**	**203**

Note 3.4 Earnings per share

Basic and diluted earnings per share are calculated on the basis of the weighted average number of outstanding shares, less the weighted average number of dilutive instruments. For the purposes of determining earnings per share, the average number of outstanding shares is equal to the weighted average number of outstanding shares less the weighted average number of treasury shares.

The calculation of diluted earnings per share takes into account the potential impact of the exercise of all dilutive instruments (such as stock options, convertible bonds, etc.) on the theoretical number of shares. When funds are obtained at the date of exercise of the dilutive instruments, the "treasury stock" method is used to determine the theoretical number of shares to be taken into account.

Numerator (€ millions)	**30.06.2024**	**30.06.2025**
Group share of net profit	1,476	1,626
Denominator (number of shares)		
Average number of outstanding shares	**252,595,588**	**251,515,214**
Dilutive effect of performance share grants	545,642	495,311
Dilutive effect of stock options	47,076	748
Average number of outstanding shares – diluted	**253,188,307**	**252,011,273**
Earnings per share (€)		
Earnings per share – basic	5.84	6.47
Earnings per share – diluted	5.83	6.45

Note 3.5 Expenses by type

Operating profit notably includes depreciation, amortisation and impairment expenses as well as employee benefits expense as follows:

€ millions	**30.06.2024**	**30.06.2025**
TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT EXPENSE	**(936)**	**(476)**
Salaries and payroll costs	(1,664)	(1,610)
Pensions, medical expenses and other similar benefits under defined-benefit plans	(28)	(27)
Share-based payments	(45)	(26)
TOTAL EMPLOYEE BENEFITS EXPENSE	**(1,737)**	**(1,663)**

NOTE 4 Notes to the balance sheet

Note 4.1 Intangible assets and goodwill

Intangible assets are measured at cost on initial recognition. With the exception of assets with indefinite useful lives, they are amortised on a straight-line basis over their useful lives, which is generally less than five years, and are impaired when their recoverable amount is less than their carrying amount. Amortisation of intangible assets is recognised within operating items in the income statement.

In the context of the Group's activities, and in accordance with IAS 38 "Intangible Assets", research and development costs are recognised as expenses in the financial year during which they are incurred, except for certain development costs which meet the capitalisation criteria described by the standard.

		Movements during the period					
€ millions	30.06.2023	Acquisitions	Additions and reversals	Disposals	Translation adjustments	Other movements	30.06.2024
Goodwill	6,896	79	—	(58)	50	(74)	6,893
Trademarks	14,599	32	—	(35)	100	(591)	14,106
Other intangible assets	572	42	—	(22)	2	(9)	586
Gross value	**22,068**	**153**	**—**	**(115)**	**152**	**(674)**	**21,584**
Goodwill	(146)	—	(7)	42	1	23	(87)
Trademarks	(2,550)	—	199	—	(25)	319	(2,056)
Other intangible assets	(373)	—	(64)	22	—	14	(402)
Amortisation/impairment	**(3,069)**	**—**	**129**	**64**	**(24)**	**356**	**(2,545)**
INTANGIBLE ASSETS, NET	**19,000**	**153**	**129**	**(52)**	**127**	**(318)**	**19,039**

		Movements during the period					
€ millions	30.06.2024	Acquisitions	Additions and reversals	Disposals	Translation adjustments	Other movements	30.06.2025
Goodwill	6,893	31	—	(11)	(397)	(30)	6,486
Trademarks	14,106	—	—	—	(819)	(3)	13,284
Other intangible assets	586	33	—	(7)	(21)	(12)	579
Gross value	**21,584**	**64**	**—**	**(17)**	**(1,237)**	**(45)**	**20,349**
Goodwill	(87)	—	—	7	—	—	(80)
Trademarks	(2,056)	—	(24)	—	165	—	(1,916)
Other intangible assets	(402)	—	(63)	7	15	11	(432)
Amortisation/impairment	**(2,545)**	**—**	**(88)**	**13**	**181**	**11**	**(2,428)**
INTANGIBLE ASSETS, NET	**19,039**	**64**	**(88)**	**(4)**	**(1,057)**	**(35)**	**17,921**

Goodwill

Goodwill is tested for impairment at least once a year and whenever there is an indication that it may be impaired. To perform these tests, goodwill is allocated by geographical area on the basis of asset groups at the date of each business combination. These asset groups correspond to groups of assets which jointly generate identifiable cash flows that are largely independent. If impairment is identified, an impairment loss is recognised in profit and loss for the financial year.

Goodwill mainly stems from the acquisitions of Allied Domecq in July 2005 and Vin&Sprit in July 2008. The change in the value of goodwill in the period was mainly due to the various acquisitions and disposals carried out during the financial year, as well as currency fluctuations.

Trademarks

The entry value of acquired trademarks is determined using an actuarial calculation of estimated future profits or using the royalty method, and corresponds to the fair value of the trademarks at the date of acquisition. As the Group's trademarks are intangible assets with indefinite useful lives, they are not amortised but are rather subject to an impairment test at least once a year or whenever there is an indication that they may be impaired. Trademarks acquired as a part of acquisitions of foreign entities are denominated in the functional currency of the business acquired.

The main trademarks recognised on the balance sheet are: Absolut, Ballantine's, Beefeater, Bumbu, Chivas Regal, Kahlúa, Luc Belaire, Malibu and Martell. Most of these were recognised at the time of the acquisitions of Seagram, Allied Domecq and Vin&Sprit. The change in the gross value of trademarks in the period was mainly due to the various acquisitions and disposals carried out during the financial year, as well as currency fluctuations.

Impairment of non-current assets

In accordance with IAS 36, intangible assets and property, plant and equipment are subject to impairment tests whenever there is an indication that the asset may be impaired and at least once a year for non-current assets with indefinite useful lives (goodwill and trademarks).

The assets subject to impairment tests are included in cash-generating units (CGUs), corresponding to linked groups of assets which generate identifiable cash flows. The CGUs include assets related to the Group's brands and are allocated in accordance with the three geographical areas defined by the Group, on the basis of the sale destination of the products. Impairment tests on CGUs are carried out in the third quarter and are regularly monitored until the reporting date in order to verify the relevance of the business plans and any changes to the market data underlying the discount rates used.

When the recoverable amount of a CGU is less than its carrying amount, an impairment loss is recognised within operating items. The recoverable amount of the CGU is the higher of its market value and its value in use.

Value in use is measured based on cash flows projected over a 19-year period. This period reflects the characteristics of the Group's brands and their production assets, which typically have long useful lives. Discounted projected cash flows are established based on annual budgets and multi-year business plans, extrapolated to subsequent years by gradually converging growth for the last year of the plan for each brand and market towards a perpetual growth rate. The calculation includes a terminal value derived by capitalising the cash flows generated in the last year of the plan. Assumptions applied to sales and advertising and promotion expenses are determined by management based on previous results and long-term development trends in the markets concerned. The cash flow projection methodology takes into account, with respect to working capital requirement and capital expenditure, the specific features of white spirits and maturing alcohols. The present values of discounted cash flows are sensitive to these assumptions, as well as to consumer trends and economic factors.

Market value is based either on the sale price, net of selling costs, that could be obtained under normal market conditions or earnings multiples observed in recent transactions relating to comparable assets. The discount rate used for these calculations is an after-tax rate applied to after-tax cash flows and corresponds to the weighted average cost of capital. This rate reflects specific rates for each market or geographical area, depending on the risks that they represent. Assumptions made in terms of future changes in net sales and in terms of terminal values are reasonable and consistent with market data available for each of the CGUs. Additional impairment tests are applied where events or specific circumstances indicate potential impairment.

In addition to annual impairment tests applied to goodwill and trademarks, specific impairment tests are applied where there is an indication that an asset may be impaired.

The data and assumptions used for the annual impairment tests applied to cash-generating units (CGUs) are as follows:

€ millions	Method used to determine the recoverable amount	Net carrying amount of goodwill at 30 June 2025	Net carrying amount of trademarks at 30 June 2025	Value in use		
				Discount rate 2024	Discount rate 2025	Perpetual growth rate
Europe	Value in use based on the discounted cash flow method	2,068	4,327	6.99%	6.05%	From -1% to +2.5%
Americas		3,563	6,388	8.61%	8.20%	From -1% to +2.5%
Asia/Rest of the World		775	653	8.59%	8.00%	From -1% to +2.5%

The following table shows the amount of any additional impairment at 30 June 2025 of assets making up the brands' CGUs or the associated goodwill, which would result from:

- a 50 basis point (bp) decrease in the growth rate of the contribution after advertising and promotion expenses;
- a 50 bp increase in the after-tax discount rate;
- a 50 bp decrease in the perpetual growth rate over the duration of the multi-year business plans.

€ millions	50 bp decrease in growth rate of contribution after advertising and promotion	50 bp increase in after-tax discount rate	50 bp decrease in perpetual growth rate
Europe	—	—	—
Americas	—	(47)	(18)
Asia/Rest of the World	—	—	—
TOTAL	**—**	**(47)**	**(18)**

Note 4.2 Property, plant and equipment

Property, plant and equipment are recognised at acquisition cost and broken down by component. Depreciation is calculated on a straight-line basis over the estimated useful life of the assets. Useful life is reviewed on a regular basis. The average depreciable lives for the major categories of property, plant and equipment are as follows:

Buildings	15 to 50 years
Plant, equipment and tooling	5 to 15 years
Other non-current assets	3 to 5 years
Vines	25 to 33 years

Depreciation of property, plant and equipment is recognised within operating items in the income statement.

In accordance with the amendments to IAS 41 and IAS 16, vines are valued at cost and depreciated over their useful lives. In accordance with IAS 41, agricultural produce (harvests) continues to be recognised at fair value on the balance sheet, after deducting estimated selling costs, as from the date at which it is possible to obtain a reliable assessment of price, for example by referring to an active market. Changes in fair value are recognised in the income statement. Land on which biological assets are planted is measured in accordance with IAS 16.

In accordance with IFRS 16, right-of-use assets for leases are recognised as property, plant and equipment in the class corresponding to the underlying assets, with the corresponding recognition of a lease liability. Leases mainly concern offices occupied by the Group that are recognised under Buildings. The value of right-of-use assets is determined on the basis of the amount of the lease liability, adjusted for the amount of prepaid rent, initial direct costs, benefits received from lessors and, where applicable, remediation costs. Right-of-use assets relating to leases are depreciated over the term of the lease. The accounting principles for determining the lease liability are detailed in Note 4.8 – *Financial liabilities.*

Items of property, plant and equipment, including right-of-use assets, are impaired when their recoverable amount falls below their net carrying amount.

		Movements during the period						
€ millions	**30.06.2023**	**Acquisitions**	**Additions and reversals**	**Disposals**	**Translation adjustments**	**Other movements**	**30.06.2024**	***O/w right-of-use assets***
Land	524	8	—	(1)	—	(156)	375	*13*
Buildings	2,147	86	—	(49)	7	(16)	2,175	*515*
Machinery and equipment	2,566	147	—	(45)	11	(167)	2,512	*80*
Other property, plant and equipment	1,120	144	—	(55)	(1)	(59)	1,149	*75*
Property, plant and equipment in progress	477	448	—	—	4	(298)	632	—
Advances on property, plant and equipment	12	6	—	—	—	(6)	13	—
Gross value	**6,845**	**839**	**—**	**(150)**	**21**	**(700)**	**6,855**	***683***
Land	(72)	—	(9)	1	—	46	(34)	*(3)*
Buildings	(891)	—	(125)	38	(2)	76	(904)	*(241)*
Machinery and equipment	(1,464)	—	(168)	37	(8)	188	(1,415)	*(28)*
Other and in-progress property, plant and equipment	(516)	—	(82)	46	(1)	33	(521)	*(36)*
Depreciation/impairment	**(2,944)**	**—**	**(383)**	**121**	**(10)**	**344**	**(2,873)**	***(309)***
PROPERTY, PLANT AND EQUIPMENT, NET	**3,901**	**839**	**(383)**	**(29)**	**10**	**(357)**	**3,982**	***374***

€ millions	30.06.2024	Movements during the period: Acquisitions	Additions and reversals	Disposals	Translation adjustments	Other movements	30.06.2025	*O/w right-of-use assets*
Land	375	12	—	(14)	(20)	60	415	*21*
Buildings	2,175	138	—	(66)	(59)	101	2,289	*530*
Machinery and equipment	2,512	55	—	(84)	(104)	151	2,529	*60*
Other property, plant and equipment	1,149	160	—	(41)	(28)	(13)	1,227	*84*
Property, plant and equipment in progress	632	392	—	(1)	(22)	(300)	702	—
Advances on property, plant and equipment	13	—	—	—	(1)	(2)	10	—
Gross value	**6,855**	**757**	**—**	**(205)**	**(234)**	**(1)**	**7,171**	***694***
Land	(34)	—	(3)	3	5	(3)	(32)	*(4)*
Buildings	(904)	—	(132)	52	23	7	(953)	*(258)*
Machinery and equipment	(1,415)	—	(155)	81	53	4	(1,431)	*(26)*
Other and in-progress property, plant and equipment	(521)	—	(86)	34	12	12	(550)	*(43)*
Depreciation/impairment	**(2,873)**	**—**	**(376)**	**169**	**93**	**21**	**(2,966)**	***(331)***
PROPERTY, PLANT AND EQUIPMENT, NET	**3,982**	**757**	**(376)**	**(35)**	**(140)**	**18**	**4,206**	***363***

Note 4.3 Financial assets

Financial assets consist mainly of Group interests in non-consolidated companies, loans, sureties and deposits, guarantee deposits required by the tax regulations of certain countries and plan assets for pension obligations (not entering into the scope of IFRS 9).

Equity instruments

Investments in non-consolidated entities are recognised in the balance sheet at fair value. Fair value adjustments and the disposal gain or loss are recognised, in accordance with the management intention, either (i) in the income statement under financial income/financial expenses – other non-recurring financial items, or (ii) in consolidated shareholders' equity under other comprehensive income that will not be reclassified to profit or loss.

Fair value is determined on the basis of the financial criteria most appropriate to the specific situation of each company. The fair value of financial assets listed on a financial market is their stock market value. The measurement criteria generally used for other investments in non-consolidated entities are share of shareholders' equity and future profitability.

Loans, guarantees and deposits

Loans, guarantees and deposits are measured at amortised cost.

	30.06.2024		30.06.2025	
€ millions	Current	Non-current	Current	Non-current
Net financial assets				
Equity instruments	—	502	—	553
Net value of IAS 19 plans in surplus	—	233	—	214
Loans, guarantees and deposits	—	192	—	203
Other financial assets	—	5	—	4
Total net non-current financial assets	**—**	**932**	**—**	**974**
Derivative instruments	8	—	18	36
FINANCIAL ASSETS	**8**	**932**	**18**	**1,010**

The table below shows the movements of financial assets, excluding derivative instruments:

		Movements during the period					
€ millions	30.06.2023	Acquisitions	Additions	Disposals	Translation adjustments	Other movements	30.06.2024
Equity instruments	432	62	—	—	5	3	502
Net value of IAS 19 plans in surplus	230	—	—	—	3	1	233
Loans, guarantees and deposits	187	29	—	(16)	(13)	7	195
Other financial assets	9	—	—	(5)	—	3	7
Gross value	**859**	**91**	**—**	**(21)**	**(6)**	**13**	**937**
Provisions for loans, guarantees and deposits	(1)	—	(2)	—	—	—	(2)
Provisions for other financial assets	(3)	—	0	—	—	—	(2)
Provisions	**(4)**	**—**	**(1)**	**—**	**—**	**1**	**(5)**
NON-CURRENT FINANCIAL ASSETS, NET	**855**	**91**	**(1)**	**(21)**	**(6)**	**14**	**932**

		Movements during the period					
€ millions	30.06.2024	Acquisitions	Additions	Disposals	Translation adjustments	Other movements	30.06.2025
Equity instruments	502	33	—	(4)	(38)	61	553
Net value of IAS 19 plans in surplus	233	—	—	—	(4)	(15)	214
Loans, guarantees and deposits	195	32	—	(12)	(16)	10	208
Other financial assets	7	—	—	1	(3)	1	7
Gross value	**937**	**65**	**—**	**(16)**	**(60)**	**57**	**983**
Provisions for loans, guarantees and deposits	(2)	—	—	—	—	(3)	(6)
Provisions for other financial assets	(2)	—	—	—	—	(2)	(4)
Provisions	**(5)**	**—**	**—**	**—**	**—**	**(5)**	**(9)**
NON-CURRENT FINANCIAL ASSETS, NET	**932**	**65**	**—**	**(16)**	**(60)**	**52**	**974**

Financial assets at 30 June 2025 mainly comprise equity instruments for €553 million, corresponding in particular to investments made by the Group's private equity arm, Convivialité Ventures (see Note 4.9 – *Financial instruments*), and IAS 19 plans in surplus for €214 million (see Note 4.7 – *Provisions*).

Note 4.4 Inventories and work in progress

Inventories are measured at the lower of either their cost (acquisition cost and cost of production, including indirect production overheads) or their net realisable value. Net realisable value is the selling price less the estimated costs of completion and sale of inventories. Most inventories are valued using the weighted average cost method. The cost of long-cycle inventories is computed using a single method which includes distilling and ageing costs. These inventories are classified in current assets, although a substantial portion remains in inventory for more than one year in order to undergo the ageing process used for certain wines and spirits before being sold.

The inventories and work in progress break down as follow:

		Movements during the period				
€ millions	**30.06.2023**	**Change in gross values**	**Change in impairment**	**Translation adjustments**	**Other movements**	**30.06.2024**
Raw materials	303	(10)	—	(5)	(15)	274
Work in progress	198	13	—	(3)	(12)	196
Ageing inventories	6,285	635	—	31	(309)	6,643
Finished products	1,382	(87)	—	(22)	(36)	1,237
Gross value	**8,169**	**551**	**—**	**1**	**(371)**	**8,350**
Raw materials	(13)	—	(3)	—	—	(16)
Work in progress	(1)	—	(2)	—	—	(3)
Ageing inventories	(18)	—	(10)	—	2	(27)
Finished products	(33)	—	(16)	—	—	(49)
Impairment	**(65)**	**—**	**(31)**	**—**	**2**	**(94)**
NET INVENTORIES	**8,104**	**551**	**(31)**	**1**	**(369)**	**8,255**

		Movements during the period				
€ millions	**30.06.2024**	**Change in gross values**	**Change in impairment**	**Translation adjustments**	**Other movements**	**30.06.2025**
Raw materials	274	(44)	—	(15)	12	227
Work in progress	196	(5)	—	(17)	(7)	168
Ageing inventories	6,643	519	—	(105)	42	7,099
Finished products	1,237	(103)	—	(76)	(31)	1,027
Gross value	**8,350**	**366**	**—**	**(212)**	**17**	**8,520**
Raw materials	(16)	—	(1)	1	—	(16)
Work in progress	(3)	—	—	—	—	(2)
Ageing inventories	(27)	—	(11)	1	(2)	(37)
Finished products	(49)	—	(1)	5	—	(47)
Impairment	**(94)**	**—**	**(13)**	**7**	**(1)**	**(102)**
NET INVENTORIES	**8,255**	**366**	**(13)**	**(205)**	**15**	**8,418**

At 30 June 2025, ageing inventories intended mainly for use in whisky and cognac production accounted for 84% of total inventories. The Group has no significant dependence on its suppliers.

Note 4.5 Trade receivables and other operating receivables

Trade receivables and other operating receivables are recognised initially at their fair value, which usually corresponds to their nominal value. Impairment allowances are recognised in line with the losses expected over the life of the receivable.

The following tables break down trade receivables and other operating receivables at 30 June 2025 and 30 June 2024 by due date:

			Days past due				
€ millions	**Net carrying amount**	**Not due**	**<30 days**	**31 to 90 days**	**91 to 180 days**	**181 to 360 days**	**>360 days**
NET CARRYING AMOUNTS							
Trade receivables and other operating receivables at 30 June 2024	1,581	1,229	134	100	81	20	17
o/w impairment	*(91)*	*(25)*	*(4)*	*(1)*	*(5)*	*(2)*	*(54)*
Trade receivables and other operating receivables at 30 June 2025	1,484	1,202	120	58	12	69	23
o/w impairment	*(93)*	*(19)*	*(1)*	*(1)*	*(3)*	*(22)*	*(48)*

Changes in the impairment of trade receivables and other operating receivables were as follows:

€ millions	**FY 2024**	**FY 2025**
At 1 July	**106**	**91**
Allowances for the year	10	19
Reversals during the year	(20)	(7)
Used during the year	(4)	(2)
Translation adjustments	(1)	(8)
AT 30 JUNE	**91**	**93**

At 30 June 2025, there was no evidence that called into question the creditworthiness of non-impaired past due receivables. More specifically, non-impaired receivables over 12 months past due showed no additional credit-related risk. There is no significant concentration of risks.

The Group continued to implement its receivables assignment programmes in respect of several affiliates. Receivables sold under these programmes totalled €1,122 million at 30 June 2025 and €1,124 million at 30 June 2024. As substantially all risks and rewards associated with the receivables were transferred, they were deconsolidated.

Note 4.6 Other current assets

Other current assets break down as follows:

€ millions	**30.06.2024**	**30.06.2025**
Advances and down payments	56	55
Tax accounts receivable, excluding income tax	225	210
Prepaid expenses	113	125
Other receivables	23	55
TOTAL	**416**	**444**

Note 4.7 Provisions

In accordance with IAS 37 "Provisions, Contingent Liabilities and Contingent Assets", provisions for contingencies and losses are recognised to cover probable outflows of resources that can be estimated and that give rise to a present obligation as a result of past events. In the event where a potential obligation as a result of past events exists, but where the occurrence of the outflow of resources is not probable or where the amount cannot be reliably estimated, a contingent liability is disclosed among the Group's commitments. The amounts provided for are measured by taking account of the most probable assumptions or using statistical methods, depending on the nature of the obligations. Provisions notably include:

- provisions for restructuring;
- provisions for pensions and other long-term employee benefits;
- provisions for disputes (tax other than corporate income tax, legal, employee-related).

Disputes are kept under regular review, on a case-by-case basis, by the Legal Department of each affiliate or region or by the Group's Legal Department, drawing on the help of external legal consultants in the most significant or complex cases.

A provision is recognised when it is probable that a present obligation arising as a result of a past event will require the payment of an amount that can be estimated reliably. The amount of the provision is the best estimate of the expenditure required to settle the obligation.

The cost of restructuring measures is fully provisioned in the financial year, and is recognised in profit and loss under "Other operating income/(expenses)" when it is material and results from a Group obligation to third parties arising from a decision made by the competent corporate body that has been announced to the third parties concerned before the reporting date. This cost mainly involves redundancy payments, early retirement payments, the cost of notice periods not served, training costs of departing individuals and site closure costs. Retirement of property, plant and equipment, and impairment of inventories and other assets, as well as other costs (moving costs, training of transferred individuals, etc.) directly related to the restructuring measures are also recognised in restructuring costs. The amounts provided for correspond to forecast future payments to be made in connection with restructuring plans, discounted to present value when the payment schedule is such that the effect of the time value of money is significant.

1. Breakdown of provisions

Provisions for contingencies and losses at the reporting date break down as follows:

€ millions	30.06.2024	30.06.2025
Non-current provisions		
Provisions for pensions and other long-term employee benefits	277	265
Other non-current provisions for contingencies and losses	313	298
Current provisions		
Provisions for restructuring	66	59
Other current provisions for contingencies and losses	92	88
TOTAL	**748**	**710**

2. Changes in provisions (other than provisions for pensions and other long-term employee benefits)

		Movements during the period						
€ millions	30.06.2024	Additions	Reversals – Utilisations	Reversals – Surplus	Reclassifi-cations	Translation adjustments	Other movements	30.06.2025
Provisions for restructuring	66	56	(56)	(4)	—	(2)	(1)	59
Other current provisions	92	25	(12)	(15)	(2)	(2)	2	88
Other non-current provisions	313	66	(38)	(20)	11	(34)	—	298
TOTAL PROVISIONS	**471**	**146**	**(106)**	**(38)**	**9**	**(38)**	**1**	**445**

Some Group companies are involved in disputes as part of their normal business activities. They are also subject to tax audits, some of which may lead to an adjustment. The main disputes are described in Note 6.5 – *Disputes.*

At 30 June 2025, the provisions recorded by the Group for all disputes and risks in which it is involved amounted to €386 million, excluding uncertain tax positions recognised in income taxes payable. The Group does not provide details (with exceptions), as it believes the disclosure of the amount of any provision booked in consideration of each pending dispute would be likely to cause serious harm to the Group.

The change in other current and non-current provisions during the period reflects the following:

- additions to provisions stem mainly from proceedings brought against the Company and its affiliates, as part of the normal course of business and the emergence of new risks, including tax risks (other than corporate income tax risks);
- reversals of provisions are made at the time of corresponding payments or where the risk is considered to be nil. Reversals of surplus amounts primarily concern the re-evaluation or the statute of limitations of certain risks, including tax risks.

3. Provisions for pensions and other long-term employee benefits

In accordance with applicable national legislation, the Group's employee benefit obligations are composed of:

- long-term post-employment benefits (retirement bonuses, pensions, medical expenses, etc.);
- long-term benefits payable during the period of employment.

Defined contribution plans

Contributions are recognised as expenses as they are incurred. As the Group is not committed beyond the amount of such contributions, no provision is recognised in respect of defined contribution plans.

Defined benefit plans

For defined benefit plans, the projected unit credit method is used to measure the present value of defined benefit obligations, current service cost and, if applicable, past service cost. The measurement is made at each reporting date and the personal data concerning employees is revised at least every three years. The calculation requires the use of economic assumptions (inflation rate and discount rate) and other assumptions concerning employees (mainly average salary increase, employee turnover and life expectancy). The assumptions used in FY 2024 and FY 2025 and the methods used for their determination are described below.

A provision is recognised in the balance sheet for the difference between the actuarial debt of related obligations (actuarial liabilities) and any assets dedicated to funding the plans, measured at their fair value, and includes past service costs and actuarial gains and losses.

The cost of defined benefit plans has three components, which are accounted for as follows:

- the service cost is recognised in operating income and expenses. It includes:
  - the cost of services rendered during the period (current service cost),
  - the cost of past services resulting from the amendment or curtailment of a plan, recognised in full in profit and loss for the period in which the services were performed (past service cost),
  - gains and losses on settlement;
- the financial component, recorded in financial income and expenses, comprises the impact of discounting the liabilities, net of the expected return on plan assets, measured using the same discount rate as that used to measure plan obligations;
- revaluations of liabilities (assets) are recognised in other comprehensive income not reclassifiable to profit or loss, and consist mainly of actuarial gains and losses, namely the change in plan obligations and assets due to changes in assumptions and to experience gains or losses, the latter representing the difference between the expected impact of some actuarial assumptions applied to previous valuations and the actual impact. Depending on the type of plan and the governing legislation in certain regions, if the plan assets exceed the obligations recognised in the financial statements, any assets generated may be limited to the present value of future refunds from the plan and expected reductions in future contributions (asset ceiling).

The Group grants the following pension and retirement benefits and other post-employment benefits (medical insurance or life insurance):

- in France, benefit obligations mainly comprise arrangements for retirement indemnities (non-funded) and supplementary pension benefits (partly funded);
- in the United States and Canada, benefit obligations include pension plans guaranteed to employees (funded) as well as post-employment medical plans (unfunded);
- in Ireland, the United Kingdom and the Netherlands, benefit obligations mainly consist of pension plans granted to employees.

Defined benefit plans in the Group relate mainly to affiliates in the United Kingdom, North America and the rest of Europe. Defined benefit plans are subject to an annual actuarial valuation on the basis of assumptions depending on the country. Under these pension and other benefit plan agreements, employees receive at the date of retirement either a capital lump sum payment or an annuity. These amounts depend on the number of years of employment, final salary and the position held by the employee. At 30 June 2025, fully or partly funded benefit obligations totalled €3,032 million, equivalent to 95% of the total benefit obligations.

Certain affiliates, mainly those located in North America, also provide their employees with post-employment medical cover. These benefit obligations are unfunded. They are measured using the same assumptions as those used for the pension obligations in the countries in question.

Several affiliates, mainly in Europe, also provide their employees with other long-term benefits. Benefit obligations of this type are mainly in respect of long-service awards.

The table below presents a reconciliation of provisions between 30 June 2024 and 30 June 2025:

	30.06.2024			30.06.2025		
€ millions	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**
Net (asset)/liability at beginning of period	12	106	119	(55)	98	44
Net expense/(income) for the period	25	10	35	41	9	49
Actuarial (gains)/losses[1]	(27)	(5)	(32)	24	(1)	22
Employer contributions	(54)	—	(54)	(44)	—	(44)
Benefits paid directly by the employer	(8)	(8)	(16)	(8)	(12)	(21)
Changes in scope of consolidation	—	(5)	(5)	—	5	5
Translation adjustments	(3)	—	(3)	1	(6)	(6)
Net (asset)/liability at end of period	**(55)**	**98**	**44**	**(41)**	**92**	**51**
Amount recognised in assets	(233)	—	(233)	(214)	—	(214)
AMOUNT RECOGNISED IN LIABILITIES	**178**	**98**	**277**	**173**	**92**	**265**

(1) Recognised in "Other comprehensive income".

Actuarial gains and losses correspond mainly to the update of actuarial assumptions and values of plan assets.

The net financial impact recognised in profit and loss in respect of pensions and other long-term employee benefits breaks down as follows:

	30.06.2024			30.06.2025		
€ millions	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**
Current service cost	25	3	28	24	3	27
Interest on the provision	(3)	5	2	(5)	5	(1)
• o/w interest on the obligation	172	5	177	162	5	166
• o/w interest on the assets	(178)	—	(178)	(169)	—	(169)
• o/w interest on the limitation of the assets	3	—	3	3	—	3
Fees/levies/premiums	11	—	11	12	—	12
Impact of plan amendments/curtailments	(7)	(1)	(8)	1	—	1
Impact of settlements	(1)	—	(1)	10	—	10
Actuarial (gains)/losses	—	3	3	—	—	—
Effect of the asset ceiling (including the impact of IFRIC 14)	—	—	—	—	—	—
NET EXPENSE/(INCOME) RECOGNISED IN PROFIT AND LOSS	**25**	**10**	**35**	**41**	**9**	**49**

Changes in provisions for pensions and other long-term employee benefits are shown below:

	30.06.2024			30.06.2025		
€ millions	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**	**Pension obligations**	**Medical expenses and other employee benefits**	**Total**
CHANGE IN THE ACTUARIAL VALUE OF CUMULATIVE BENEFIT OBLIGATIONS						
Actuarial value of cumulative benefit obligations at beginning of period	3,467	106	3,574	3,342	99	3,441
Current service cost	25	4	28	24	3	27
Interest cost (effect of discounting)	172	5	177	162	5	166
Employee contributions	5	—	5	5	—	5
Benefits paid	(384)	(8)	(392)	(235)	(12)	(247)
Administrative fees/premiums/levies	—	—	—	—	—	—
Plan amendments/curtailments	(7)	(1)	(8)	1	—	1
Settlements	(1)	—	(1)	—	—	—
Actuarial (gains)/losses	29	(2)	27	(135)	(1)	(136)
Translation differences	37	(1)	36	(58)	(6)	(64)
Changes in scope of consolidation	(1)	(5)	(6)	5	5	10
Actuarial value of cumulative benefit obligations at end of period	**3,342**	**98**	**3,440**	**3,111**	**93**	**3,203**
CHANGE IN THE FAIR VALUE OF PLAN ASSETS	—	—	—			
Fair value of plan assets at beginning of period	3,507	—	3,507	3,452	—	3,452
Interest income on plan assets	178	—	178	169	—	169
Experience gains/(losses) on plan assets	59	—	59	(156)	—	(156)
Employee contributions	5	—	5	5	—	5
Employer contributions	54	—	54	44	—	44
Benefits paid	(377)	—	(377)	(227)	—	(227)
Administrative fees/premiums/levies	(11)	—	(11)	(12)	—	(12)
Plan amendments/curtailments	—	—	—	—	—	—
Settlements	—	—	—	(10)	—	(10)
Translation differences	39	—	39	(64)	—	(64)
Changes in scope of consolidation	(2)	—	(2)	6	—	6
Fair value of plan assets at end of period	**3,452**	**—**	**3,452**	**3,209**	**—**	**3,209**
Present value of funded benefits	3,254	—	3,254	3,032	—	3,032
Fair value of plan assets	3,452	—	3,452	3,209	—	3,209
Deficit/(surplus) on funded benefits	**(198)**	**—**	**(198)**	**(177)**	**—**	**(177)**
Present value of unfunded benefits	88	98	186	79	92	172
Effect of the asset ceiling (including the impact of IFRIC 14)	56	—	56	56	—	56
NET (ASSETS)/LIABILITIES RECOGNISED IN THE BALANCE SHEET	**(54)**	**98**	**44**	**(41)**	**92**	**51**

	Actuarial value of cumulative benefit obligations		Fair value of plan assets		Plan asset ceiling		Amount recognised in liabilities and shareholders' equity		Amount recognised in assets	
30.06.2025	*(€ millions)*	*%*	*(€ millions)*	*%*	*(€ millions)*	*%*	*(€ millions)*	*%*	*(€ millions)*	*%*
United Kingdom	2,446	76.4%	2,573	80.2%	—	0.0%	69	26.2%	(196)	91.8%
United States	231	7.2%	191	6.0%	—	0.0%	40	15.2%	—	0.0%
Canada	85	2.7%	133	4.2%	56	100.0%	25	9.4%	(16)	7.6%
Ireland	211	6.6%	189	5.9%	—	0.0%	23	8.8%	(1)	0.5%
France	78	2.4%	16	0.5%	—	0.0%	62	23.5%	—	0.0%
Other countries	151	4.7%	107	3.3%	—	0.0%	45	16.9%	—	0.1%
TOTAL	**3,203**	**100.0%**	**3,209**	**100.0%**	**56**	**100.0%**	**265**	**100.0%**	**(214)**	**100.0%**

Plan assets break down between the different asset classes (bonds, shares, etc.) as follows:

	30.06.2024		30.06.2025	
Breakdown of plan assets	**Pension obligations**	**Medical expenses and other employee benefits**	**Pension obligations**	**Medical expenses and other employee benefits**
Shares	10%	N/A	7%	N/A
Bonds	9%	N/A	14%	N/A
Other money market funds	6%	N/A	6%	N/A
Property assets	2%	N/A	2%	N/A
Other	73%	N/A	71%	N/A
TOTAL	**100%**	**N/A**	**100%**	**N/A**

N/A: not applicable.

At 30 June 2025, "Other" assets notably included the value of the insurance policy taken out with Rothesay Life covering the obligations insured as part of the two buy-ins conducted in FY 2020 and December 2024.

Contributions payable by the Group in FY 2026 in respect of funded benefits are estimated at €41 million.

Benefits payable in respect of defined benefit plans over the next ten years break down as follows:

Benefits payable over the next ten years € millions	**Pension obligations**	**Medical expenses and other employee benefits**
2026	239	7
2027	249	7
2028	250	7
2029	257	7
2030	265	7
2031/2035	1,438	37

At 30 June 2024 and 30 June 2025, the main assumptions used for the measurement of pension obligations and other long-term employee benefits were as follows:

	30.06.2024		30.06.2025	
Actuarial assumptions in respect of obligations	Pension obligations	Medical expenses and other employee benefits	Pension obligations	Medical expenses and other employee benefits
Discount rate	4.99%	5.13%	5.35%	5.05%
Average rate of increase in annuities	3.38%	N/A	3.26%	N/A
Average salary increase	3.39%	3.92%	3.27%	3.68%
Expected increase in medical expenses				
• Initial rate	N/A	6.78%	N/A	6.13%
• Final rate	N/A	4.35%	N/A	4.20%

N/A: not applicable.

	30.06.2024		30.06.2025	
Actuarial assumptions in respect of the expense for the financial year	Pension obligations	Medical expenses and other employee benefits	Pension obligations	Medical expenses and other employee benefits
Discount rate	5.16%	5.50%	4.99%	5.13%
Average rate of increase in annuities	3.43%	N/A	3.38%	N/A
Average salary increase	3.34%	3.90%	3.39%	3.92%
Expected increase in medical expenses				—
• Initial rate	N/A	6.14%	N/A	6.78%
• Final rate	N/A	4.81%	N/A	4.35%

N/A: not applicable.

Actuarial assumptions at 30 June 2025 (pension and other benefit obligations) By region	United Kingdom	United States	Canada	Eurozone countries	Other non-eurozone countries
Discount rate	5.56%	5.34%	4.76%	3.76%	5.30%
Average rate of increase in annuities	3.39%	N/A	N/A	2.11%	2.20%
Average salary increase	2.51%	2.98%	3.00%	3.09%	8.54%
Expected increase in medical expenses					
• Initial rate	6.50%	7.55%	4.60%	3.58%	N/A
• Final rate	6.50%	4.00%	3.42%	3.58%	N/A

N/A: not applicable.

The obligation period-related discount rates used within the eurozone are as follows:

- short-term rate (3-5 years): 3.00%;
- medium-term rate (5-10 years): 3.30%;
- long-term rate (more than 10 years): 3.70%.

Discount rates are determined by reference to the yield at the reporting date on premium category corporate bonds (if available), or on government bonds, with maturities similar to the estimated duration of the benefit obligations.

The expected rate of return on assets corresponds to the discount rate, in accordance with IAS 19.

The sensitivity of the debt to changes in the discount rate is shown in the table below:

€ millions	Pension obligations	Medical expenses and other employee benefits	Total
Obligations at 30 June 2025	3,111	92	3,203
Obligations at 30 June 2025 with a 0.5% decrease in the discount rate	3,276	97	3,374
Obligations at 30 June 2025 with a 0.5% increase in the discount rate	2,960	88	3,048

The impact of a change in the rate of increase in medical expenses would be as follows:

	Effect of change		
Post-employment medical benefits (€ millions)	With current rate	1% increase	1% decrease
On the present value of the benefit obligations at 30 June 2025	68	6	(5)
On the expense for FY 2025	5	—	—

The experience gains or losses on the benefit obligations and plan assets are set out below:

	30.06.2025	
€ millions	Pension obligations	Medical expenses and other employee benefits
Amounts of experience losses or (gains) on benefit obligations	(43)	2
Percentage compared with amounts of benefit obligations	-1.4%	2.0%
Amounts of financial assumption losses or (gains) on benefit obligations	(154)	(2)
Percentage compared with amounts of benefit obligations	-4.9%	-2.7%
Amounts of demographic assumption losses or (gains) on benefit obligations	62	—
Percentage compared with amounts of benefit obligations	2.0%	-0.4%
Amounts of experience losses or (gains) on plan assets	156	—
Percentage compared with amounts of plan assets	4.9%	0.0%
Amounts of experience losses or (gains) on the asset ceiling	3	—
Percentage compared with amounts of plan assets	0.1%	0.0%
Average duration (years)	10.36	9.86

Note 4.8 Financial liabilities

The Group applies IFRS 9, IAS 32 and IFRS 7. Borrowings and other financial liabilities are recognised, on the basis of their effective interest rates, in accordance with the amortised cost method. The effective interest rate includes all costs, commissions and fees payable under the contract between the parties. Under this method, costs that are directly attributable to the acquisition or issue of the financial liability are recognised in profit and loss on the basis of the effective interest rate.

In accordance with IAS 7 "Statement of Cash Flows", cash and cash equivalents presented in assets and liabilities in the balance sheet and shown in the consolidated cash flow statements include items that are immediately available as cash or are readily convertible into a known amount of cash and which are subject to an insignificant risk of changes in value. Cash is composed of cash at bank and on hand, short-term deposits with an initial maturity of less than three months and money market mutual funds that are subject to an insignificant risk of changes in value. Cash equivalents are short-term investments with a maturity of less than three months. Bank overdrafts, which are considered to be equivalent to financing, are excluded from cash and cash equivalents.

In accordance with IFRS 16, the Group assesses whether a contract is, or contains, a lease if the contract conveys, at inception, the right to control the use of an identified asset for a set period of time in exchange for consideration.

The lease liability is initially calculated at the present value of the future lease payments. The discount rates are based on the Group's borrowing rate plus a spread to take into account country-specific economic environments. They are estimated in each currency using available market data. They take into account the term of the leases. Lease payments may include fixed or variable payments that depend on a rate or index known at the commencement date of the lease.

The period used to calculate the lease liability corresponds to the non-cancellable term of the contract, unless it is reasonably certain that the Group will exercise a renewal option beyond this period. The probability of exercising an option is determined on a lease-by-lease basis, taking into account management's intentions. This liability is then calculated at amortised cost using the effective interest rate method.

Leases are recognised in the balance sheet from the commencement date. They are presented in "Lease liabilities" with a corresponding entry in "Property, plant and equipment", depending on the nature of the underlying asset (see Note 4.2 – *Property, plant and equipment*). Lease liabilities comprise a current and non-current portion on the basis of the expected future payments.

In the income statement, depreciation expenses are recognised on the basis of the use of the underlying asset and interest expenses are presented in financial income and expenses.

In the cash flow statement, repayments of lease liabilities are reported under "Repayment of lease liabilities" in cash flows from financing activities, while interest payments are reported under "Interest paid" in cash flows from operating activities.

The Group has chosen not to apply IFRS 16 to leases corresponding to assets with a low unit replacement value or to short-term leases. These leases are recognised directly in expenses.

Net financial debt, as defined and used by the Group, corresponds to total gross financial debt (translated at the closing exchange rate), including lease liabilities and derivatives designated as fair value hedges and net foreign currency asset hedges (hedging of net investments and similar), less cash and cash equivalents.

1. Analysis of net financial debt by type and maturity

	30.06.2024			30.06.2025		
€ millions	**Current**	**Non-current**	**Total**	**Current**	**Non-current**	**Total**
Bonds	**1,778**	**10,907**	**12,685**	**1,241**	**10,339**	**11,579**
Syndicated loan	—	—	—	—	—	—
Commercial paper	196	—	196	379	—	379
Other borrowings and debt	156	133	288	99	96	195
Other financial liabilities	**352**	**133**	**485**	**478**	**96**	**574**
Gross financial debt	**2,130**	**11,040**	**13,170**	**1,718**	**10,434**	**12,153**
Fair value hedge derivatives – assets	—	—	—	—	—	—
Fair value hedge derivatives – liabilities	—	10	10	4	—	4
Fair value hedge derivatives	—	10	10	4	—	4
Net investment hedge derivatives – assets	—	—	—	—	(36)	(36)
Net investment hedge derivatives – liabilities	6	—	6	—	—	—
Net investment hedge derivatives	6	—	6	—	(36)	(36)
Financial debt after hedging	**2,136**	**11,050**	**13,186**	**1,723**	**10,398**	**12,121**
Cash and cash equivalents	**(2,683)**	**—**	**(2,683)**	**(1,829)**	**—**	**(1,829)**
Net financial debt excluding lease liabilities	**(547)**	**11,050**	**10,503**	**(106)**	**10,398**	**10,292**
Lease liabilities	**95**	**352**	**448**	**91**	**344**	**435**
NET FINANCIAL DEBT	**(451)**	**11,402**	**10,951**	**(16)**	**10,743**	**10,727**

The change in net financial debt by cash and non-cash items is analysed below:

		Changes in cash flows	Changes in cash flows with no cash impact			
€ millions	**30.06.2024**	**Total cash flows**	**Foreign currency gains and losses**	**Change in fair value**	**Other**	**30.06.2025**
Bonds	**12,685**	**(1,148)**	**(278)**	**7**	**313**	**11,579**
Syndicated loan	—	—	—	—	—	—
Commercial paper	196	182	—	—	1	379
Other borrowings and debt	288	(108)	15	—	—	195
Gross financial debt	**13,170**	**(1,074)**	**(263)**	**7**	**314**	**12,153**
Fair value hedge derivatives – assets	—	—	—	—	—	—
Fair value hedge derivatives – liabilities	10	—	—	(6)	—	4
Fair value hedge derivatives	**10**	**—**	**—**	**(6)**	**—**	**4**
Economic net investment hedge derivatives – assets	—	—	—	—	(36)	(36)
Economic net investment hedge derivatives – liabilities	6	—	—	—	(6)	—
Economic net investment hedge derivatives – liabilities	**6**	**—**	**—**	**—**	**(42)**	**(36)**
Financial debt after hedging	**13,186**	**(1,074)**	**(263)**	**1**	**272**	**12,121**
Cash and cash equivalents	(2,683)	752	102	—	—	(1,829)
Net financial debt excluding lease liabilities	**10,503**	**(322)**	**(161)**	**1**	**272**	**10,292**
Lease liabilities	448	(113)	(20)	—	120	435
NET FINANCIAL DEBT	**10,951**	**(436)**	**(181)**	**1**	**392**	**10,727**

2. Breakdown of debt excluding lease liabilities by currency before and after foreign exchange hedging instruments at 30 June 2024 and 30 June 2025

30.06.2024 *€ millions*	Gross financial debt	Amount hedged	Debt after hedging	Cash at bank and in hand	Net debt after hedging	% debt after hedging	% net debt after hedging
EUR	9,776	(662)	9,114	(1,463)	7,651	69%	73%
USD	3,296	723	4,018	(276)	3,743	30%	36%
GBP	1	(107)	(106)	(156)	(262)	-1%	-2%
SEK	1	(123)	(122)	(38)	(161)	-1%	-2%
Other currencies	96	186	282	(750)	(468)	2%	-4%
FINANCIAL DEBT BY CURRENCY	**13,170**	**16**	**13,186**	**(2,683)**	**10,503**	**100%**	**100%**

30.06.2025 *€ millions*	Gross financial debt	Amount hedged	Debt after hedging	Cash at bank and in hand	Net debt after hedging	% debt after hedging	% net debt after hedging
EUR	9,155	4	9,159	(617)	8,542	76%	83%
USD	2,962	616	3,579	(355)	3,224	30%	31%
GBP	1	(92)	(91)	(103)	(194)	-1%	-2%
SEK	—	(397)	(397)	(15)	(412)	-3%	-4%
Other currencies	34	(163)	(129)	(740)	(869)	-1%	-8%
FINANCIAL DEBT BY CURRENCY	**12,153**	**(32)**	**12,121**	**(1,829)**	**10,292**	**100%**	**100%**

3. Breakdown of fixed-rate/floating-rate debt excluding lease liabilities before and after hedging at 30 June 2024 and 30 June 2025

	30.06.2024				30.06.2025			
€ millions	Debt before hedging		Debt after hedging		Debt before hedging		Debt after hedging	
Fixed-rate debt	12,871	98%	12,685	96%	11,714	97%	11,544	95%
Floating-rate debt	314	2%	501	4%	407	3%	577	5%
FINANCIAL DEBT AFTER HEDGING BY RATE TYPE	**13,186**	**100%**	**13,186**	**100%**	**12,121**	**100%**	**12,121**	**100%**

At 30 June 2025, before taking account of any hedges, the Group's gross debt was 97% fixed rate and 3% floating rate. After hedging, the floating-rate portion was 5%.

4. Schedule of financial liabilities at 30 June 2025

The following table shows the maturity of future financial liability-related cash flows (nominal and interest). Floating-rate interest flows have been estimated on the basis of rates at 30 June 2024 and 30 June 2025.

30.06.2024 *€ millions*	Carrying amount	Contractual flows	<6 months	6 to 12 months	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	>5 years
Nominal value	13,170	13,051	918	1,070	1,187	29	1,683	1,363	6,801
Interest	—	2,616	170	125	281	254	254	222	1,310
Gross financial debt	**13,170**	**15,667**	**1,088**	**1,195**	**1,468**	**283**	**1,937**	**1,585**	**8,111**
Lease liabilities	**448**	**528**	**40**	**68**	**89**	**71**	**55**	**46**	**159**
Cross-currency swaps	6	—	—	—	—	—	—	—	—
Flows payable	—	477	—	477	—	—	—	—	—
Flows receivable	—	(465)	—	(465)	—	—	—	—	—
Derivatives – liabilities	25	27	16	4	7	—	—	—	—
Derivatives - liabilities	**31**	**39**	**16**	**16**	**7**	**—**	**—**	**—**	**—**
TOTAL FINANCIAL LIABILITIES	**13,649**	**16,234**	**1,144**	**1,279**	**1,564**	**354**	**1,992**	**1,631**	**8,270**

30.06.2025 *€ millions*	Carrying amount	Contractual flows	<6 months	6 to 12 months	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	>5 years
Nominal value	12,153	12,023	429	1,160	16	1,624	1,354	1,515	5,925
Interest	—	2,400	164	135	273	273	242	212	1,101
Gross financial debt	**12,153**	**14,424**	**593**	**1,295**	**290**	**1,898**	**1,596**	**1,727**	**7,026**
Lease liabilities	**435**	**557**	**38**	**69**	**85**	**66**	**54**	**42**	**203**
Cross-currency swaps	—	—	—	—	—	—	—	—	—
Flows payable	—	—	—	—	—	—	—	—	—
Flows receivable	—	—	—	—	—	—	—	—	—
Derivatives – liabilities	18	10	7	3	—	—	—	—	—
Derivatives - liabilities	**18**	**10**	**7**	**3**	**—**	**—**	**—**	**—**	**—**
TOTAL FINANCIAL LIABILITIES	**12,605**	**14,992**	**638**	**1,368**	**375**	**1,963**	**1,649**	**1,769**	**7,229**

5. Credit lines

At 30 June 2025, credit lines mainly comprised the multi-currency syndicated loan of €2,100 million, a bilateral line of €450 million and a Champagne loan of €260 million. No drawdowns have been made on these credit lines.

6. Bonds

Nominal amount	Interest rate	Issue date	Maturity	Carrying amount at 30.06.2025 € millions
EUR 600 million	1.50%	17.05.2016	18.05.2026	601
USD 600 million	3.25%	08.06.2016	08.06.2026	509
EUR 600 million	3.75%	15.09.2023	15.09.2027	616
EUR 500 million	0.50%	24.10.2019	24.10.2027	501
USD 600 million	1.25%	01.10.2020	01.04.2028	512
EUR 600 million	3.25%	02.11.2022	02.11.2028	607
EUR 750 million	1.38%	07.04.2022	07.04.2029	745
EUR 500 million	0.13%	04.10.2021	04.10.2029	495
EUR 1,000 million	1.75% *	06.04.2020	08.04.2030	1,008
EUR 700 million	3.38%	07.05.2024	07.11.2030	708
USD 900 million	1.63%	01.10.2020	01.04.2031	765
EUR 500 million	0.88%	24.10.2019	24.10.2031	498
EUR 500 million	3.75%	02.11.2022	02.11.2032	505
EUR 750 million	3.75%	15.09.2023	15.09.2033	760
EUR 800 million	3.63%	07.05.2024	07.05.2034	796
USD 850 million	5.50%	12.01.2012	15.01.2042	732
USD 500 million	2.75%	01.10.2020	01.10.2050	416
EUR 800 million	3.25%	03.03.2025	03.03.2032	805
TOTAL BONDS				**11,579**

* *Subject to the achievement of the key performance indicators to which this bond is linked.*

7. Offsetting of financial assets and financial liabilities

The table below shows the amounts of financial assets and financial liabilities before and after offsetting.

The amounts offset in the balance sheet were established in accordance with IAS 32. Accordingly, financial assets and financial liabilities are offset and the net amount is shown in the balance sheet if and only if the Group has a legally enforceable right to set off the recognised amounts, and if it intends to settle on a net basis. The assets and liabilities offset stem from the multi-currency cash pooling arrangement implemented within the Group.

30.06.2024 € millions	Gross financial assets and liabilities	Amounts offset in the balance sheet	Net amounts in the balance sheet	Impact of master netting and similar arrangements	Financial instruments received as collateral	Net amounts under IFRS 7
ASSETS						
Cash and cash equivalents	3,123	(441)	2,683	—	—	—
LIABILITIES						
Bank borrowings and debt	729	(441)	288	—	—	—

30.06.2025 € millions	Gross financial assets and liabilities	Amounts offset in the balance sheet	Net amounts in the balance sheet	Impact of master netting and similar arrangements	Financial instruments received as collateral	Net amounts under IFRS 7
ASSETS						
Cash and cash equivalents	2,300	(471)	1,829	—	—	—
LIABILITIES						
Bank borrowings and debt	666	(471)	195	—	—	—

Note 4.9 Financial instruments

1. Fair value of financial instruments

		Breakdown by accounting classification				30.06.2024	
€ millions	Fair value level	Fair value through profit or loss	Fair value through other comprehensive income	Assets at amortised cost	Liabilities at amortised cost	Carrying amount	Fair value
ASSETS							
Equity instruments	Level 1 and 3	—	502	—	—	502	502
Guarantees, deposits, investment-related loans and receivables	Level 2	—	—	192	—	192	192
Trade receivables and other operating receivables	Level 2	—	—	1,581	—	1,581	1,581
Other current assets	Level 2	—	—	416	—	416	416
Derivatives – assets	Level 2	7	1	—	—	8	8
Cash and cash equivalents	Level 1	2,683	—	—	—	2,683	2,683
LIABILITIES							
Bonds	Level 1	—	—	—	12,685	12,685	11,804
Bank borrowings and debt	Level 2	—	—	—	485	485	485
Lease liabilities	Level 2	—	—	—	448	448	448
Derivatives – liabilities	Level 2	25	7	—	—	31	31

		Breakdown by accounting classification				30.06.2025	
€ millions	Fair value level	Fair value through profit or loss	Fair value through other comprehensive income	Assets at amortised cost	Liabilities at amortised cost	Carrying amount	Fair value
ASSETS							
Equity instruments	Level 1 and 3	—	553	—	—	553	553
Guarantees, deposits, investment-related loans and receivables*	Level 2	—	—	203	—	203	203
Trade receivables and other operating receivables	Level 2	—	—	1,484	—	1,484	1,484
Other current assets	Level 2	—	—	445	—	445	445
Derivatives – assets	Level 2	17	37	—	—	54	54
Cash and cash equivalents	Level 1	1,829	—	—	—	1,829	1,829
LIABILITIES							
Bonds	Level 1	—	—	—	11,579	11,579	11,002
Bank borrowings and debt	Level 2	—	—	—	574	574	574
Lease liabilities	Level 2	—	—	—	435	435	435
Derivatives – liabilities	Level 2	17	1	—	—	18	18

* *Includes factoring and securitisation deposits relating to the €1,122 million in assets derecognised with continuing involvement.*

The methods used are as follows:

- debt: the fair value of the debt is determined for each loan by discounting future cash flows on the basis of market rates at the balance sheet date, adjusted for the Group's credit risk. For floating-rate bank debt and bank overdrafts, fair value is approximately equal to the carrying amount;
- bonds: market liquidity enabled the bonds to be valued at their fair value using the quoted prices;
- other long-term financial liabilities: the fair value of other long-term financial liabilities is calculated for each loan by discounting future cash flows using an interest rate taking into account the Group's credit risk at the balance sheet date;
- derivatives: the market value of instruments recognised in the financial statements at the balance sheet date was calculated on the basis of available market data, using current valuation models.

The hierarchical levels of the fair value hierarchy below are in line with the definitions in the amended version of IFRS 7 "Financial Instruments: Disclosures":

- Level 1: fair value based on quoted prices in active markets;
- Level 2: fair value measured based on observable market data (other than quoted prices included in Level 1);
- Level 3: fair value measured using valuation techniques based on unobservable market data.

In accordance with IFRS 13, derivatives were measured taking into account the Credit Valuation Adjustment (CVA) and the Debt Valuation Adjustment (DVA). The measurement is based on historical data (rating of counterparty banks and probability of default). At 30 June 2025, the impact was not significant.

Equity instruments mainly consist of minority stakes in innovative companies in the conviviality sector that are mostly unlisted and have been acquired by Convivialité Ventures, the Group's private equity arm. Their fair value has been measured at level 3 of the hierarchy, based on valuations used in their most recent funding rounds. In the absence of recent transactions, acquisition cost is considered to be the best possible estimate of fair value, except where underperformance versus the budget or other events occur giving rise to the recognition of an impairment loss. These investments are not individually material.

2. Risk management

Management and monitoring of financial risks is performed by the Financing and Treasury Department. Reporting to the Group Finance Department, it oversees all financial exposures and processes or validates all financing, investment and hedging transactions, as part of a programme approved by General Management.

All financial instruments hedge existing or forecast hedge transactions or investments. They are contracted with a limited number of counterparties that have a first-class rating.

Management of liquidity risk

At 30 June 2025, the Group's cash and cash equivalents totalled €1,829 million (compared with €2,683 million at 30 June 2024). An additional €2,810 million of medium-term revolving credit facilities with banks was confirmed and undrawn. Group financing is provided in the form of long-term debt (bank loans, bonds, etc.) and short-term borrowings (commercial paper and bank overdrafts) as well as factoring and securitisation programmes, which provide adequate financial resources to ensure business continuity. In addition, the Group set up a Euro Medium Term Note (EMTN) programme in May 2020, updated annually, most recently on 24 October 2024 (the "Programme"). Under the terms of the Programme, the Group may issue bonds by means of private placements in various currencies. The securities may be admitted to trading on Euronext Paris. The maximum nominal amount of securities outstanding under the Programme is set at €7 billion (or the equivalent in any other currency). The Group's short-term financial debt after hedging was €1,723 million at 30 June 2025 (versus €2,136 million at 30 June 2024).

While the Group has not identified any other material cash requirement, it cannot be fully guaranteed that it will be able to continue to access the funding and refinancing needed for its day-to-day operations and capital expenditure on satisfactory terms, given the uncertain economic environment.

The credit ratings sought by Pernod Ricard from rating agencies on its long-term and short-term debt are Baa1/P2 from Moody's and BBB+/A2 from Standard & Poor's, respectively.

The Group's bank and bond debt contracts contain the customary commitments, without any covenants stipulating compliance with solvency ratios. Any breach of these commitments could trigger early repayment.

Furthermore, while the vast majority of the Group's cash surplus is placed with affiliates of global banks enjoying the highest agency ratings, it cannot be ruled out that these Group investments may lose some of their liquidity and/or value.

The currency controls in place in certain countries limit the Group's ability to use cash (prohibition on investment with the Group) and, in some cases, delay the possibility of paying dividends (authorisation is required from the relevant authorities, notably in Cuba). At 30 June 2025, cash with delayed availability amounted to €325 million, relating essentially to Cuba.

Specific terms of financing agreements and the schedule of financial liability maturity are respectively disclosed in the "Material contracts" subsection of the management report and in Note 4.8 – *Financial liabilities* to the consolidated financial statements.

Management of currency risk

As the Group consolidates its financial statements in euros, it is exposed to fluctuations against the euro by the currencies in which its assets and liabilities are denominated (asset risk) or in which transactions are carried out (transaction and translation risks).

While some hedging strategies limit exposure, there is no absolute protection against exchange rate fluctuations.

In terms of asset risk, financing foreign currency-denominated assets acquired by the Group with debt in the same currency provides natural hedging. This principle was applied for the acquisition of Seagram, Allied Domecq and Vin&Sprit assets, with a portion of the debt denominated in US dollars reflecting the scale of cash flows generated in dollars or linked currencies.

Currency fluctuations against the euro (notably the US dollar) may impact the nominal amount of liabilities and the financial expense recorded in euros in the consolidated financial statements, which could affect the Group's reported results.

For operational currency risk, the Group's international operations expose it to currency risks affecting transactions carried out by affiliates in a currency other than their operating currency (transaction accounting risk).

As a rule, it is Group policy to invoice end customers in the functional currency of the distributing entity. Exposure to currency risk on intra-Group invoicing between producer and distributor affiliates is managed via a monthly payment centralisation procedure involving most countries with freely convertible and transferable currencies and whose internal legislation allows this participation. This system hedges against net exposure using forward exchange contracts.

Residual risk is partially hedged by financial derivatives (forward purchases, forward sales or options) intended to hedge certain or highly probable non-Group receivables and payables.

In addition, the Group may use firm or optional hedges with the aim of reducing the impact of currency fluctuations on its operating activities in some Brand Companies that make significant purchases in currencies other than the euro – especially USD, GBP, CNY, INR or SEK – or in order to secure the payment of dividends back to the parent.

Management of interest rate risk

At 30 June 2025, the Pernod Ricard Group's debt comprised floating-rate debt (mainly commercial paper and other bank borrowings) and fixed-rate debt (mainly bonds), in addition to a hedging portfolio including USD swaps.

The Group cannot guarantee that these hedges will prove sufficient, or that it will be able to maintain them on acceptable terms.

SCHEDULE OF DEBT AND FLOATING-RATE EUR HEDGES (NOTIONAL VALUE, IN € MILLIONS)

At 30 June 2025 € millions	<1 year	>1 year and <5 years	>5 years	Total
Total assets (cash)	617	—	—	617
Total floating-rate liabilities	(377)	3	(13)	(387)
Net floating-rate debt before hedging	**240**	**3**	**(13)**	**230**
Derivatives	(40)	36	—	(4)
NET FLOATING-RATE DEBT AFTER HEDGING	**200**	**40**	**(13)**	**227**

SCHEDULE OF DEBT AND FLOATING-RATE USD HEDGES (NOTIONAL VALUE, IN USD MILLIONS)

At 30 June 2025 $ millions	<1 year	>1 year and <5 years	>5 years	Total
Total assets (cash)	355	—	—	355
Total floating-rate liabilities	3	(26)	—	(23)
Net floating-rate debt before hedging	**358**	**(26)**	**—**	**332**
Derivatives	(787)	—	—	(787)
NET FLOATING-RATE DEBT AFTER HEDGING	**(429)**	**(26)**	**—**	**(455)**

Analysis of the sensitivity of financial instruments to interest rate risk (impact on the income statement)

A rise or fall of 50 basis points in interest rates (USD and EUR) would result in an increase or decrease of €3 million in the cost of net debt.

Analysis of the sensitivity of financial instruments to interest rate risk (impact on shareholders' equity)

A relative change of plus or minus 50 basis points in interest rates (USD and EUR) would not generate any gain or loss on shareholders' equity.

Analysis of the sensitivity of financial instruments used to hedge risks related to agricultural raw materials (impact on shareholders' equity)

At 30 June 2025, the sensitivity of the portfolio was not significant.

Counterparty risk in financial transactions

The Group could be exposed to counterparty default via its cash investments, hedging instruments or the availability of committed but undrawn financing lines. In order to limit this exposure, the Group rigorously selects counterparties based on several criteria, including credit ratings, and on repayment schedules.

However, no assurance can be given that this careful selection will be enough to protect the Group against risks of this type, particularly in the current economic environment.

Note 4.10 Interest rate, foreign exchange and commodity derivatives

Pursuant to the amended version of IFRS 9 "Financial Instruments", all derivative instruments must be recognised in the balance sheet at fair value, determined on the basis of standard market valuation models or external prices issued by financial institutions.

Where the derivative has been designated as a fair value hedge, changes in the value of the derivative and of the hedged item are recognised in profit and loss for the same period. If the derivative has been designated as a cash flow hedge, the change in value of the effective portion of the hedge is recognised in other comprehensive income. It is recognised in profit and loss when the hedged item is itself recognised in profit and loss.

However, the change in value of the ineffective component of the derivative is recognised directly in profit and loss. If the derivative is designated as a hedge of a net investment in a foreign operation, the change in value of the effective portion of the hedge is recognised in shareholders' equity and the change in value of the ineffective portion is recognised in profit and loss.

Hedging instruments (by risk category and hedge type)

		Notional amount of contracts				Fair value	
Hedge type at 30 June 2024 € millions	**Description of financial instrument**	**<1 year**	**>1 year and <5 years**	**>5 years**	**Total**	**Assets**	**Liabilities**
Fair value hedges						**-**	**10**
Interest rate hedges	Swaps	—	187	—	187	—	10
Currency and interest rate hedges	Cross-currency swaps	—	—	—	—	—	—
Net investment hedges						**—**	**6**
Currency hedges	FX forwards	—	—	—	—	—	—
Currency and interest rate hedges	Cross-currency swaps	460	—	—	460	—	6
Derivatives included in net debt						**—**	**16**
Cash flow hedges						**1**	**1**
Interest rate hedges	Swaps	—	—	—	—	—	—
Currency hedges on intra-Group financing and operational hedges	Currency swaps & FX forwards & FX options	—	—	—	—	—	—
Commodity hedges	Swaps	—	—	—	—	1	1
Non-hedge accounting						**7**	**14**
Currency hedges on intra-Group financing and operational hedges	Currency swaps & FX forwards	2,262	—	—	2,262	7	14
Interest rate hedges	Swaps	—	—	—	—	—	—
TOTAL DERIVATIVES						**8**	**31**
Total non-current						**1**	**11**
Total current						**7**	**21**

Hedge type at 30 June 2025 € millions	Description of financial instrument	Notional amount of contracts				Fair value	
		<1 year	>1 year and <5 years	>5 years	Total	Assets	Liabilities
Fair value hedges		**—**	**—**	**—**	**—**	**—**	**4**
Interest rate hedges		171	—	—	171	—	4
Currency and interest rate hedges	Swaps	—	—	—	—	—	—
Net investment hedges		**—**	**—**	**—**	**—**	**36**	**—**
Currency hedges		—	—	—	—	—	—
Currency and interest rate hedges	FX forwards	—	459	—	459	36	—
Derivatives included in net debt		**—**	**—**	**—**	**—**	**36**	**4**
Cash flow hedges		**—**	**—**	**—**	**—**	**1**	**1**
Interest rate hedges		—	—	—	—	—	—
Currency hedges on intra-Group financing and operational hedges		—	—	—	—	—	—
Commodity hedges	Swaps	—	—	—	—	1	1
Non-hedge accounting		**—**	**—**	**—**	**—**	**17**	**13**
Currency hedges on intra-Group financing and operational hedges	Swaps	1,162	—	—	1,162	17	11
Interest rate hedges		—	—	—	—	—	1
TOTAL DERIVATIVES		**—**	**—**	**—**	**—**	**54**	**18**
Total non-current		**—**	**—**	**—**	**—**	**36**	**1**
TOTAL CURRENT		**—**	**—**	**—**	**—**	**18**	**17**

The notional amount of these contracts is the nominal value of the contracts. Foreign currency-denominated notional amounts in cross-currency swaps are shown in euros at the exchange rate agreed. For other instruments, notional amounts denominated in foreign currencies are translated into euros at year-end exchange rates. Estimated market values are based on information available on the financial markets and valuation methods appropriate to the type of financial instrument. These valuation methods yield results consistent with the valuations provided by bank counterparties.

The Group's hedging instruments at 30 June 2025 were not ineffective.

Hedged items (by category and hedge type)

Hedge type at 30 June 2024 € millions	Carrying amount of hedged item		Cumulative FVH adjustments included in carrying amount of hedged item		Balance sheet item in which hedged item is included	CFH reserves	Change in fair value of CFH derivatives through OCI
	Assets	Liabilities	Assets	Liabilities			
Fair value hedges (FVHs)							
Interest rate risk							
Fixed-rate bonds hedged	—	187	—	10	Bond issues	N/A	N/A
Discontinuation of hedge accounting	—	—	—	—	Bond issues	N/A	N/A
Currency risk							
Firm commitment	—	—	—	—	—	—	—
Cash flow hedges (CFHs)							
Interest rate risk							
Floating rates of bonds	N/A	N/A	N/A	N/A	N/A	—	—
Discontinuation of hedge accounting	—	—	—	—	—	—	—
Currency risk							
Hedges of future foreign currency sales	N/A	N/A	N/A	N/A	N/A	—	—
Discontinuation of hedge accounting	—	—	—	—	N/A	—	—
Commodity risk							
Commodity hedges	N/A	N/A	N/A	N/A	N/A	—	(1)
Net investment hedges (NIHs)							
Net assets hedged	460	—	N/A	N/A	N/A	N/A	N/A
Discontinuation of hedge accounting	—	—	—	—	N/A	—	—

N/A: not applicable.

Hedge type at 30 June 2025 € millions	Carrying amount of hedged item		Cumulative FVH adjustments included in carrying amount of hedged item		Balance sheet item in which hedged item is included	CFH reserves	Change in fair value of CFH derivatives through OCI
	Assets	Liabilities	Assets	Liabilities			
Fair value hedges (FVHs)							
Interest rate risk							
Fixed-rate bonds hedged	—	171	—	4	Bond issues	N/A	N/A
Discontinuation of hedge accounting	—	—	—	—	Bond issues	N/A	N/A
Currency risk							
Firm commitment	—	—	—	—	—	—	—
Cash flow hedges (CFHs)							
Interest rate risk							
Floating rates of bonds	N/A	N/A	N/A	N/A	N/A	—	—
Discontinuation of hedge accounting	—	—	—	—	—	—	—
Currency risk							
Hedges of future foreign currency sales	N/A	N/A	N/A	N/A	N/A	—	—
Discontinuation of hedge accounting	—	—	—	—	N/A	—	—
Commodity risk							
Commodity hedges	N/A	N/A	N/A	N/A	N/A	—	—
Net investment hedges (NIHs)							
Net assets hedged	460	—	N/A	N/A	N/A	N/A	N/A
Discontinuation of hedge accounting	—	—	—	—	N/A	—	—

N/A: not applicable.

Note 4.11 Other current liabilities

Other current liabilities break down as follows:

€ millions	30.06.2024	30.06.2025
Tax and social security payables	856	821
Other current liabilities	750	734
TOTAL	**1,607**	**1,555**

Other current liabilities at 30 June 2025 mainly comprise the interim dividend payment of €591 million on 25 July 2025. Most of these other current liabilities are due within one year.

NOTE 5 Notes to the cash flow statement

Note 5.1 Working capital requirement

Working capital increased by €470 million. The breakdown is as follows:

- inventories: increase of €349 million;
- trade receivables: increase of €65 million;
- trade payables: increase of €76 million;
- other: decrease of €20 million.

Note 5.2 Purchases/disposals of financial assets and activities

Purchases of financial assets and activities net of disposals generated a cash outflow of €134 million, mainly related to acquisitions and disposals of activities in the period, related in particular to the transactions described in Section 1 of Note 1.2 – *Significant events during the financial year*.

Note 5.3 Bond issues/repayment of debt

During the financial year, the Pernod Ricard Group issued €978 million in long-term debt and repaid €2,052 million in debt. These transactions mainly correspond to the bond issues and redemptions described in section 2 of Note 1.2 – *Significant events during the financial year*.

The Group also paid €129 million in respect of its lease liabilities, of which €113 million related to repayment of the nominal amount and €16 million to interest payments reported in cash flows from operating activities.

NOTE 6 Additional information

Note 6.1 Shareholders' equity

1. Share capital

In December 2024, the Group carried out a capital reduction by cancelling 1,059,553 shares previously held in treasury and acquired in particular under the Group's share buyback programme. Following this transaction, the share capital was reduced to €391,017,252.25, divided into 252,269,195 shares with a par value of €1.55 per share:

	Number of shares	Amount (€ millions)
Share capital at 30 June 2024	253,328,748	393
Share capital at 30 June 2025	252,269,195	391

All Pernod Ricard shares are issued and fully paid for a par value of €1.55. Only one type of Pernod Ricard shares exists. These shares obtain double voting rights if they have been registered for an uninterrupted period of ten years.

2. Treasury shares

Treasury shares are recognised on acquisition as a deduction from equity. Subsequent changes in the value of treasury shares are not recognised. When treasury shares are sold, any difference between the acquisition cost and the fair value of the shares at the date of disposal is recognised as a change in shareholders' equity and has no impact on profit and loss for the year.

At 30 June 2025, Pernod Ricard and its controlled affiliates held 677,880 Pernod Ricard shares for a value of €111 million. These treasury shares are reported, at cost, as a deduction from shareholders' equity.

As part of its stock option and free share grant plans, Pernod Ricard SA holds shares either directly (treasury shares) or indirectly (calls or repurchase options). These shares may be allocated if options are exercised under the stock option plans or, in the case of free shares, if performance targets are met.

3. Interim dividend

In April 2025, the Board of Directors decided to pay an interim dividend of €2.35 per share for FY 2025, i.e., a total payout of €591 million. The interim dividend was paid on 25 July 2025 and recognised under "Other current liabilities" in the balance sheet at 30 June 2025.

4. Capital management

The Group manages its share capital in such a way as to optimise its cost of capital and profitability for its shareholders, provide security for all its counterparties and maintain a high credit rating. In this context, the Group may adjust its payment of dividends to shareholders, redeem part of its share capital, buy back its treasury shares and authorise share-based payment plans.

5. Liquidity agreement

On 24 May 2012, Pernod Ricard SA put in place a 12-month liquidity agreement, effective from 1 June 2012, through Rothschild & Cie Banque. The agreement is tacitly renewable for successive periods of 12 months. It complies with the French Financial Markets Association (*Association Française des Marchés Financiers* – AMAFI) Code of Ethics, which was approved by the AMF in its decision of 21 March 2011.

The sum of €5 million was allocated for the implementation of the liquidity agreement.

Note 6.2 Share-based payments

The Group applies IFRS 2 "Share-based Payments" to transactions whose award and settlement are share-based.

Pursuant to this standard, stock options and performance shares granted to employees are measured at fair value. The amount of such fair value is recognised in the income statement over the vesting period of the rights with a corresponding increase in shareholders' equity.

This fair value is calculated using valuation models taking into account the characteristics of the plan and market data at the date of grant and on the basis of Group management's assumptions.

Description of share-based payment plans

The Group grants long-term incentive plans to high-level executives, key Group executives and high-potential managers. As of the grant on 10 November 2021, these plans are granted through shares, whether or not subject to internal or external performance conditions; the stock option mechanism is no longer used for new grants. In addition, for all plans granted since 10 November 2021, the presence condition has been revised to three years instead of four years previously.

In the course of FY 2025, three share grant plans were set up on 8 November 2024:

- a performance share plan including:
  - a performance condition based on the positioning of the overall performance of the Pernod Ricard share (TSR[1]) compared to the overall performance of a panel of nine peers over the period from 8 November 2024 to 9 November 2027 inclusive (three years),
  - a performance condition based on the average achievement of the profit from recurring operations target (actual versus annual objectives) measured over three consecutive financial years, including that in which the shares were granted,
  - a condition relating to the achievement of corporate social responsibility (CSR) targets measured over three consecutive financial years, including that in which the shares were granted;
- a performance share plan including:
  - a performance condition based on the average achievement of the consolidated profit from recurring operations target (actual versus annual objectives) measured over three consecutive financial years, including that in which the shares were granted,
  - a condition relating to the achievement of corporate social responsibility (CSR) targets measured over three consecutive financial years, including that in which the shares were granted,
- a share plan without performance conditions.

The expense recognised for options/shares vested or in the process of being vested during the financial year (period from 1 July 2024 to 30 June 2025) is described below:

Stock options	Type of options	With/without performance conditions	Number of beneficiaries	Commencement date for exercise of options	Expiry date	Subscription or purchase price (€)	Outstanding options at 30 June 2025	Stock option expense for FY 2025 (€ thousands)
Plan dated 27.11.2020	Purchase	With conditions	14	28.11.2024	27.11.2028	€154.11	113,469	328

Performance shares	Type of shares	With/without performance conditions	Number of beneficiaries	Shares vested from	Shares available from	Outstanding shares at 30 June 2025	Share expense for FY 2025 (€ thousands)
Plan dated 27.11.2020	Free	With conditions	754	28.11.2024	28.11.2024	0	2,845
Plan dated 10.11.2021	Free	With and without conditions	777	12.11.2024	12.11.2024	0	3,912
Plan dated 10.11.2022	Free	With and without conditions	810	11.11.2025	11.11.2025	201,177	7,313
Plan dated 10.11.2023	Free	With conditions	506	11.11.2026	11.11.2026	142,271	3,230
Plan dated 8.11.2024	Free	With and without conditions	535	9.11.2027	9.11.2027	411,498	8,915

The history of stock option plans that have not yet expired is presented in the "Corporate governance" section of the Universal Registration Document.

For vested stock option plans, the total number of options outstanding is 305,500, with an average remaining life of two years and two months.

As at 30 June 2025, the Group recognised an expense of €0.3 million in operating items for the stock option plan that vested during the financial year, as well as an expense of €26 million in respect of the five performance share plans.

Annual expenses € millions	30.06.2024	30.06.2025
Stock options – with corresponding adjustment to shareholders' equity	1	0
Performance and free shares – with corresponding adjustment to shareholders' equity	41	26
TOTAL ANNUAL EXPENSES	**42**	**27**

[1] *Total shareholder return.*

6 Annual consolidated financial statements

Notes to the consolidated financial statements

Changes made to outstanding stock options/shares during the financial year (period from 1 July 2024 to 30 June 2025) are described below:

Stock options	Type of options	With/without performance conditions	Options outstanding at 30.06.2024	Allocated during the period	Cancelled during the period	Exercised during the period	Expired during the period	Options outstanding at 30.06.2025
Plan dated 17.11.2016	Purchase	With conditions	36,423	—	20,031	16,392	—	—
Plan dated 09.11.2017	Purchase	With conditions	44,260	—	—	9,240	—	35,020
Plan dated 21.11.2018	Purchase	With conditions	74,127	—	—	—	—	74,127
Plan dated 08.11.2019	Purchase	With conditions	82,884	—	—	—	—	82,884
Plan dated 27.11.2020	Purchase	With conditions	113,469	—	—	—	—	113,469

Performance shares	Type of shares	With/without performance conditions	Shares outstanding at 30.06.2024	Allocated during the period	Cancelled during the period	Transferred during the period	Expired during the period	Shares outstanding at 30.06.2025
Plan dated 27.11.2020	Free	With conditions	221,289	—	3,729	217,560	—	—
Plan dated 10.11.2021	Free	With and without conditions	200,902	—	23,189	177,713	—	—
Plan dated 10.11.2022	Free	With and without conditions	250,981	—	49,339	465	—	201,177
Plan dated 10.11.2023	Free	With conditions	261,951	—	119,147	533	—	142,271
Plan dated 8.11.2024	Free	With and without conditions	—	416,554	5,056	—	—	411,498

The average strike price of options exercised during FY 2025 was €113.28.

The assumptions used in calculating the fair values of the options and shares granted over the financial year, using the binomial or Monte Carlo models and the terms under which the options/shares were granted, are as follows:

	Type of shares	With/without performance conditions	Initial share price (€)[1]	Strike price (€)	Expected volatility	Expected dividend yield	Risk-free interest rate	IFRS 2 fair value (€)
Plan dated 8.11.2024	Free	With conditions	112.65	N/A	N/A	2.86%	N/A	103.39
Plan dated 8.11.2024	Free	With conditions	112.65	N/A	24.20%	2.86%	2.55%	53.37
Plan dated 8.11.2024	Free	Without conditions	112.65	N/A	N/A	2.86%	N/A	103.39

N/A: not applicable.

(1) Closing rate at grant date.

The fair values are fixed upon implementation of each plan and do not vary year on year. For this reason, only the values relating to the plans granted during FY 2025 are presented above (information on previous plans is available in the prior-year universal registration documents).

From 2012 onwards, the volatility assumption used for the plans is based on a multi-criteria approach taking into consideration:

- historic volatility over a period equal to the duration of the options;
- implied volatility calculated on the basis of options available in financial markets.

Three share plans were granted on 8 November 2024.

For one of the plans, a portion of the grant is contingent on an external performance condition: the total shareholder return on the Pernod Ricard share (TSR[1]) compared to the overall performance of a panel of nine peers. The shares will be pre-vested provided that the positioning of the overall performance of the Pernod Ricard share (TSR[1]) is equal to or greater than 5th position out of 10 (the number will be determined in stages according to the level of performance achieved).

The other portion of the grant is subject to two internal performance conditions:

- one of whose achievement will depend on the average achievement of the Group's annual profit from recurring operations target for the financial years ended 30 June 2025, 30 June 2026 and 30 June 2027, at constant exchange rates and scope. The fair value of these plans corresponds to the market price of the share on the grant date, less the loss of dividends expected during the vesting period (i.e., three years for all beneficiaries) and includes the likelihood of achieving the TSR performance condition. The IFRS 2 accounting expense for the plan in relation to this condition will be adjusted at the end of the vesting period at the latest;
- one other condition relating to the achievement of corporate social responsibility (CSR) targets measured over three consecutive financial years, including that in which the shares were granted.

The fair value of both the other plans (with and without internal performance conditions) corresponds to the market price of the share at the grant date, less the loss of dividends expected during the vesting period (i.e., three years for all beneficiaries).

For all these plans, vesting is contingent on the presence condition being met on 9 November 2027.

(1) Total shareholder return.

Note 6.3 Off-balance sheet commitments

€ millions	Total	<1 year	>1 year and <5 years	>5 years
COMMITMENTS GIVEN AT 30.06.2024	4,075	1,589	1,828	658
Commitments given in connection with the Group's scope of consolidation	***400***	***362***	—	***38***
Investment commitments	48	9	—	38
Commitments given as part of specific transactions	—	—	—	—
Other	353	353	—	—
Commitments given in connection with the financing of the Company	***68***	***57***	—	***11***
Financial guarantees given	68	57	—	11
Other	—	—	—	—
Commitments relating to the issuer's operating activities	***3,606***	***1,170***	***1,828***	***608***
Firm and irrevocable commitments to purchase raw materials	3,094	751	1,785	558
Tax commitments (customs and other guarantees)	142	79	15	48
Operating lease agreements	8	3	4	2
Other	362	337	24	1

€ millions	Total	<1 year	>1 year and <5 years	>5 years
COMMITMENTS RECEIVED AT 30.06.2024	3,067	111	2,882	75
Commitments received in connection with the Group's scope of consolidation	—	—	—	—
Commitments received as part of specific transactions in relation to competition and markets	—	—	—	—
Other	—	—	—	—
Commitments received in connection with the financing of the Company	***2,983***	***105***	***2,878***	—
Lines of credit received and not used	2,885	20	2,865	—
Financial guarantees received	98	85	13	—
Other	—	—	—	—
Commitments relating to the issuer's operating activities	***84***	***6***	***4***	***74***
Contractual commitments relating to business activity and development	81	6	2	73
Other	3	—	2	1

€ millions	Total	<1 year	>1 year and <5 years	>5 years
COMMITMENTS GIVEN AT 30.06.2025	3,483	1,247	1,603	633
Commitments given in connection with the Group's scope of consolidation	***288***	***256***	***1***	***31***
Investment commitments	40	8	1	31
Commitments given as part of specific transactions	—	—	—	—
Other	248	248	—	—
Commitments given in connection with the financing of the Company	***73***	***62***	—	***11***
Financial guarantees given	72	61	—	11
Other	1	1	—	—
Commitments relating to the issuer's operating activities	***3,122***	***929***	***1,602***	***591***
Firm and irrevocable commitments to purchase raw materials	2,650	701	1,470	479
Tax commitments (customs and other guarantees)	105	31	7	66
Lease contracts	9	3	5	1
Other	358	194	119	45

€ millions	Total	<1 year	>1 year and <5 years	>5 years
COMMITMENTS RECEIVED AT 30.06.2025	3,081	135	2,843	103
Commitments received in connection with the Group's scope of consolidation	—	—	—	—
Commitments received as part of specific transactions in relation to competition and markets	—	—	—	—
Other	—	—	—	—
Commitments received in connection with the financing of the Company	***2,972***	***130***	***2,841***	—
Lines of credit received and not used	2,883	44	2,839	—
Financial guarantees received	89	86	2	—
Other	—	—	—	—
Commitments relating to the issuer's operating activities	***109***	***5***	***2***	***102***
Contractual commitments relating to business activity and development	106	5	—	101
Other	3	—	2	1

1. Lines of credit received and not used

Lines of credit received and not used at 30 June 2025 correspond primarily to the nominal amounts of the syndicated loan and a bilateral credit line (see Note 4.8 – *Financial liabilities*).

2. Firm and irrevocable commitments to purchase raw materials

In the context of their cognac, wine, champagne and whiskies production, the Group's main affiliates have signed raw material supply agreements for eaux-de-vie, grapes, base wines and grain in the amount of €2,650 million.

Note 6.4 Contingent liabilities

Contingent tax liabilities

Pernod Ricard has received several notices of tax adjustment for 2007 to 2019, specifically concerning the tax deductibility of promotion and advertising expenses for an amount of 11,134 million Indian rupees (equivalent to €111 million, including interest as of the date of the reassessment), which includes the amount reassessed during a special audit carried out in 2017. This special audit covered other various topics for a total amount of 1,430 million Indian rupees (equivalent to €14 million).

It should be noted that the level and amount of this risk pertaining to promotion and advertising expenses have been gradually and significantly reduced in recent years and that the Company obtained two court rulings in its favour in 2020 for the period from 2007 to 2014. These decisions were upheld by the High Court in 2024. These court decisions further strengthen Pernod Ricard India's position on the tax deductibility of advertising and promotion expenses. Reassured by these decisions and after consulting with its tax advisers, Pernod Ricard India will continue to dispute the merits of the reassessment proposal and believes it has a probable chance of success in litigation. Accordingly, no provision has been booked for this matter.

Contingent liabilities related to the change in the legal framework applicable to the Delhi Route to Market

In November 2021, the new Excise policy applicable in the National Capital Territory of Delhi changed the alcohol distribution system from a government-run corporation model to private distributors and retailers.

The context of the change in route to market was investigated by two government agencies, the Enforcement Directorate (ED) and the Central Bureau of Investigation (CBI). These investigations were related to accusations that irregularities were committed by certain Delhi officials, as well as distributors and retailers, during the drafting and implementation of this excise policy.

On 2 February 2023, a Delhi District Court took cognisance of a change sheet filed by the Enforcement Directorate of India, claiming that, among others, Pernod Ricard India and one of its employees might have benefited from undue gains under the new Excise Policy, allegedly in breach of certain provisions of the Indian Prevention against Money Laundering Act.

The authorities' investigation has now concluded, with no significant developments concerning Pernod Ricard India, as the CBI has closed its inquiry without filing any charges against Pernod Ricard India or its employees. Pernod Ricard is preparing for the trials, which are yet to be scheduled. Neither the exact exposure of Pernod Ricard nor the probability of the risk occurring could be assessed at this stage.

As a responsible company, Pernod Ricard India is committed to complying with the laws of the country and will vigorously defend all allegations made against it.

Note 6.5 Disputes

In the normal course of business, Pernod Ricard is involved in a number of individual and collective legal, governmental, arbitration and administrative proceedings.

A provision for such proceedings is only recognised under "Other provisions for contingencies and losses" (see Note 4.7 – *Provisions*) when it is probable that a present obligation arising as a result of a past event will require the payment of an amount that can be estimated reliably. In the latter case, the provisioned amount corresponds to the best estimate of the risk. The provisioned amount recorded is based on the assessment of the level of risk on a case-by-case basis, it being specified that any events arising during the proceedings may at any time require that risk to be reassessed.

The provisions recorded by Pernod Ricard at 30 June 2025 for all disputes and risks in which it is involved amounted to negative €386 million, versus €405 million at 30 June 2024 (see Note 4.7 – *Provisions*), excluding uncertain tax positions recognised in income taxes payable. Pernod Ricard provides no further details (other than in exceptional circumstances), as disclosing the amount of any provision for ongoing litigation could cause the Group serious harm.

To the best of the Company's knowledge, there are no other legal, arbitration or governmental proceedings or exceptional events (including any proceedings of which the Company is aware that are pending or threatened) that may have or have had over the last 12 months a material impact on the profitability of the Company and/or the Group, other than those described below.

Disputes relating to trademarks

Havana Club

The Havana Club trademark is owned by a joint venture, Havana Club Holding SA (HCH), which is 50%-held by Pernod Ricard. In the United States, this trademark has been owned since 1976 by "Cubaexport", an affiliate of Pernod Ricard's Cuban partner in the Havana Club joint venture. The intellectual property rights over the American trademark are currently being challenged in the United States courts by a Pernod Ricard competitor (Bacardi).

1. **Havana Club US trademark dispute before the District Court for the District of Columbia (DC Case)**
   - In 1995, Bacardi initiated a dispute before US Courts to cancel Cubaexport's registration of the Havana Club trademark in the United States.
   - In January 2004, the competent Court denied Bacardi's petition, thereby refusing to cancel Cubaexport's registration. Bacardi appealed the decision to the US District Court for the District of Columbia (DC Court).
   - The DC Court proceedings were suspended until January 2016 and in March 2023, the DC Court issued an order sending the case back for an analysis on the merits.
   - On 19 March 2025, the DC Court accepted the parties' request to stay the litigation until the earlier of 31 July 2026 or the conclusion of the appeal in the USPTO case.
2. **"Section 211" and the "No Stolen Trademarks Honored in America Act"**
   - In 1998, the United States Congress adopted Section 211, which has two main effects on the Havana Club trademark registered by Cubaexport in the US: 1) Cubaexport has been deprived of any legal recourse against the illegal use of its trademark in the United States by Bacardi, which has distributed rum there since 1996 under the trademark "Havana Club", produced in Puerto Rico; and 2) in order to renew its trademark registration with the USPTO, Cubaexport must apply for and obtain specific prior authorisation from the OFAC every ten years.
   - In December 2024, the US Congress passed the "No Stolen Trademarks Honored in America Act (NST)". The NST reinforces the effects of Section 211 by extending the prohibition on recognition of Cubaexport's Havana Club trademark to all US federal agencies, including the USPTO and the OFAC, which technically makes it impossible for Cubaexport to renew its trademark in 2026.
3. **Renewal of the Havana Club trademark in the United States**
   - In 1976, Cubaexport registered the Havana Club trademark with the USPTO in the United States for 20 years.
   - In 2006, Cubaexport's application for the renewal of its US HC trademark was denied by USPTO due to Section 211.
   - In 2015, Cubaexport obtained a specific license from OFAC and once again applied to renew its trademark before USPTO and obtained the renewal of its trademark retroactively from 2006 to 2016 and for a further ten years until 2026.
   - As a consequence of the enactment of the NST, Cubaexport will no longer be able to obtain an OFAC license to renew its US trademark registration for another 10 years in 2026. However, the NST does not immediately revoke the current rights to the HAVANA CLUB trademark in the US, which will remain under the ownership of Cubaexport until their expiration in July 2026. Until then, Pernod Ricard and Cubaexport are considering all their options to safeguard their rights.
4. **Trademark renewal dispute before the US District Court for the District of Virginia (USPTO Case)**
   - In 2021, Bacardi filed a motion against the USPTO with the US District Court for the District of Virginia (EDVA Court) to cancel the trademark renewal granted in 2016 on the grounds that the USPTO lacked jurisdiction to renew the trademark.
   - In 2022, the EDVA Court dismissed Bacardi's claims. Bacardi appealed the decision.
   - In June 2024, the Court of Appeal reversed the decision of the EDVA Court and decided to send the case back for analysis on the merits before the EDVA Court.
   - On 4 March 2025, the EDVA Court ruled in favour of USPTO and Cubaexport and dismissed Bacardi's claim.
   - On 2 April 2025, Bacardi appealed to the US Court of Appeals for the Fourth Circuit.
   - The parties must file their written submissions with the Court of Appeal during August 2025. The Court may then schedule a hearing or decide the appeal on the basis of the written submissions.

Tax disputes

The Group's companies are regularly audited by the tax authorities in the countries in which they are registered.

The assessment of the risk related to each tax dispute is regularly reviewed by the affiliate or region concerned and by the Group's Tax Department, with the assistance of external counsel for the most material or complex cases. Provisions are recognised if necessary. Pernod Ricard provides no further details (other than in exceptional circumstances), as disclosing the amount of any provision for ongoing tax litigation could cause the Group serious harm.

India

Pernod Ricard India (P) Ltd has an ongoing dispute with the Indian customs authorities over the declared transaction value of concentrates of alcoholic beverages (CAB) imported into India. Customs are challenging the transaction values, arguing that some competitors used different values for the import of similar goods. This matter was ruled on by the Supreme Court, which issued an order in July 2010, setting out the principles applicable for the determination of values that should be taken into account for the calculation of duty. Pernod Ricard India (P) Ltd has already paid the corresponding amounts up to 2001. For the period between 2001 and December 2010, Pernod Ricard India (P) Ltd has paid almost the entire differential duty as determined by customs in Delhi following the initial adjustment notice received in 2011. A second notice received in 2013 and confirmed by a court on 14 August 2017 has been suspended by the Supreme Court. As regards the Company's CAB imports since 2011, Indian authorities have issued reports challenging the transaction values as well as three show cause notices dated 2022, but failed to disclose all the data underlying their allegations. The Group has filed court requests to obtain such data and continues to actively work with the authorities and courts to resolve pending issues. In addition, pending resolution of the dispute, the customs authorities have demanded bank guarantees for the additional adjusted duties. The Company challenged this request before the Supreme Court and obtained a stay of execution in March 2023. Furthermore, a Common Adjudicating Authority (CAA) has been appointed in New Delhi to adjudicate upon the case. On 16 April 2024, Pernod Ricard India filed a common reply to all three show cause notices before the CAA.

Pernod Ricard India (P) is also involved in a debate with the Indian customs authorities over the transaction value of international products imported into India. Discussions are ongoing with the relevant authorities and courts.

Moreover, Pernod Ricard India (P) received several notices of tax adjustment for FY 2007 to FY 2018 relating to the tax deductibility of advertising and promotion expenses (see Note 6.4 – *Contingent liabilities*). In 2020, Pernod Ricard India (P) obtained two court rulings in its favour for the period from FY 2007 to FY 2014, strengthening its position on the tax deductibility of advertising and promotion expenses. These decisions were upheld by the High Court in 2024.

It should be noted that a provision for the above-mentioned disputes is only recognised, as appropriate in other provisions for risks and charges (see Note 4.7 – *Provisions*) or in income taxes payable (see Note 3.3 – *Corporate income tax*), when it is probable that a present obligation arising as a result of a past event will require the payment of an amount that can be estimated reliably. The amount of the provision is the best estimate of the expenditure required to settle the liability.

Commercial disputes

Colombia

Two separate complaints were filed jointly before the Colombian Competition Agency (*Superintendencia de Industria y Comercio*) on 14 November 2017 by the department of Cundinamarca and its wholly owned distilling company Empresa de Licores de Cundinamarca against Pernod Ricard SA, Pernod Ricard Colombia SA and a competitor company. In late December 2020, Pernod Ricard Colombia received notice of a similar complaint, initially filed in September 2019 by the departments of Valle and Antioquia (as well as wholly owned distillation companies). The complaint alleges that the defendants have committed violations of the Colombian Unfair Competition Act and, in particular, Articles 7 and 18 thereof, through the illegal import of spirits into Colombia. The complaints allege that the companies have gained an unfair market advantage over local producers through such activity. The plaintiffs seek damages corresponding to the loss of profits and taxes over the period 2013 to 2017 (2019 in the case of Valle and Antioquia).

Pernod Ricard intends to vigorously defend itself against such allegations. These complaints contain allegations that are similar to those made in prior legal proceedings before the New York courts brought by Cundinamarca, the Republic of Colombia and several other Colombian departments in 2004. The New York proceedings were voluntarily discontinued by the parties in 2012.

Note 6.6 Related parties

Transactions with associates and joint ventures were immaterial in the financial year ended 30 June 2025.

The compensation paid to Corporate Officers and Executive Committee members in return for their services to the Group is detailed below:

€ millions	30.06.2024	30.06.2025
Board of Directors[1]	1	1
Executive Committee		
• Short-term benefits	11	9
• Post-employment benefits	3	3
• Share-based compensation[2]	12	5
TOTAL EXPENSES RECOGNISED FOR THE YEAR	**27**	**18**

(1) Directors' compensation.

(2) The cost of share-based payments corresponds to the expenses recognised in profit and loss over the period in respect of stock options and performance shares granted to members of the Group Executive Committee.

In addition, the Executive Corporate Officer (Chairman and CEO) is eligible for the following severance payments (the subject of a related-party agreement approved by the Shareholders' Meeting of 8 November 2024):

- one-year non-compete clause, together with a payment corresponding to 12 months' compensation;
- forced departure clause subject to performance conditions, together with a maximum payment corresponding to 12 months' compensation.

These clauses were not implemented in the course of the past financial year.

Note 6.7 Events after the reporting period

There are no events after the reporting period with a significant impact on the Group's financial statements.

Note 6.8 Fees of the Statutory Auditors and members of their network for the 12-month financial year[1]

	KPMG			Deloitte & Associés			Other			Total		
	Amount (excl. VAT)			Amount (excl. VAT)			Amount (excl. VAT)			Amount (excl. VAT)		
€ millions	FY24	FY25	%	FY24	FY25	%	FY24	FY25	%	FY24	FY25	%
AUDIT												
Statutory audit, certification, review of individual and consolidated financial statements[3]												
Issuer[2]	0.8	0.9	17%	0.8	0.8	16%	—	—	—%	1.5	1.7	16%
Fully consolidated affiliates	3.6	3.4	70%	3.8	3.6	70%	0.4	0.5	100%	7.8	7.5	72%
Subtotal	**4.4**	**4.3**	**88%**	**4.5**	**4.4**	**86%**	**0.4**	**0.5**	**100%**	**9.4**	**9.2**	**88%**
Non-audit services[4]												
Issuer[2]	0.3	0.1	1%	0.3	0.1	3%	—	—	—%	0.5	0.2	2%
Fully consolidated affiliates	0.2	0.2	5%	0.2	0.2	5%	—	—	—%	0.5	0.5	4%
Of which legal, tax, social	*0.3*	*0.2*	*4%*	*0.4*	*0.3*	*6%*	—	—	*—%*	*0.7*	*0.5*	*5%*
Subtotal	**0.5**	**0.3**	**6%**	**0.5**	**0.4**	**7%**	**—**	**—**	**—%**	**1.0**	**0.6**	**6%**
Sustainability certification												
Issuer[2]	—	0.3	7%	—	0.3	7%	—	—	—%	—	0.7	6%
Subtotal	**—**	**0.3**	**7%**	**—**	**0.3**	**7%**	**—**	**—**	**—%**	**—**	**0.7**	**6%**
TOTAL	**4.9**	**4.9**	**100%**	**5.0**	**5.1**	**100%**	**0.4**	**0.5**	**100%**	**10.4**	**10.5**	**100%**

(1) For the period under review, this refers to services provided and recognised in the income statement during a financial year.

(2) The issuer is understood to be the Parent Company.

(3) Including the services of independent experts or members of the Statutory Auditors' network employed to audit the financial statements.

(4) This section sets out the non-audit services provided to the issuer or its affiliates by the Statutory Auditors or the members of their networks. They may be required by law or by the provisions stipulated at the request of the Group or its affiliates and comply with independence requirements.

NOTE 7 Consolidation scope

The annual consolidated financial statements include the financial statements of the Parent Company, Pernod Ricard SA, and those of entities controlled by the Parent Company ("the affiliates"). Control is the power to influence the financial and operating policies of an entity so as to obtain benefits from its activities, irrespective of the percentage held in the entity. Non-controlling interests in the net assets of consolidated affiliates are presented separately from Parent Company shareholders' equity. Non-controlling interests include both the interests of minority shareholders at the date of the original business combination and minority interests in any subsequent changes to shareholders' equity.

Intragroup transactions and internal profits and losses relating to consolidated companies are eliminated.

Companies over which the Group exercises significant influence are accounted for under the equity method.

Note 7.1 Consolidation scope

The main changes to the Group's scope of consolidation in FY 2025 are presented in Note 1.2 – *Significant events during the financial year.*

Note 7.2 List of main consolidated companies

Company	Country	% interest 30.06.2024	% interest 30.06.2025
Pernod Ricard SA	France	Parent company	Parent company
Laurenskirk (Pty) Ltd	South Africa	80	100
Pernod Ricard South Africa PTY Ltd	South Africa	100	100
Black Forest Distillers GmbH	Germany	100	100
Pernod Ricard Deutschland GmbH	Germany	100	100
Pernod Ricard Andorra, SLU	Andorra	100	100
Pernod Ricard Angola, LDA	Angola	100	100
Pernod Ricard Argentina SRL	Argentina	100	100
Yerevan Brandy Company	Armenia	100	100
Pernod Ricard Pacific Holding Pty Ltd	Australia	100	100
Pernod Ricard Winemakers Pty Ltd	Australia	100	100
Pernod Ricard Austria GmbH	Austria	100	100
Pernod Ricard Belgium SA	Belgium	100	100
Pernod Ricard Brasil Indústria e Comércio ltda.	Brazil	100	100
Pernod Ricard Bulgaria EOOD	Bulgaria	100	100
Ace Beverage Group Inc.*	Canada	46	46
Corby Spirit and Wine Limited*	Canada	46	46
Hiram Walker & Sons Limited	Canada	100	100
Pernod Ricard Canada Ltée	Canada	100	100
Pernod Ricard Chile SpA	Chile	100	100
Pernod Ricard (China) Trading Co., Ltd	China	100	100
Pernod Ricard Colombia SA	Colombia	100	100
Pernod Ricard Korea Imperial Company Ltd.	South Korea	100	100
Pernod Ricard Korea Ltd	South Korea	100	100
Havana Club International SA	Cuba	50	50
Pernod Ricard Denmark A/S	Denmark	100	100
Bodeboca SL	Spain	100	100
Drinksandco Marketplace, SLU	Spain	100	0
Pernod Ricard España	Spain	100	100
Pernod Ricard Winemakers Espana, SAU	Spain	100	0
Vermuteria de Galicia	Spain	80	100
Pernod Ricard Estonia OÜ	Estonia	100	100
Austin, Nichols & Co., Inc	United States	100	100
Castle Brands, Inc.	United States	100	100
Código US LLC	United States	50	50
Del Maguey Inc.	United States	100	100

Company	Country	% interest 30.06.2024	% interest 30.06.2025
Firestone & Robertson Distilling Company LLC	United States	100	100
Pernod Ricard Americas Travel Retail LLC	United States	100	100
Pernod Ricard USA LLC	United States	100	100
Pernod Ricard Kenwood Holding LLC	United States	100	100
Pernod Ricard USA Finance Inc.	United States	100	100
Rabbit Hole Spirits, LLC	United States	80	100
Skrewball LLC	United States	70	70
Smooth Ambler Spirits Co.	United States	100	100
Sovereign Brands LLC	United States	33	33
Pernod Ricard Finland OY	Finland	100	100
Augier Robin Briand & Cie	France	100	100
Champagne Perrier-Jouët	France	100	100
Château Sainte Marguerite	France	60	60
Domaines Jean Martell	France	100	100
Financière Moulins de Champagne	France	100	100
GH Mumm & Cie SVCS	France	100	100
Le Maine au Bois	France	100	100
Lina 16	France	100	100
Lina 3	France	100	100
Lina 5	France	100	100
Martell & Co SA	France	100	100
Martell Mumm Perrier-Jouët	France	100	100
Vignobles Mumm Perrier-Jouët	France	100	100
Pernod Ricard Finance SA	France	100	100
Pernod Ricard Middle East and North Africa	France	100	100
Pernod Ricard North America SAS	France	100	100
Pernod Ricard France SAS	France	100	100
Société Lillet Frères	France	100	100
Spirits Partners SAS	France	100	100
Pernod Ricard Ghana Limited	Ghana	100	100
Pernod Ricard Hellas ABEE	Greece	100	100
Allied Spirits & Wine (China) Ltd	Hong Kong	100	100
Pernod Ricard Asia Duty Free Ltd	Hong Kong	100	100
Pernod Ricard Hong Kong Ltd	Hong Kong	100	100
Peri Mauritius	Mauritius	100	100
Pernod Ricard India Private Limited	India	100	100
Comrie Limited	Ireland	100	100
Irish Distillers Group Unlimited Company	Ireland	100	100
Irish Distillers Ltd	Ireland	100	100
Samuelson International DAC	Ireland	100	100
Irish Distillers International LTD	Ireland	100	100
Pernod Ricard Israel Limited	Israel	100	100
Pernod Ricard Italia SPA	Italy	100	100
The Kyoto Distillery KK	Japan	100	100
Pernod Ricard Japan KK	Japan	100	100
Pernod Ricard Kazakhstan	Kazakhstan	100	100
Pernod Ricard Kenya Limited	Kenya	100	100
Pernod Ricard Lietuva UAB	Lithuania	100	100
La Hechicera Company Sarl	Luxembourg	51	51
Pernod Ricard Malaysia SDN BHD	Malaysia	100	100
Pernod Ricard Maroc	Morocco	100	100
Pernod Ricard Mexico SA de CV	Mexico	100	100
Seagram Myanmar Company	Myanmar	34	0
Pernod Ricard Norway AS	Norway	100	100
Pernod Ricard Winemakers New Zealand Limited	New Zealand	100	100
Allied International Holdings BV	Netherlands	100	100

Company	Country	% interest 30.06.2024	% interest 30.06.2025
Pernod Ricard Nederland BV	Netherlands	100	100
PR Goal Nederland BV	Netherlands	100	100
Pernod Ricard Peru SA	Peru	100	100
Pernod Ricard Philippines, Inc.	Philippines	70	70
Agros Holding SA	Poland	100	100
Wyborowa SA	Poland	100	100
Pernod Ricard Portugal – Distribuição, SA	Portugal	100	100
Pernod Ricard Dominicana, SA	Dominican Republic	100	100
Pernod Ricard Czech Republic s.r.o.	Czech Republic	100	100
Pernod Ricard Romania SRL	Romania	100	100
Allied Domecq (Holdings) Limited	United Kingdom	100	100
Allied Domecq Limited	United Kingdom	100	100
AD Overseas (Europe) Limited	United Kingdom	100	100
Allied Domecq Spirits & Wine Holdings Limited	United Kingdom	100	100
Allied Domecq Spirits & Wine Limited	United Kingdom	100	100
AD Westport Limited	United Kingdom	100	100
Chivas Brothers (Holdings) Ltd	United Kingdom	100	100
Chivas Brothers Ltd**	United Kingdom	100	100
Chivas Brothers International Ltd**	United Kingdom	100	100
Chivas Brothers Pernod Ricard	United Kingdom	100	100
Chivas Holdings (IP) Limited	United Kingdom	100	100
Chivas Investments Limited**	United Kingdom	100	100
Coates & Co (Plymouth) Limited	United Kingdom	100	100
Dillon Bass Ltd	United Kingdom	100	100
Edward Dillon (Bonders) Ltd	United Kingdom	100	100
Goal Acquisitions (Holdings) Ltd	United Kingdom	100	100
Goal Acquisitions Ltd	United Kingdom	100	100
Italicus Ltd	United Kingdom	50	50
Pernod Ricard UK Group Limited	United Kingdom	100	100
Pernod Ricard UK Ltd	United Kingdom	100	100
PR Goal 3 Ltd	United Kingdom	100	100
The Whisky Exchange	United Kingdom	100	100
World Brands Duty Free Ltd	United Kingdom	100	100
Pernod Ricard Rouss CJSC	Russia	100	100
Pernod Ricard Singapore PTE Ltd	Singapore	100	100
Pernod Ricard Slovakia s.r.o	Slovakia	100	100
Distilled Innovation AB	Sweden	100	100
Pernod Ricard Sweden AB	Sweden	100	100
The Absolut Company AB	Sweden	100	100
The Absolut Company International AB	Sweden	100	100
Pernod Ricard Swiss SA	Switzerland	100	100
Pernod Ricard Taiwan Ltd	Taiwan	100	100
Pernod Ricard Thailand Ltd	Thailand	100	100
Pernod Ricard Istanbul Ic ve Dis Ticaret Limited Sirketi	Turkey	100	100
Pernod Ricard Ukraine	Ukraine	100	100
Pernod Ricard Uruguay SA	Uruguay	100	100
Pernod Ricard Vietnam Company Limited	Vietnam	100	100

** Ace Beverage Group Inc. and Corby Spirit and Wine Limited are consolidated using the full consolidation method because of the Group's majority control over the entities.*

*** Limited companies that are members, or with affiliates that are members, of UK partnerships.*

In accordance with Regulation 7 of The Partnerships (Accounts) Regulations 2008, annual financial statements have not been prepared for the aforementioned companies as said UK companies are included in the Pernod Ricard Group's consolidated financial statements.

6.7 Statutory Auditors' report on the consolidated financial statements

This is a translation into English of the Statutory Auditors' report on the financial statements of Pernod Ricard issued in French and it is provided solely for the convenience of English speaking users.

This Statutory Auditors' report includes information required by European regulation and by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended 30 June 2025

To the Pernod Ricard SA Shareholders' Meeting,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meetings, we have audited the accompanying consolidated financial statements of Pernod Ricard S.A. for the year ended 30 June 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 30 June 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for statutory auditors for the period from 1 July 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Key audit matters	Responses as part of our audit
Brands' valuation *(Notes 1.1.4 and 4.1 to the consolidated financial statements)* As of 30 June 2025, indefinite-life brands were recorded in the balance sheet for a net carrying amount of €11,368 million, i.e. 31% of total assets. Cash Generating Units ("CGUs") are defined as the brand and all assets required to generate the cash flows associated with the brand. An impairment loss is recorded when their net carrying amount exceeds their recoverable amount. Their recoverable amount is determined as part of mandatory annual impairment tests given their indefinite life and/or specific tests required in the event of an indication of a loss in value. Recoverable amounts are generally determined based on discounted future cash flow calculations and involve significant management judgements of components such as price and volume growth rates, the timing of future operating expenses and discount and long-term growth rates. Based on its annual impairment test results, the Company recorded a net reversal of impairment before tax of €24 million for the year ended 30 June 2025, as disclosed in Note 4.1 to the consolidated financial statements. Furthermore, the sensitivity of CGUs' recoverable amounts to assumptions was analysed by management and presented in Note 4.1. Changes in these assumptions could give rise to further impairment losses. Considering the weight of brands on the balance sheet, the complexity of the models used and their sensitivity to changes in the data and assumptions underlying the estimates, particularly cash flow forecasts and discount rates used, we considered the recoverable amount of brands to be a key audit matter presenting a risk of material misstatement.	Our procedures mainly consisted in: • assessing the principles and methods of calculating CGUs' accounting and recoverable amounts; • testing the operation of Group controls covering the calculation of CGUs' recoverable amounts; • for CGUs with a recoverable amount close to their carrying amount ("sensitive brands' CGUs"), confirming the results of the valuation model used by management by comparing them with the results of our models; • corroborating the reasonableness of the main data and assumptions underlying the estimates (such as the discount rates and long-term growth rates), primarily for "sensitive brands' CGUs", especially with regard to available market analyses and in relation to economic environments where the Group operates; • being informed of the commercial outlook of the brands based on interviews with management and comparing the accounting estimates of prior period cash flow projections with corresponding actual values to assess reliability; • testing the arithmetical accuracy of the valuations used by the Company on a sample basis; • assessing management's sensitivity analysis on recoverable amounts to changes in main assumptions. We also assessed the appropriateness of the disclosures in Notes 1.1.4 and 4.1 to the consolidated financial statements and verified the arithmetical accuracy of the presented sensitivity analysis.
Tax risks *(Notes 1.1.4, 4.7, 4.7.1, 4.7.2, 6.4 and 6.5 to the consolidated financial statements)* The Group operates in numerous different tax jurisdictions. The tax authorities of the countries in which the Group companies operate regularly have queries on issues relating to their everyday activities. Tax audits can therefore give rise to tax reassessments and litigation with these tax authorities. The assessment of the risk related to each tax litigation is regularly reviewed by each concerned affiliate or region and by the Group's tax department, with the support of its external counsels for the most significant and complex litigations. Part of the amount of provisions for contingencies for all legal disputes or risks involving the Group relate to tax risks and litigation. More particularly, the Indian affiliate is involved in disputes with customs and tax authorities over, among others, the declared transaction value of imported products into India and the tax deductibility of promotional and advertising expenses. As indicated in the Note 6.5 "Disputes", the reassessment proposals are only the subject of provisions or income tax payables where appropriate, when it is likely that a current liability resulting from a past event will require an outflow of resources which can be reliably estimated. Given the Group's exposure to tax issues, which are in part specific to its business sector, and the high level of management judgement in estimating the risks and amounts recorded, we considered tax risks to be a key audit matter and the understatement of the corresponding provisions to be a possible source of material misstatement in the financial statements.	Based on discussions with management, we have been informed of the procedures implemented by the Group to identify uncertain tax positions and, where necessary, provide for tax risks or income tax payables. In addition, we assessed the judgements made by management in evaluating the probability of taxes being payable, the amount of potential exposure and the reasonableness of the estimates adopted for provisions for tax risks or income tax payables. We particularly focused on the impact of changes in local tax regulations and ongoing audits conducted by local tax authorities. To assess whether the tax liabilities were appropriately recognised, and with the assistance of our tax experts, we: • conducted interviews with the Group's tax department and regional and local management teams in order to assess the current state of the investigations and reassessments made by tax authorities and monitor the development of ongoing tax disputes; • consulted the recent Group company decisions and correspondence with local tax authorities, and reviewed the correspondence between the relevant companies and their lawyers, where necessary; • analysed lawyers' responses to our information requests; • performed a critical review of the estimates and positions adopted by management; • assessed whether the latest developments were taken into account in the provisions recorded in the balance sheet. We also assessed the disclosures in Notes 1.1.4, 4.7, 4.7.1, 4.7.2, 6.4 and 6.5 to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of presentation of the consolidated financial statements included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the Chairman and Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No. 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic format.

It is not our responsibility to ensure that the consolidated financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Pernod Ricard by the Shareholders' Meeting held on 13 May 2003 for Deloitte & Associés and on 17 November 2016 for KPMG SA.

As at 30 June 2025, Deloitte & Associés and KPMG SA were in the 22nd year and 9th year of total uninterrupted engagement, respectively.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease its operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgement throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of their audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

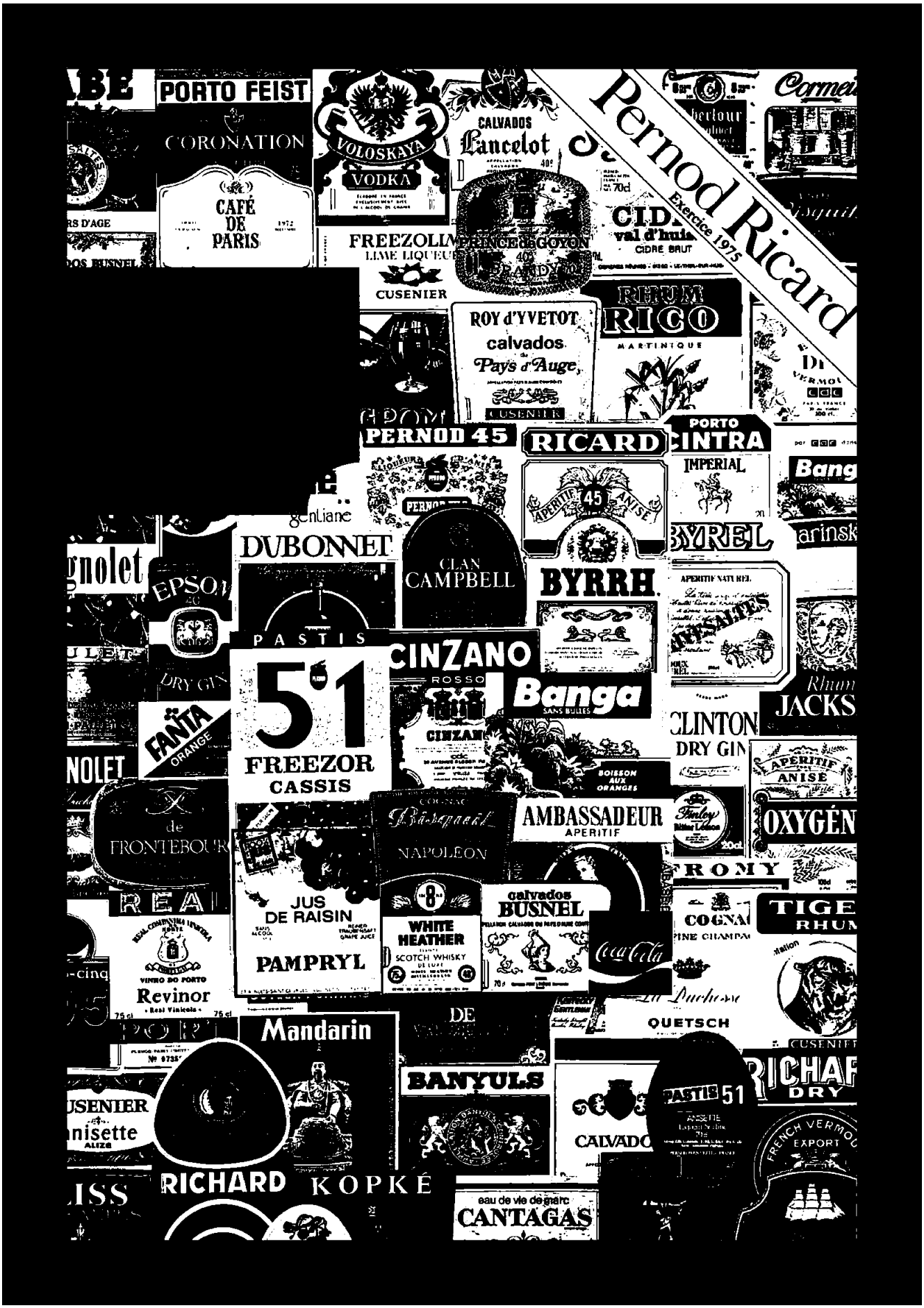
We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	*Partner*	*Partner*	*Partner*


PORTO FEIST
CORONATION
CAFÉ DE PARIS
VOLOSKAYA
VODKA
CALVADOS
Lancelot
Pernod Ricard
Exercice 1975
CID
val d'huis
CIDRE BRUT
FREEZOLI
LIME LIQUEU
PRINCE de GOYON
CUSENIER
ROY d'YVETOT
calvados
Pays d'Auge
RHUM
RICO
MARTINIQUE
PERNOD 45
RICARD
PORTO
CINTRA
IMPERIAL
APERITIF 45 ANISE
DUBONNET
CLAN
CAMPBELL
BYRRH
PASTIS
51
FREEZOR
CASSIS
CINZANO
ROSSO
Banga
SANS BULLES
FANTA
ORANGE
DRY GIN
CLINTON
JACKS
APERITIF
ANISE
OXYGÉN
de
FRONTEBOUR
AMBASSADEUR
APERITIF
NAPOLEON
JUS
DE RAISIN
PAMPRYL
WHITE
HEATHER
SCOTCH WHISKY
calvados
BUSNEL
Coca-Cola
COGNA
TIGE
RHUM
Revinor
VINHO DO PORTO
QUETSCH
Mandarin
BANYULS
CALVADO
PASTIS 51
DRY
RICHARD
KOPKÉ
eau de vie de marc
CANTAGAS
FRENCH VERMO
EXPORT


7.

7.1 Pernod Ricard SA income statement

For the financial years ended 30 June 2024 and 30 June 2025

€ thousands	FY 2024	FY 2025
Net sales	440,468	442,944
Royalties	17,150	18,861
Other income	1,450	10,109
Change in work in progress		15,906
Reversals of operating provisions and impairment, and expense transfers	14,635	14,467
Operating income	**473,702**	**502,286**
Cost of sales and external services	(414,311)	(421,131)
Duties and other taxes	(11,582)	(15,193)
Staff costs	(158,422)	(194,892)
Depreciation, amortisation, provisions and impairment	(62,898)	(63,239)
Other expenses	(8,171)	(2,822)
Operating income/(loss)	**(655,384)**	**(697,277)**
Net operating loss	**(181,682)**	**(194,991)**
Income from equity investments	2,329,558	1,542,415
Interest and related income	168,319	184,840
Reversals of financial provisions and impairment, and expense transfers	329,797	345,469
Foreign exchange gains	3,720	22,212
Net proceeds on disposals of marketable securities	169	–
Financial income	**2,831,563**	**2,094,936**
Additions to provisions	(622,646)	(302,859)
Interest and related expenses	(282,285)	(324,684)
Foreign exchange losses	(12,058)	(25,149)
Net expenses on disposals of marketable securities	(23,442)	(49,432)
Financial expenses	**(940,431)**	**(702,124)**
Net financial income/(expense)	**1,891,132**	**1,392,812**
Profit from recurring operations	**1,709,450**	**1,197,821**
Net non-recurring income/(expense)	**(93,916)**	**(74,507)**
Profit before income tax	**1,615,534**	**1,123,313**
Corporate income tax	143,089	145,791
PROFIT FOR THE YEAR	**1,758,624**	**1,269,104**

7.2 Pernod Ricard SA balance sheet

At 30 June 2024 and 30 June 2025

ASSETS

€ thousands	Net value 30.06.2024	Gross value 30.06.2025	Depreciation, amortisation, provisions and impairment	Net value 30.06.2025	Notes
Concessions, patents and licences	28,722	34,256	(5,588)	28,668	
Other intangible assets	76,763	204,844	(147,923)	56,921	
Advances and down payments	9,797	22,689	–	22,689	
Intangible assets	**115,282**	**261,790**	**(153,511)**	**108,278**	**2**
Land	485	485	–	485	
Buildings	27,023	35,197	(9,603)	25,594	
Machinery and equipment	226	982	(892)	90	
Other property, plant and equipment	13,952	35,176	(23,694)	11,482	
Advances and down payments	380	314	–	314	
Property, plant and equipment	**42,066**	**72,154**	**(34,189)**	**37,965**	**2**
Equity investments	12,768,807	13,427,957	(415,326)	13,012,631	3
Loans and advances to equity investments	53,361	28,769	–	28,769	3 & 4
Other non-current financial assets	160,455	9,746	–	9,746	3 & 4
Non-current financial assets	**12,982,623**	**13,466,472**	**(415,326)**	**13,051,145**	**3**
Total non-current assets	**13,139,971**	**13,800,414**	**(603,026)**	**13,197,388**	
Work in progress	**–**	**15,906**	**–**	**15,906**	
Advances and supplier prepayments	**978**	**393**	**–**	**393**	**4**
Trade receivables	546,752	512,968	(7,482)	505,486	
Other receivables	4,836,366	3,915,363	(3,040)	3,912,323	
Receivables	**5,383,118**	**4,428,331**	**(10,522)**	**4,417,809**	**4**
Marketable securities	**153,199**	**91,870**	**–**	**91,870**	**5**
Cash at bank and in hand	**5,294**	**7,457**	**–**	**7,457**	
Prepaid expenses	**16,659**	**21,518**	**–**	**21,518**	**6**
Total current assets	**5,559,248**	**4,565,475**	**(10,522)**	**4,554,953**	
Bond redemption premiums	**60,342**	**51,799**	**–**	**51,799**	**6**
Unrealised foreign exchange losses	**169,647**	**171,362**	**–**	**171,362**	**6**
TOTAL ASSETS	**18,929,208**	**18,589,050**	**(613,548)**	**17,975,501**	

7 **Pernod Ricard SA parent company financial statements**
Pernod Ricard SA balance sheet

LIABILITIES AND SHAREHOLDERS' EQUITY

€ thousands	30.06.2024	30.06.2025	Notes
Share capital	**392,659**	**391,017**	**7**
Share, merger and contribution premiums	**3,039,029**	**3,039,030**	
Statutory reserves	41,140	40,296	
Regulated reserves	179,559	179,559	
Reserves	**220,699**	**219,855**	
Retained earnings	**1,696,396**	**2,125,452**	
Profit for the year	**1,758,624**	**1,269,104**	
Interim dividends pending appropriation	**(590,567)**	**(591,438)**	
Shareholders' equity	**6,516,840**	**6,453,020**	**8**
Provisions for contingencies and losses	**571,586**	**507,672**	**9**
Bonds	10,924,944	9,962,866	4 & 12
Bank borrowings and debt	–	–	4
Other borrowings and debt	6,930	97,437	4
Borrowings and debt	**10,931,874**	**10,060,303**	
Trade payables	198,842	220,275	
Tax and social security payables	59,855	72,949	
Amounts due on non-current assets and related accounts	9,608	14,698	
Other payables	619,425	617,868	
Operating payables	**887,730**	**925,790**	**4**
Deferred income	**10,916**	**8,444**	**4 & 10**
Total liabilities	**11,830,520**	**10,994,536**	
Unrealised foreign exchange gains	**10,262**	**20,273**	**10**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**18,929,208**	**17,975,501**	

7.3 Pernod Ricard SA cash flow statement

For the financial years ended 30 June 2024 and 30 June 2025

€ thousands	FY 2024	FY 2025
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit for the year	1,758,624	1,269,104
Net additions to depreciation, amortisation, provisions and impairment	309,373	122,699
Changes in provisions	92,544	(60,456)
Capital gains and losses on disposals of assets and other items	124	–
Cash from operations before change in working capital requirement	**2,160,665**	**1,331,347**
Decrease/(increase) in working capital requirement	(90,079)	127,886
Change in debt from operating activities	**2,070,587**	**1,459,233**
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of non-financial assets (net of disposals)	(37,793)	(34,732)
Purchases of non-current financial assets (net of disposals)	(151,139)	(290,777)
Change in debt from investing activities	**(188,932)**	**(325,510)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Medium- and long-term bond issues	720,070	(429,251)
Medium- and long-term borrowings and debt	(15,322)	8,544
Other changes in equity	(150,450)	–
Dividends paid	(1,188,492)	(1,181,572)
Change in debt from financing activities	**(634,195)**	**(1,602,280)**
Change in short-term net debt	**1,247,459**	**(468,556)**
NET CASH/(SHORT-TERM NET DEBT) AT BEGINNING OF YEAR	**1,508,072**	**2,755,531**
NET CASH/(SHORT-TERM NET DEBT) AT END OF YEAR	**2,755,531**	**2,286,975**

Note: Presentation of the cash flow statement

Changes in net debt comprise changes in borrowings and debt as well as cash and cash equivalents.
Net debt breaks down as follows:

€ thousands	30.06.2024	30.06.2025
Borrowings and debt	(6,930)	(97,437)
Bonds	(1,770,437)	(1,237,610)
Intra-group current account	4,374,405	3,522,695
Marketable securities	153,199	91,870
Cash at bank and in hand	5,294	7,457
Net cash/(short-term net debt) at end of year	**2,755,531**	**2,286,975**
Bonds	(9,154,507)	(8,725,256)
Borrowings and debt	60,342	51,799
MEDIUM- AND LONG-TERM NET DEBT AT END OF YEAR	**(9,094,165)**	**(8,673,457)**
TOTAL NET DEBT AT END OF YEAR	**(6,338,634)**	**(6,386,482)**

7.4 Analysis of Pernod Ricard SA income statement and balance sheet

7.4.1 Relations between the Parent company and its affiliates

The main role of Pernod Ricard SA, the Group's Parent company, is to carry out general interest and coordination activities in strategy, financial control of affiliates, external growth, marketing, development, research, human resources and communications. Pernod Ricard SA's financial relations with its affiliates mainly involve the billing of royalties for the use of trademarks owned by Pernod Ricard SA, other miscellaneous billings and the receipt of dividends.

7.4.2 Income statement and balance sheet for the financial year ended 30 June 2025

Analysis of the income statement for the financial year ended 30 June 2025

Operating income totalled €502 million for FY 2025, an increase of €29 million on FY 2024.

Operating expenses amounted to €697 million for FY 2025, up €42 million from €655 million one year ago.

The net operating loss was €195 million for FY 2025, representing a deterioration of €13 million versus FY 2024.

Net financial income amounted to €1,393 million for FY 2025, down €498 million from €1,891 million one year ago (see Note 18).

Non-recurring income and expenses represented a net expense of €75 million for FY 2025.

Lastly, corporate income tax represented a benefit of €146 million for FY 2025, in connection with the effects of tax consolidation during the year.

As a result, profit for FY 2025 came out at €1,269 million.

Analysis of the balance sheet at 30 June 2025

Assets

Net non-current assets stood at €13,197 million at 30 June 2025, versus €13,140 million at the previous year-end, i.e., an increase of €57 million, mainly attributable to a €69 million increase in non-current financial assets (see Note 3).

Current assets amounted to €4,555 million at 30 June 2025, a decrease of €1,004 million compared with 30 June 2024.

Accrued assets, amounting to €223 million, consist of unrealised foreign exchange losses and bond redemption premiums.

Liabilities and shareholders' equity

Shareholders' equity stood at €6,453 million at 30 June 2025, versus €6,517 million at 30 June 2024. The main movements during the period were as follows:

- profit for the year of €1,269 million;
- the payment of the balance of the dividend for FY 2025 for €591 million;
- the payment of an interim dividend of €2.35 per share in respect of FY 2025, amounting to €591 million, on 25 July 2025;
- the cancellation of shares purchased under the 2023/24 share buyback programme in an amount of €150 million.

Provisions for contingencies and losses amounted to €508 million, a decrease of €64 million year on year.

During the period, borrowings and debt decreased by €872 million, mainly due to:

- the issue of a new bond for €800 million;
- the redemption of two bonds for €1 billion and €650 million;
- an increase in accrued interest, for €5 million;
- the impact of changes in exchange rates on borrowings denominated in US dollars, for €117 million.

Operating payables amounted to €926 million, an increase of €38 million, mainly due to:

- an increase in trade payables, for €21 million;
- an increase in tax and social security payables, for €13 million.

Accrued liabilities, amounting to €20 million at 30 June 2025, comprise unrealised foreign exchange gains, which increased by €10 million compared with 30 June 2024.

7.5 Notes to the Pernod Ricard SA parent company financial statements

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Pernod Ricard SA is a French public limited company (*société anonyme*), subject to all laws governing commercial companies in France, including in particular the provisions of the French Commercial Code (*Code de commerce*). The Company has its registered office at 5, cours Paul Ricard, 75008 Paris, France, and is listed on the Euronext stock exchange.

At 30 June 2025, total assets stood at €17,975,501 thousand. Profit for the year, as shown in the income statement, was €1,269,104 thousand. The financial year covered the 12-month period from 1 July 2024 to 30 June 2025.

NOTE 1 Accounting policies

The annual financial statements have been prepared in accordance with the provisions of the French General Chart of Accounts (*Plan comptable général*), which apply under Regulation 2014-03 of the French accounting standards-setter (*Autorité des normes comptables* – ANC) of 5 June 2014 and all subsequently amended rules. General accounting rules have been applied, in accordance with the principle of prudence, pursuant to the following basic assumptions:

- going concern;
- consistency of accounting policies from one financial year to the next;
- accruals basis of accounting;
- and in accordance with the general rules of preparing and presenting annual financial statements.

The standard method used to measure items recorded in the balance sheet is the historical cost method.

1.1 Intangible assets

The Company's main intangible assets are the trademarks acquired from the merger of Pernod and Ricard in 1975 and from subsequent mergers.

Intangible assets are initially measured at cost. Amortisation is calculated on a straight-line basis over the expected useful lives of the assets.

As part of its digital transformation, Pernod Ricard SA has developed tools to leverage data generated by the Group's various activities. The production of these algorithms falls within the scope of the accounting regulations for internally-generated intangible assets. Development costs are recognised as intangible assets from the date on which technical feasibility is demonstrated and the related human and material resources are sufficient.

1.2 Property, plant and equipment

Property, plant and equipment is initially measured at cost (purchase price plus ancillary costs but excluding acquisition-related fees). Depreciation is calculated using the straight-line or declining-balance methods, based on the estimated useful lives of the assets:

- buildings: between 20 and 50 years (straight-line);
- building fixtures and fittings: 10 years (straight-line);
- equipment: 5 years (straight-line);
- furniture, office equipment: 10 years (straight-line) or 4 years (declining-balance).

1.3 Non-current financial assets

The gross value of investments comprises their acquisition cost, excluding ancillary costs.

If the value in use of investments is lower than their acquisition cost, an impairment loss is recognised in financial income and expenses for the amount of the difference.

Pernod Ricard SA mainly uses two methods to estimate the value in use of its equity investments:

- the enterprise value of the main investments is estimated based on the most recent estimate of the net asset value, identifying in particular unrealised capital gains on assets held by the affiliates, such as trademarks. Net asset value is estimated based on methods such as the discounted cash flow method. The term of the cash flow projections reflects the characteristics of the Group's brands and their production assets. Discounted projected cash flows are established based on annual budgets and multi-year business plans, extrapolated to subsequent years by gradually converging growth for the last year of the plan for each brand and market towards a perpetuity growth rate. The calculation includes a terminal value determined by capitalising the cash flows generated in the last year of the plan;
- for other equity investments, value in use is estimated based on the share of the affiliate's equity represented by the investment.

1.4 Inventories

Work in progress includes costs incurred in relation to IT projects carried out by Pernod Ricard SA, which will be re-billed to Group affiliates when they are completed and effectively implemented. They are valued at cost.

1.5 Receivables

Receivables are recognised at their nominal value. An impairment loss is recognised if the recoverable amount falls below the carrying amount.

1.6 Marketable securities

Marketable securities include treasury shares acquired in connection with stock option and performance share plans and earmarked for that purpose at the time of acquisition.

A liability is recognised when it becomes probable that the rights to receive the marketable securities concerned by the plans will be exercised. For other marketable securities, an impairment loss is recognised when the cost price exceeds the market price.

1.7 Bonds

Redemption premiums are amortised over the term of the bonds.

1.8 Provisions for contingencies and losses

Provisions for contingencies and losses are recognised in accordance with Accounting Regulation 2000-06 on liabilities, issued on 7 December 2000 by the French accounting regulatory committee (*Comité de réglementation comptable* – CRC).

This regulation provides that a liability be recognised when an entity has a present obligation towards a third party and that it is probable or certain that it will result in an outflow of resources to the third party without equivalent consideration being received. A present obligation must exist at the reporting date for a provision to be recognised.

1.9 Pensions and other long-term employee benefits

Since the financial year ended 30 June 2014, the Company has opted to recognise the full liability for pensions and other long-term employee benefits in the balance sheet, in accordance with ANC Recommendation 2013-02. At 30 June 2025, the provision for pensions and other long-term employee benefits was €39 million.

Following the decision published by the IFRIC in April 2021 on IAS 19 "Employee Benefits", covering the attribution of benefits to periods of service and clarifying the periods over which employee benefits should be attributed when allocating the IAS 19 expense, the Company has chosen, since FY 2022, in accordance with the update of 17 November 2021 to ANC Recommendation 2013-02 of 7 November 2013 on the rules for measuring and recognising pension commitments and similar benefits, to apply this accounting method for its financial statements prepared in accordance with French accounting principles.

1.10 Translation of receivables and payables denominated in foreign currency

Payables, receivables and cash balances denominated in foreign currencies are translated into euros as follows:

- translation of all payables, receivables and cash balances denominated in foreign currencies at period-end exchange rates;
- recognition of a provision for currency risk for any unrealised currency losses, after taking into account the effect of any offsetting foreign exchange hedging transactions.

Pernod Ricard SA has several hedging relationships and generates an overall foreign currency position for economic hedging instruments and hedged items that do not form a hedging relationship in order to calculate the currency risk provision.

1.11 Forward financial instruments

Differences arising from changes in the value of financial instruments used as hedges are recognised in profit or loss in a manner symmetrical to that of the underlying income and expenses.

1.12 Corporate income tax

Pernod Ricard SA is subject to the French tax consolidation system defined by the law of 31 December 1987. Under certain conditions, this system allows income taxes payable by profitable companies to be offset against tax losses of other companies. The system is governed by Articles 223-A *et seq.* of the French Tax Code (*Code général des impôts*).

Each company in the tax group calculates and recognises its income tax expense as if it were taxed as a stand-alone entity.

The effects of tax consolidation are recognised in the Pernod Ricard SA financial statements.

1.13 Related parties

The majority of transactions with related parties are carried out with directly or indirectly held affiliates.

NOTE 2 Property, plant and equipment and intangible assets

2.1 Gross value

€ thousands	30.06.2024	Acquisitions	Disposals/ Retirements	30.06.2025
Trademarks	32,473	–	–	32,473
Trademark costs	1,772	12	–	1,783
Software	183,477	21,367	–	204,844
Advances and down payments on intangible assets	9,796	34,272	(21,378)	22,689
TOTAL INTANGIBLE ASSETS	**227,518**	**55,651**	**(21,378)**	**261,790**
Land	485	–	–	484
Buildings	35,192	5	–	35,197
Machinery and equipment	964	18	–	982
Other property, plant and equipment	34,671	505	–	35,176
Advances and down payments	380	461	(527)	314
TOTAL PROPERTY, PLANT AND EQUIPMENT	**71,692**	**988**	**(527)**	**72,153**

2.2 Depreciation and amortisation

€ thousands	30.06.2024	Additions	Reversals	30.06.2025
Trademarks	(5,088)	–	–	(5,088)
Trademark costs	(433)	(66)	–	(500)
Software	(106,715)	(41,209)	–	(147,923)
TOTAL AMORTISATION OF INTANGIBLE ASSETS	**(112,236)**	**(41,275)**	**–**	**(153,511)**
Land	–	–	–	–
Buildings	(8,169)	(1,434)	–	(9,603)
Machinery and equipment	(739)	(153)	–	(892)
Other property, plant and equipment	(20,718)	(2,976)	–	(23,694)
TOTAL DEPRECIATION OF PROPERTY, PLANT AND EQUIPMENT	**(29,626)**	**(4,562)**	**–**	**(34,188)**

NOTE 3 Non-current financial assets

3.1 Gross value

€ thousands	30.06.2024	Acquisitions/ Additions	Corporate actions	Disposals/ Retirements	30.06.2025
Investments in consolidated entities[1]	13,220,013	–	326,441	(128,553)	13,417,902
Investments in non-consolidated entities	9,415	–	–	–	9,415
Other equity investments	640	–	–	–	640
Advances on investments	–	–	–	–	–
Equity investments	**13,230,068**	**–**	**326,441**	**(128,553)**	**13,427,957**
Loans and advances to equity investments	53,361	–	–	(24,592)	28,769
Deposits and guarantees	4,843	357	–	–	5,200
Liquidity agreement	5,129	–	–	(2,318)	2,811
Treasury shares under the liquidity agreement	–	1,734	–	–	1,734
Treasury shares	150,483	–	–	(150,483)	–
TOTAL	**13,443,884**	**2,091**	**326,441**	**(305,946)**	**13,466,471**

(1) The change in investments in consolidated entities is mainly due to the capital increase at Pernod Ricard Pacific Holding for €233 million, as well as at Créateurs de Convivialité Ventures and Lina 20. Further to a review of its securities portfolio, Pernod Ricard SA contributed equity interests in ten entities to its affiliates Lina 3 and Pernod Ricard France, for a total of €129 million.

3.2 Impairment

€ thousands	30.06.2024	Additions	Reversals	30.06.2025
Investments in consolidated entities[1]	(455,549)	(76,569)	122,797	(409,321)
Investments in non-consolidated entities	(5,072)	(293)	–	(5,365)
Other equity investments	(640)	–	–	(640)
Advances on investments	–	–	–	–
Equity investments	**(461,261)**	**(76,862)**	**122,797**	**(415,326)**
Treasury shares	1	–	(1)	–
TOTAL	**(461,260)**	**(76,862)**	**122,796**	**(415,326)**

(1) The change in this item over the year is mainly due to the reversal of impairment on investments contributed by Pernod Ricard SA to its affiliates Lina 3 and Pernod Ricard France.

NOTE 4 Maturity of receivables and payables

4.1 Receivables

€ thousands	Gross amount	Due in 1 year or less	Due in more than 1 year
Loans and advances to equity investments	28,769	–	28,769
Loans	–	–	–
Other non-current financial assets	9,746	4,546	5,200
Receivables and other non-current financial assets	**38,515**	**4,546**	**33,969**
Current assets other than marketable securities and cash at bank and in hand	4,444,630	4,104,592	340,038
Prepaid expenses	21,518	21,518	–
TOTAL	**4,504,663**	**4,130,656**	**374,007**

4.2 Payables

€ thousands	Gross amount	Due in 1 year or less	Due in 1 to 5 years	Due in more than 5 years
Bonds (see breakdown in Note 12)	9,962,866	1,237,611	3,950,000	4,775,255
Bank borrowings and debt	–	–	–	–
Other borrowings and debt	97,437	100,627	(3,191)	–
Trade payables	220,275	220,275	–	–
Tax and social security payables	72,949	72,949	–	–
Amounts due on non-current assets and related accounts	14,698	14,698	–	–
Other payables[1]	617,867	617,867	–	–
Deferred income	8,444	–	–	8,444
TOTAL	**10,994,536**	**2,264,027**	**3,946,809**	**4,783,699**

(1) Mainly tax current accounts for €26 million and dividends payable for €591 million.

NOTE 5 Marketable securities

€ thousands or units	30.06.2024		Acquisitions[1]		Corporate actions		Reclassifications		Exercise/Disposal[2]		30.06.2025	
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value
Pernod Ricard shares	–	–	–	–	–	–	–	–	–	–	–	–
Gross value	957,257	153,199	58,028	6,146	–	–	–	–	(420,905)	(67,495)	594,380	91,870
Impairment	–	–	–	–	–	–	–	–	–	–	–	–
NET VALUE	**957,257**	**153,199**	**58,028**	**6,146**	**–**	**–**	**–**	**–**	**(420,905)**	**(67,495)**	**594,380**	**91,870**

(1) Of which €6 million in connection with the 2022 plan.
(2) Of which mainly €64 million for the vesting of free shares (2020 and 2021 plans) and €3 million for the exercise of stock options (2016 and 2017 plans).

NOTE 6 Prepaid expenses and other accrued assets

€ thousands	30.06.2024	Increases	Decreases	30.06.2025
Prepaid expenses	16,659	4,859	–	21,518
Bond redemption premiums	60,342	1,319	(9,863)	51,798
Unrealised foreign exchange losses[1] (see breakdown in Note 1.9)	169,647	(1,715)	–	171,362
TOTAL	**246,649**	**4,463**	**(9,863)**	**241,249**

(1) The €171 million in unrealised foreign exchange losses at 30 June 2025 is mainly attributable to the remeasurement of assets and liabilities denominated in US dollars at the closing euro exchange rate at 30 June 2025.

NOTE 7 Composition of the share capital

At 30 June 2025, the share capital comprised 252,269,195 shares with a par value of €1.55 each. Accordingly, the total share capital amounted to €391,017,252.

On 17 December 2024, the Company carried out a capital reduction in the amount of €1,642,307.15, by cancelling 1,059,553 shares previously held in treasury and acquired in connection with the Company's share buyback programme.

NOTE 8 Shareholders' equity

€ thousands	30.06.2024	Appropriation of profit	Other	Distribution of dividends	2025 profit	30.06.2025
Share capital[2]	392,660	–	(1,642)	–	–	391,017
Share, merger and contribution premiums	3,039,030	–	–	–	–	3,039,030
Statutory reserves[3]	41,140	–	(844)	–	–	40,296
Regulated reserves	179,559	–	–	–	–	179,559
Retained earnings	1,696,397	1,758,624	(147,996)	(1,181,572)	–	2,125,452
Profit for the year	1,758,624	(1,758,624)	–	–	1,269,104	1,269,104
Interim dividends payable[1]	(590,567)	–	–	(871)	–	(591,438)
TOTAL	**6,516,841**	**–**	**(150,482)**	**(1,182,444)**	**1,269,104**	**6,453,020**

(1) In April 2025, the Board of Directors decided the payment of an interim dividend of €2.35 per share in respect of FY 2025, amounting to a total payout of €591 million, The interim dividend was paid on 25 July 2025.

(2) In December 2024, the Board of Directors decided to cancel the shares purchased under the 2023/2024 programmes, for €150 million.

(3) Further to the capital decreases, the legal reserve was reduced to 10% of the share capital.

NOTE 9 Provisions

€ thousands	30.06.2024	Additions	Reversals – utilisations	Reversals – Surplus	30.06.2025
Provisions for contingencies and losses					
Provision for foreign exchange losses	160,960	–	–	(8,351)	152,609
Other provisions for contingencies[1]	371,311	68,360	(4,774)	(118,640)	316,256
Provisions for pensions and other long-term employee benefits	39,316	5,063	(470)	(5,102)	38,807
Total 1	**571,587**	**73,423**	**(5,244)**	**(132,093)**	**507,672**
Impairment allowances					
On non-current financial assets[2]	461,261	76,862	(122,797)	–	415,326
On trade receivables	3,765	3,717	–	–	7,482
On other receivables	3,300	–	–	(260)	3,040
On marketable securities	2,300	–	–	(2,300)	–
Total 2	**470,626**	**80,579**	**(122,797)**	**(2,560)**	**425,848**
GRAND TOTAL	**1,042,213**	**154,002**	**(128,041)**	**(134,653)**	**933,521**

(1) The change in this caption is attributable to reversals of provisions for the negative net position of investments for €69 million and for free share plans for a €48 million.
(2) The change in this item over the year is mainly due to the reversal of impairment on investments contributed by Pernod Ricard SA to its affiliates Lina 3 and Pernod Ricard France.

Provisions for contingencies and losses

Provision for foreign exchange losses

The €153 million provision for foreign exchange losses at 30 June 2025 consists of unrealised currency losses in respect of unhedged US dollar receivables and payables.

Other provisions for contingencies

Other provisions for contingencies correspond to:

- provisions for contingencies and losses relating to tax consolidation for €234 million;
- miscellaneous provisions amounting to €82 million.

Provisions for pensions and other long-term employee benefits

Description and recognition of employee benefit obligations

Pernod Ricard SA's employee benefit obligations comprise:

- long-term post-employment benefits (retirement bonuses, medical expenses, etc.);
- long-term benefits payable during employment.

The liability arising as a result of the Company's net employee benefit obligation is recognised in provisions for contingencies and losses on the balance sheet.

Calculation of the provision for the net benefit obligation

The provision recognised by Pernod Ricard SA is equal to the difference, for each benefit plan, between the present value of the employee benefit obligations and the value of the plan assets paid over to specialised entities in order to fund the obligations.

The present value of employee benefit obligations is calculated using the projected unit credit method. The calculation is performed at each reporting date and the individual data concerning employees are reviewed at least every three years. The calculation requires the use of economic assumptions (inflation rate and discount rate) and other assumptions concerning employees (mainly average salary increase, employee turnover and life expectancy).

At 30 June 2025, employee benefit obligations stood at €39 million. Provisions have been recognised for the full amount of the obligations.

The inflation rate used for the measurement at 30 June 2025 was 2.00% and the discount rate was 3.70%.

Plan assets are measured at their market value at each reporting date.

Accounting for actuarial gains and losses

Actuarial gains and losses arise primarily when estimates differ from actual outcomes, or when there are changes in long-term actuarial assumptions (e.g., discount rate, salary increases, etc.).

Since the financial year ended 30 June 2014, the Company has opted to recognise the full liability for pensions, as provided by ANC Recommendation 2013-02.

Components of the expense recognised for the financial year

The expense recognised in respect of the benefit obligations described above includes:

- expenses corresponding to the vesting of an additional year's entitlement;
- interest expense arising on the unwinding of the discount applied to vested rights at the start of the year (as a result of the passage of time);
- income corresponding to the expected return on plan assets measured using the discount rate applied to measure plan obligations;
- income or expense corresponding to actuarial gains or losses;
- income or expense related to amendments to existing plans or the creation of new plans;
- income or expense related to any plan curtailments or settlements.

NOTE 10 Deferred income and other accrued liabilities

€ thousands	30.06.2024	Increases	Decreases	30.06.2025
Deferred income	10,915	–	(2,472)	8,443
Unrealised foreign exchange gains[1] (see breakdown in Note 1.9)	10,262	10,011	–	20,273
TOTAL	**21,177**	**10,011**	**(2,472)**	**28,716**

(1) The €20 million in unrealised foreign exchange gains at 30 June 2025 is attributable mainly to the remeasurement of assets and liabilities denominated in US dollars at the closing euro exchange rate on 30 June 2025.

NOTE 11 Accrued income and expenses

Accrued income

€ thousands	FY 2024	FY 2025
Amount of accrued income in the following balance sheet items		
Loans and advances to equity investments	53,361	28,769
Trade receivables	550,516	512,968
Other receivables	4,839,666	3,915,363
Cash at bank and in hand	7,594	7,457
TOTAL	**5,451,137**	**4,464,557**

Accrued expenses

€ thousands	FY 2024	FY 2025
Amount of accrued expenses in the following balance sheet items		
Bank borrowings and debt	–	–
Trade payables	208,450	234,973
Tax and social security payables	59,855	72,949
Other payables	619,425	617,868
TOTAL	**887,730**	**925,789**

NOTE 12 Bonds

Bonds	Subscription date	Amount (USD thousands)	Amount (€ thousands)	Maturity date	Accrued interest (€ thousands)	Interest rate	Total (€ thousands)
Bond	17/09/2014	0	–	27/09/2024	–	Fixed	–
Bond	06/04/2020	0	–	07/04/2025	–	Fixed	–
Bond	10/05/2016	0	600,000	18/05/2026	1,085	Fixed	601,085
Bond	21/10/2019	0	500,000	24/10/2027	1,712	Fixed	501,712
Bond	06/04/2020	0	1,000,000	06/04/2030	4,027	Fixed	1,004,027
Bond	21/10/2019	0	500,000	24/10/2031	2,997	Fixed	502,997
Bond	07/04/2022	0	750,000	07/04/2029	2,402	Fixed	752,402
Bond	04/10/2021	0	500,000	04/10/2029	462	Fixed	500,462
Bond	02/11/2022	0	600,000	02/11/2028	12,875	Fixed	612,875
Bond	02/11/2022	0	500,000	02/11/2032	12,380	Fixed	512,380
Bond	15/09/2023	0	600,000	15/09/2027	17,815	Fixed	617,815
Bond	15/09/2023	0	750,000	15/09/2033	22,269	Fixed	772,269
Bond	07/05/2024	0	700,000	07/11/2030	15,275	Fixed	715,275
Bond	07/05/2024	0	800,000	07/05/2034	4,370	Fixed	804,370
Bond	03/03/2025	0	800,000	03/03/2032	8,548	Fixed	808,548
Bond	08/06/2016	600,000	511,945	08/06/2026	1,046	Fixed	512,991
Bond	12/01/2012	850,000	725,256	15/01/2042	18,402	Fixed	743,658
TOTAL	**–**	**1,450,000**	**9,837,201**	**–**	**125,665**	**–**	**9,962,866**

During the financial year, Pernod Ricard issued a new bond for €800 million and redeemed two bonds for total amounts of USD 1 billion and €650 million.

NOTE 13 Bank borrowings and debt

Syndicated loan

In March 2025, Pernod Ricard SA exercised its option to extend the maturity of this facility by one year.

At 30 June 2025, no drawdowns had been made by Pernod Ricard SA under this facility.

Bilateral loan

On 22 March 2022, Pernod Ricard SA entered into a new three-year bilateral loan for €450 million with two optional additional one-year extensions.

In March 2025, Pernod Ricard SA exercised its option to extend the maturity of this facility by one year.

At 30 June 2025, no drawdowns had been made by Pernod Ricard SA under this facility.

NOTE 14 Breakdown of corporate income tax

€ thousands	Total	Profit from recurring operations	Net non-recurring expense
Profit before income tax	1,123,313	1,197,821	(74,507)
Income and withholding tax	(7,657)	–	–
Tax consolidation	153,448	–	–
PROFIT AFTER INCOME TAX	**1,269,104**	**1,197,821**	**(74,507)**

The special levy owed by Pernod Ricard SA in respect of FY 2026, resulting from the inclusion of the tax group's corporate income tax due in respect of FY 2025 in the tax base, will be nil.

NOTE 15 Increases and decreases in future tax liabilities

Type of temporary differences

€ thousands	**Amount of tax**
INCREASES	**NIL**
"Organic" tax and other	317
Other provisions for contingencies	2,545
Provision for pensions and other long-term employee benefits	840
DECREASES IN FUTURE TAX LIABILITIES	**3,702**

The tax rate used was 25.83%.

NOTE 16 Compensation

Compensation allocated to the management and administrative bodies amounted to €4,132,770, broken down as follows:

• compensation[1] paid to Directors	€1,301,917
• compensation[1] paid to the Chairman & CEO	€2,830,853

(1) Fixed and variable.

NOTE 17 Operating income

Operating income totalled €502 million for FY 2025, versus €474 million in FY 2024. This caption principally comprised the rebilling of overheads to Group affiliates for €443 million, royalties for €19 million, the increase in work in progress for €16 million, and reversals of provisions for €14 million.

Net sales of €443 million comprised €91 million of net sales in France and €352 million outside France.

NOTE 18 Financial income and expenses

€ thousands	**FY 2024**	**FY 2025**
Financial income from equity investments (see breakdown in Note 22)	2,329,558	1,542,415
Income from other marketable securities and receivables	–	–
Interest and related income	168,319	184,840
Reversals of financial provisions and impairment, and expense transfers	329,797	345,469
Foreign exchange gains	3,720	22,212
Net proceeds on disposals of marketable securities	169	–
TOTAL FINANCIAL INCOME	**2,831,563**	**2,094,936**

€ thousands	**FY 2024**	**FY 2025**
Depreciation, amortisation, provisions and impairment of financial items	(622,646)	(302,859)
Interest and related expenses	(282,285)	(324,684)
Foreign exchange losses	(12,058)	(25,150)
Net expenses on disposals of marketable securities	(23,442)	(49,432)
TOTAL FINANCIAL EXPENSES	**(940,431)**	**(702,124)**

NOTE 19 Non-recurring income and expenses

€ thousands	FY 2025
Net expense on management transactions	(10,798)
Net expense on corporate actions	–
Additions to and reversals of provisions and expense transfers	(63,710)
NET NON-RECURRING EXPENSE	**(74,507)**

NOTE 20 Off-balance sheet commitments

Commitments given

€ thousands	30.06.2025
Guarantees on behalf of affiliates	2,094,191
Other leases	1,955
Rents	91,625
TOTAL	**2,142,770**

Commitments given include guarantees, in particular related to bonds, commercial paper and the syndicated loan.

Commitments received

€ thousands	30.06.2025
Guarantees on behalf of affiliates	–
Lines of credit received and not used	2,550,000
Rents	–
TOTAL	**2,550,000**

Derivative instruments

Hedging at Pernod Ricard SA	Nominal value (USD thousands)	Fair value at 30 June 2025 (€ thousands)
Interest rate swaps	200,000	(4,190)
Currency swaps	998,000	(96,325)
TOTAL	**1,198,000**	**(100,515)**

Interest rate swaps are used to hedge Pernod Ricard SA's fixed-rate external and internal borrowings. At 30 June 2025, they break down as follows:

USD interest rate hedges	Maturity	Net base (USD thousands)
Interest rate swaps	June 2026	100,000
Interest rate swaps	June 2026	100,000

Currency hedges	Maturity	Base (USD thousands)
Currency swaps	June 2027	(202,000)
Currency swaps	June 2026	800,000
Currency swaps	June 2026	400,000
CURRENCY SWAPS		**998,000**
Financial assets		394,649
Financial liabilities		(1,472,792)
TOTAL		**(80,143)**

Currency swaps are used to hedge payables and receivables denominated in foreign currencies. The Company had a residual US dollar position representing a negative USD (80) million at 30 June 2025.

Other guarantees

Guarantees given by Pernod Ricard SA as part of financing agreements at 30 June 2025

Pernod Ricard SA granted a guarantee to the banking syndicate in respect of drawdowns by the affiliates concerned under the terms of the multi-currency sustainability-linked revolving credit agreement entered into on 27 April 2023.

Pernod Ricard SA has granted a guarantee to BNP Paribas in respect of the commitments made by Pernod Ricard Finance under the bilateral revolving credit agreement entered into on 22 March 2022.

Pernod Ricard SA was authorised by the Board of Directors on 28 August 2024 to renew the guarantee granted in respect of the payment obligations of Pernod Ricard International Finance LLC, as part of its bond issues under the EMTN programme.

Guarantees given by Pernod Ricard SA to the Allied Domecq pension funds

Pernod Ricard SA granted a guarantee in respect of the contributions owed by Allied Domecq Holdings Ltd and its affiliates to the Allied Domecq pension funds. The pension funds were bought out by the insurer (full sale) and the guarantee was extended.

Guarantees granted by Pernod Ricard SA in favour of the Irish affiliates

Pursuant to Section 357 of the 2014 Companies Act (Republic of Ireland), Pernod Ricard SA has granted an irrevocable warranty in respect of the liabilities of the following affiliates for FY 2025: Irish Distillers Group Unlimited Company, Irish Distillers Ltd, Irish Distillers International Ltd, Smithfield Holdings Ltd, Ermine Ltd, Ind Coope Holding Ltd, Proudlen Liqueurs Ltd, The West Coast Cooler Co. Ltd and Comrie Limited.

Guarantee granted by Pernod Ricard SA in favour of Corby Spirit and Wine Limited

Pernod Ricard SA has granted a guarantee to Corby Spirit and Wine Limited in respect of the payment of the liabilities owed to Corby Spirit and Wine Limited by the Group affiliates concerned under the representation agreement for Group brands in Canada, signed on 24 September 2020.

Guarantee granted by Pernod Ricard SA to Fondation d'Entreprise Pernod Ricard

As part of the multi-year programme and as founder, Pernod Ricard has committed to the foundation to pay a total sum of €4,998,000 no later than 30 June 2026.

Counter-guarantee granted by Pernod Ricard SA to Liberty Mutual Insurance Europe SE

A counter-guarantee was granted by Pernod Ricard to the company Liberty Mutual Insurance Europe SE on behalf of the commitments in respect of excise duties arising from the relationship between the companies Worlds Brands Duty Free Limited and Nedcargo Logistics Belgium NV.

Guarantee granted by Pernod Ricard SA in favour of Lina 26

Pernod Ricard SA is jointly and severally liable for the compliance by Lina 26 with all of its obligations under an acquisition agreement.

Guarantee granted by Pernod Ricard SA to The Kyoto Distillery KK

Pernod Ricard SA granted a guarantee to Itochu Machine-Technos Corporation in respect of the payment obligations of The Kyoto Distillery KK.

Guarantee granted by Pernod Ricard SA in favour of Citibank

A counter-guarantee was granted by Pernod Ricard to Citibank to cover the commitments of the Pernod Ricard South Africa Pty Ltd affiliate in respect of excise duties arising from the takeover by Pernod Ricard South Africa Pty Ltd of certain business activities previously performed by Pernod Ricard Middle East North Africa.

Guarantee granted by Pernod Ricard SA to Vinarchy Australia Limited, Vinarchy New Zealand Limited and Pernod Ricard Winemakers Spain SAU

As part of the sale (finalised on 30 April 2025) of its strategic international wine brands to Australian Wine Holdco Limited (AWL), Pernod Ricard SA entered into a transitional distribution agreement under which it agreed to ensure the performance, by some of its controlled companies and the Havana Club International joint venture in Cuba, of their undertaking to distribute the sold brands in accordance with the terms and conditions of the agreement and for the benefit of the entities of the Accolade Wines group that own said brands, namely Vinarchy Australia Limited, Vinarchy New Zealand Limited and Pernod Ricard Winemakers Spain SAU.

NOTE 21 Average headcount in FY 2025

	Employees	Temporary staff (all categories combined)
Managers[1]	823	–
Supervisors and technicians	52	1
Employees	5	–
AVERAGE HEADCOUNT	**880**	**1**
Work-study contracts	43	–

(1) Including 79 expatriate employees.

NOTE 22 Affiliates and investments at 30 June 2025

€ thousands	Share capital	Shareholders' equity before appropriation of profit	Interest (%)	Carrying amount of investment		Loans	Sureties and endorsements	Net sales (excluding taxes and duties)	Profit/ (Loss)	Dividends received
				Gross	Net					
INVESTMENTS WHOSE CARRYING AMOUNT EXCEEDS 1% OF PERNOD RICARD SA'S SHARE CAPITAL										
AGROS[1] Ul. Chalubinskiego, 800-613 Warsaw (Poland)	5,359	111,708	100%	122,008	122,008	–	–	3	202	11,965
PR Shelfco 2 2023 Limited[2] 111/113 Renfrew Road, Paisley, PA3 4DY (Scotland)	90	5,067	100%	40,538	4,781	–	–	331	331	–
Geo G Sandeman Sons & Co Ltd[3] 400 Capability Green, Luton Beds, LU1 3AE (England)	2	448	30%	9,180	3,857	–	–	984	177	112
Pernod Ricard France SA Les Docks, 10, place de la Joliette, 13002 Marseille (France)	54,000	212,101	100%	162,171	162,171	–	–	803,920	55,851	35,120
Pernod Ricard Asia SAS 5, cours Paul Ricard, 75008 Paris (France)	4,512	1,324,238	100%	42,457	42,457	–	–	–	113,423	–
Pernod Ricard Central and South America 5, cours Paul Ricard, 75008 Paris (France)	52,198	52,198	100%	210,153	56,941	–	–	–	(4,062)	–
Pernod Ricard Europe Middle East Africa 5, cours Paul Ricard, 75008 Paris (France)	44,557	1,588,599	100%	40,964	40,964	–	–	–	830,534	–
Pernod Ricard North America SAS 5, cours Paul Ricard, 75008 Paris (France)	39,398	33,431	100%	126,735	126,735	–	–	–	(3,046)	–
Pernod Ricard Finance SA 5, cours Paul Ricard, 75008 Paris (France)	232,000	546,765	100%	238,681	238,681	–	–	–	24,688	–
Pernod Ricard International Finance LLC[7] 21 Little Falls Drive, Wilmington, Delaware, 19808 (United States)	213,311	245,824	100%	213,529	213,529	–	–	–	14,692	–
Pernod Ricard Pacific Holdings[4] 167 Fullarton Road, Dulwich, SA, 5065 (Australia)	269,095	(160,942)	100%	448,872	232,947	–	–	239,044	(229,866)	–
Lina 3 5, cours Paul Ricard, 75008 Paris (France)	820,395	11,733,721	100%	11,696,709	11,696,709	–	–	–	(259,584)	1,400,000

€ thousands	Share capital	Shareholders' equity before appropriation of profit	Interest (%)	Carrying amount of investment		Loans	Sureties and endorse ments	Net sales (excluding taxes and duties)	Profit/ (Loss)	Dividends received
				Gross	Net					
Lina 5 5, cours Paul Ricard, 75008 Paris (France)	30,640	606,508	100%	30,631	30,631	–	–	–	12,320	–
Havana Club Holding[6] 5, place de la Gare L-1616 Luxembourg (Luxembourg)	7,614	3,516	50%	5,592	5,592	–	–	427	(11,113)	–
Yerevan Brandy Company[5] 2 Admiral Isakov Avenue, Yerevan 375092 (Republic of Armenia)	23,385	205,736	100%	27,856	27,856	–	–	70,047	9,019	8,860
TOTAL 1				**13,416,075**	**13,005,858**			**1,114,756**	**553,565**	**1,456,057**
Affiliates:										
French				4,350	1,249					
Non-French				6,658	5,331					86,322
Investments:										
French				192	192					36
Non-French				42	0					
TOTAL 2				**11,242**	**6,772**					**86,358**
TOTAL 1 + 2				**13,427,317**	**13,012,630**					**1,542,415**

(1) Data taken from the AGROS financial statements at 30 June 2024.
(2) Data taken from the PR Shelfco 2 2023 Limited financial statements at 30 June 2024.
(3) Data taken from the Geo G Sandeman Sons & Co Ltd financial statements at 31 December 2024.
(4) Data taken from the Pernod Ricard Pacific Holdings financial statements at 30 June 2024.
(5) Data taken from the Yerevan Brandy Company financial statements at 31 December 2024.
(6) Data taken from the Havana Club Holding financial statements at 31 December 2024.
(7) Data taken from the Pernod Ricard International Finance LLC financial statements at 30 June 2024.

NOTE 23 Tax credit

Pernod Ricard SA received a tax credit for corporate philanthropy in the amount of €1,552 thousand and a family tax credit in the amount of €355 thousand.

NOTE 24 Events after the reporting period

There are no events after the reporting period with a significant impact on the Pernod Ricard SA parent company financial statements.

7.6 Other items relating to the financial statements

The parent company financial statements presented on the previous pages are those of Pernod Ricard SA and are the subject of the Statutory Auditors' report on the annual financial statements.

Items relating to the parent company financial statements in the Board of Directors' management report are included in the following pages. The sections concerned are:

- other financial items:
  1. expenses and charges referred to in Article 223 *quater* of the French Tax Code,
  2. the breakdown of supplier payables set out in Articles L. 441-6-1 and D. 441-4 of the French Commercial Code,
  3. the information on payment terms provided for in Article D. 441-4 of the French Commercial Code, as amended by Decree 2015-1553 of 27 November 2015, implemented by the Order of 6 April 2016;
- five-year financial summary;
- dividends paid over the last five financial years;
- inventory of marketable securities.

The Statutory Auditors' fees amounted to €1,671 thousand.

Expenses and charges referred to in Article 223 quater of the French Tax Code

The total amount of expenses and charges referred to in Article 223 *quater* of the French Tax Code and the amount of the corresponding tax charge are as follows:

€ thousands	30.06.2025
Expenses and charges	352
Corresponding tax	91

Supplier payment terms

In accordance with the law on the modernisation of the economy of 4 August 2008 and the related Articles L. 441-6-1 and D. 441-4 of the French Commercial Code, the breakdown of Pernod Ricard SA's trade payables balance at the reporting date was as follows:

€ thousands (incl. VAT)	30.06.2025
Trade payables not due	**134,467**
At 30 days	134,827
Between 30 and 45 days	118
Beyond 45 days	(477)
Trade payables past due	**8,054**
Recognised and not paid (A)	4,742
Group invoices	2,919
Disputes recognised	393

In accordance with Article D. 441-4 of the French Commercial Code, as amended by Decree 2015-1553 of 27 November 2015, implemented by the Order of 6 April 2016, information on supplier payment terms is as follows:

€ thousands	0 days (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 or more days)
(A) Breakdown of past due payments						
Number of invoices concerned	46	60	5	24	14	103
Total amount of invoices concerned (including VAT)	2,277	1,967	18	312	167	2,465
As a % of total purchases excluding tax for the financial year	0.6%	0.5%	0.0%	0.1%	0.0%	0.7%
(B) Invoices excluded from (A) relating to disputed or unrecognised payables and receivables						
Number of invoices excluded	4	12	6	5	3	26
Total amount of invoices excluded (including VAT)	1,680	479	76	38	48	642
(C) Reference payment terms used to calculate late payments (Article L. 441-6 or Article L. 443-1 of the French Commercial Code)						

☑ Contractual payment terms (45 days end of month, 30 days end of month or 15 days end of month)
☐ Statutory payment terms

Trade receivable payment terms

As the Company's receivables only consist of receivables from Group companies, certain information required by Article D. 441-4 of the French Commercial Code has not been presented below as it is not considered relevant.

Information on receivables:

€ thousands (incl. VAT)	30.06.2025
Trade receivables not yet due	449,109
Trade receivables past due	45,672
TOTAL	**494,781**
Of which disputed receivables	7,482

7.7 Five-year financial summary

€	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
FINANCIAL POSITION AT THE REPORTING DATE					
Share capital	405,908,668	399,818,401	396,229,186	392,659,559	391,017,252
Number of shares outstanding	261,876,560	257,947,355	255,631,733	253,328,748	252,269,195
RESULTS OF OPERATIONS					
Net sales (excluding taxes and duties)	288,181,244	360,568,871	422,705,521	440,468,100	442,943,665
Profit before taxes, depreciation, amortisation, impairment and provisions	557,958,295	1,730,616,561	1,928,375,540	2,026,177,680	1,193,184,285
Corporate income tax	130,649,147	144,589,985	98,785,250	143,089,483	145,790,790
Profit after taxes, depreciation, amortisation, impairment and provisions	657,285,969	1,834,554	1,968,175,590	1,758,623,509	1,269,104,179
Dividends paid[1]	741,313,021	1,056,560,892	1,188,492,164	1,181,572,280	–
EARNINGS PER SHARE					
Profit after taxes, but before depreciation, amortisation, impairment and provisions	2.63	7.27	7.93	8.56	6.42
Profit after taxes, depreciation, amortisation, impairment and provisions	2.51	7.11	7.7	6.94	5.03
Dividend paid per share[1]	3.12	4.12	4.70	4.70	–
PERSONNEL					
Number of employees	496	571	687	821	880
Total payroll	82,640,089	82,651,720	98,366,251	106,414,192	137,758,327
Employee-related benefits paid during the financial year	35,041,823	42,927,004	45,354,417	52,008,267	57,134,332

(1) The amount of the dividend for FY 2025 will be confirmed at the Shareholders' Meeting of 27 October 2025 (dividend in respect of the financial year from 1 July 2024 to 30 June 2025).

7.8 Dividends paid over the last five financial years

Financial year €	Payment date	Net amount	Total amount for the financial year
FY 2021	09.07.2021	1.33	
	24.11.2021	1.79	3.12
FY 2022	08.07.2022	1.56	–
	29.11.2022	2.56	4.12
FY 2023	07.07.2023	2.06	–
	28.11.2023	2.64	4.70
FY 2024	19.07.2024	2.35	–
	27.11.2024	2.35	4.70
FY 2025	25.07.2025 (1)	2.35	–

(1) An interim dividend for FY 2025 was paid on 25 July 2025. The balance will be decided by the Shareholders' Meeting of 27 October 2025 called to approve the financial statements for the financial year ended 30 June 2025.

7.9 Inventory of marketable securities

€	Number of shares held	Carrying amount
FRENCH SECURITIES WITH A CARRYING AMOUNT IN EXCESS OF €100,000		
Lina 3	164,078,992	11,696,709,047
Lina 5	306,400	30,630,500
Pernod Ricard France	1,750,001	162,170,657
Pernod Ricard Asia	2,785,000	42,457,051
Pernod Ricard Central and South America	386,650	56,940,700
Pernod Ricard Europe Middle East Africa	1,000,000	40,964,345
Pernod Ricard Finance	29,000,000	238,680,987
Pernod Ricard North America	4,377,500	126,734,557
Résidence de Cavalières	205,950	959,350
Lina 7	401	203,250
Subtotal	203,890,894	12,396,450,446
Other investments in French companies	1,201	85,963
Investments in unlisted foreign companies	–	616,093,769
TOTAL MARKETABLE SECURITIES AT 30 JUNE 2025	**–**	**13,012,630,176**

7.10 Statutory Auditors' report on the financial statements

Year ended 30 June 2025

This is a translation into English of the Statutory Auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To Pernod Ricard SA's Shareholders' Meeting,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meeting, we have audited the accompanying financial statements of Pernod Ricard SA for the year ended 30 June 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of 30 June 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors for the period from 1 July 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgement, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Key audit matters	Responses as part of our audit
Valuation of investments *(Notes 1.3 and 3 to the financial statements)* As at 30 June 2025, consolidated and non-consolidated investments are recorded in the balance sheet at a net carrying amount of €13,013 million and represent 72% of total assets. They are initially recognised at acquisition cost, excluding ancillary costs. If the value in use of investments is lower than their net carrying amount, a provision for impairment is recognised in financial income/(expense) in the amount of the difference. As disclosed in Note 1.3 to the financial statements, value in use is determined based on two methodologies: • The enterprise value of the main investments is based on the most recent estimate of the adjusted net asset value, by identifying unrealised capital gains on assets owned by the affiliates, such as brands. The adjusted net asset value is assessed based on methods such as the discounted cash flows method. • For other investments, value in use is estimated based on the share of the affiliate's equity represented by the investment. Estimates of the value in use of these investments are based on complex valuation models for affiliates which in turn own several affiliates and require management to exercise significant judgment (particularly regarding cash flow assumptions and taking into consideration asset revaluations). Given the weight of investments in the balance sheet, the complexity of the models used and their sensitivity to changes in the data and assumptions underlying estimates, we considered the determination of the value in use of investments to be a key audit matter.	We familiarised ourselves with the Company's controls covering the process for determining the value in use of investments. Our other procedures mainly consisted in: • verifying, based on information communicated to us, that the values in use for investments estimated by management are supported by appropriate documentation of the valuation method and amounts used; • obtaining and analysing the valuation report on certain investments produced by the Company's external valuation advisors; • comparing data used in investment impairment tests with source documents by entity and the results of our audit procedures on these affiliates; • sample testing the arithmetical accuracy of values in use adopted by the Company. We also assessed the appropriateness of disclosures in the Notes 1.3 and 3 to the financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code (*Code de commerce*).

Report on corporate governance

We attest that the Board of Directors' report on corporate governance contains the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (*Code de commerce*) relating to remunerations and benefits received by or awarded to the directors and any other commitments made in their favour, we have verified the consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L.22-10-11 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standards applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the Chairman & CEO, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Pernod Ricard S.A. by the Shareholders' Meeting of 17 November 2016 for KPMG SA and 13 May 2003 for Deloitte & Associés.

As of 30 June 2025, KPMG SA and Deloitte & Associés were in the 9th year and 22nd year of total uninterrupted engagement respectively.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objective and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgement throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazon
Partner	*Partner*	*Partner*	*Partner*

7.11 Statutory Auditors' special report on regulated agreements

Shareholders' Meeting held to approve the financial statements for the year ended 30 June 2025

*This is a free translation into English of the Statutory Auditors' special report on regulated agreements that is issued in French and is provided solely for the convenience of English speaking readers. This report on regulated agreements should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France. It should be understood that the agreements reported on are only those provided by the French Commercial Code (*Code de Commerce*) and that the report does not apply to those related party transactions described in IAS 24 or other equivalent accounting standards.*

To the Pernod Ricard SA Shareholders' Meeting,

As Statutory Auditors of your Company, we hereby present our report on regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other such agreements, if any. It is your responsibility, pursuant to Article R.225-31 of the French Commercial Code (*Code de commerce*), to assess the interest involved in respect of the conclusion of these agreements and commitments for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R.225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the Shareholders' Meeting, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this assignment.

AGREEMENTS SUBMITTED TO THE APPROVAL OF THE SHAREHOLDERS' MEETING

Agreements authorised and entered into during the year

We hereby inform you that we have not been advised of any agreement authorised and entered into during the year to be submitted to the approval of the Shareholders' Meeting pursuant to Article L.225-38 of the French Commercial Code.

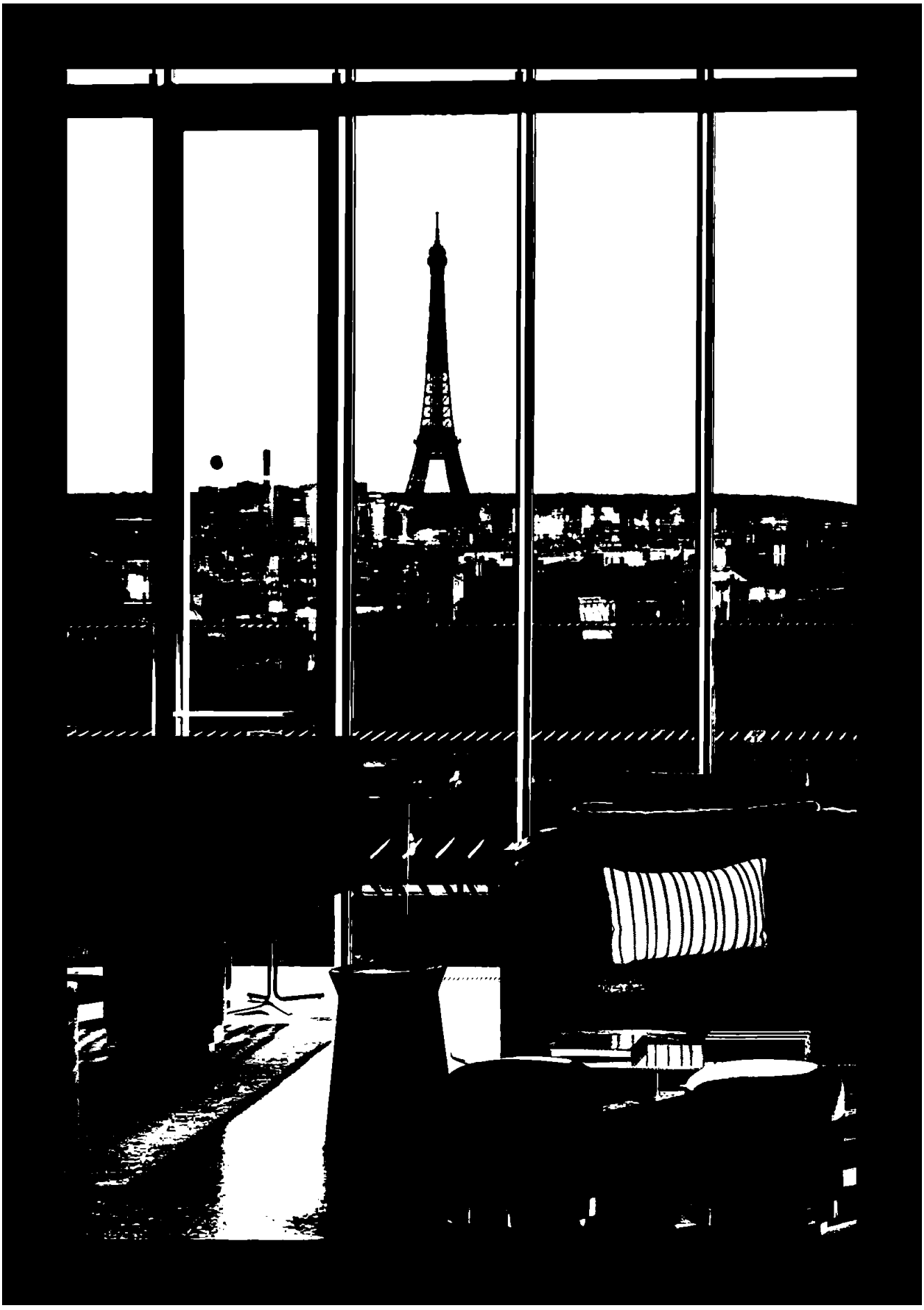
AGREEMENTS PREVIOUSLY APPROVED BY THE SHAREHOLDERS' MEETING

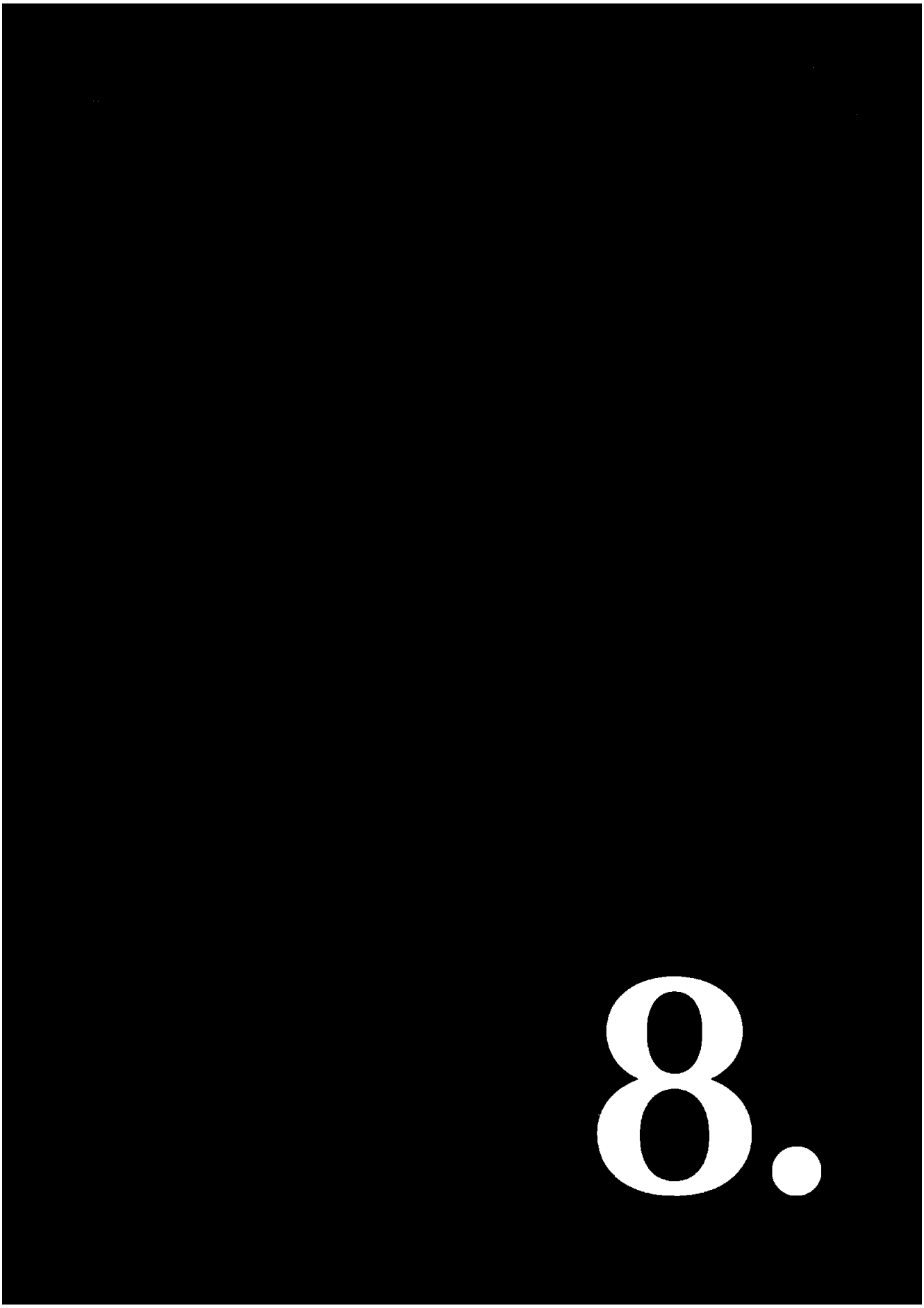
Agreements approved in prior years that remained in force during the financial year

We hereby inform you that we have not been advised of any agreement already approved by the Shareholders' Meeting whose execution would have continued during the past financial year.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazon
Partner	*Partner*	*Partner*	*Partner*




8.

8.1 Agenda – Annual Shareholders' Meeting of 27 October 2025

Items on the agenda presented at the Ordinary Shareholders' Meeting

1. Approval of the parent company financial statements for the financial year ended 30 June 2025.
2. Approval of the consolidated financial statements for the financial year ended 30 June 2025.
3. Allocation of net profit for the financial year ended 30 June 2025 and setting of the dividend.
4. Renewal of the directorship of Anne Lange.
5. Renewal of the directorship of Société Paul Ricard, represented by Patricia Ricard Giron.
6. Renewal of the directorship of Veronica Vargas.
7. Appointment of Albert Baladi as a Director.
8. Appointment of Jean Lemierre as a Director.
9. Approval of the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO.
10. Approval of the compensation policy applicable to Alexandre Ricard, Chairman & CEO.
11. Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code (*Code de commerce*) relating to the compensation of Corporate Officers.
12. Approval of the compensation policy applicable to Directors.
13. Approval of the related-party agreements referred to in Articles L. 225-38 *et seq.* of the French Commercial Code.
14. Authorisation for the Board of Directors to trade in Company shares.

Items on the agenda presented at the Extraordinary Shareholders' Meeting

15. Authorisation for the Board of Directors to reduce the share capital by cancelling treasury shares, subject to a limit of 10% of the share capital.
16. Delegation of authority for the Board of Directors to increase the share capital by a maximum nominal amount of €129 million (i.e., approximately 33% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, with Preferential Subscription Rights.
17. Delegation of authority for the Board of Directors to increase the share capital by a maximum amount of €39 million (i.e., approximately 10% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, as part of a public offer other than those referred to in Article L. 411-2-1° of the French Monetary and Financial Code (*Code monétaire et financier*).
18. Delegation of authority for the Board of Directors to increase the number of securities to be issued in the event of a share capital increase, with or without Preferential Subscription Rights, subject to a limit of 15% of the initial issue carried out under the 16th, 17th and 19th resolutions.
19. Delegation of authority for the Board of Directors to increase the share capital by a maximum amount of €39 million (i.e., approximately 10% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, pursuant to Article L. 411-2-1° of the French Monetary and Financial Code.
20. Delegation of authority for the Board of Directors to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company as consideration for contributions in kind granted to the Company, subject to a limit of 10% of the share capital.
21. Delegation of authority for the Board of Directors to increase the share capital by a maximum nominal amount of €129 million (i.e., approximately 33% of the share capital) by capitalising premiums, reserves, profits or other items.
22. Delegation of authority for the Board of Directors to increase the share capital, subject to a limit of 2% thereof, through the issue of shares and/or securities granting access to the Company's share capital, reserved for members of company savings plans, without Preferential Subscription Rights.
23. Delegation of authority for the Board of Directors to increase the share capital, subject to a limit of 2% thereof, through the issue of shares and/or securities granting access to the share capital, reserved for certain categories of beneficiaries, without Preferential Subscription Rights.
24. Amendment to Articles 21 and 33 of the Bylaws.
25. Powers to carry out the necessary legal formalities.

8.2 Presentation of the resolutions for the Annual Shareholders' Meeting of 27 October 2025

First to third resolutions

Approval of the annual financial statements and allocation of net profit

The purpose of the **1st resolution** is to approve the Pernod Ricard parent company financial statements for FY 2025. In the **2nd resolution**, you are asked to approve the Pernod Ricard consolidated financial statements for FY 2025. The purpose of the **3rd resolution** is to allocate net profit. It is proposed that the dividend for FY 2025 be set at €4.70 per share. As an interim dividend of €2.35 per share was paid on 25 July 2025, the balance of €2.35 per share should go ex-dividend on 24 November 2025, with a record date of 25 November 2025, and be paid on 26 November 2025.

Fourth to eighth resolutions

Composition of the Board of Directors: renewals and appointments

Information on the Directors proposed for renewal can be found in Chapter 2 "Corporate governance", subsection 2.1.2.2 "Changes in the composition of the Board of Directors over the last two financial years" of the 2024-2025 Universal Registration Document.

As Anne Lange's directorship expires at the end of this Shareholders' Meeting, you are asked in the **4th resolution** to renew her directorship for a two-year term expiring at the end of the Shareholders' Meeting to be held in 2027 to approve the financial statements for FY 2027.

In the **5th resolution**, you are asked to renew the directorship of Société Paul Ricard, represented by Patricia Ricard Giron, which also expires at the close of this Shareholders' Meeting, for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

In the **6th resolution**, you are asked to renew the directorship of Veronica Vargas, which also expires at the close of this Shareholders' Meeting, for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

It should also be noted that Namita Shah did not wish to renew her directorship, which expires at the close of this Shareholders' Meeting.

In the **7th resolution**, you are asked to appoint Albert Baladi as a Director. The directorship of Albert Baladi will be granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

Lastly, in the **8th resolution**, you are asked to appoint Jean Lemierre as a Director. The directorship of Jean Lemierre will be granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

The Nominations and Governance Committee and the Board of Directors have reviewed the profiles of the above candidates. They particularly appreciated Albert Baladi's extensive expertise in the consumer goods sector and his deep understanding of consumer behaviour, as well as his experience as the Chief Executive Officer of a company that is a world leader in its sector. Following a review, they also confirmed that he meets all of the independence criteria set out in the AFEP-MEDEF Code, which the Company uses as its reference for corporate governance issues. Regarding Jean Lemierre, his remarkable career and his experience in financial, international and geopolitical matters make him an ideal addition to the Board. His independence has been reviewed and confirmed by the Nominations and Governance Committee and the Board of Directors.

At the end of the Shareholders' Meeting, subject to the approval of these renewals and appointments, the Board of Directors would comprise 15 members (including two Directors representing employees), with eight independent members (61.5%) and six women (46.2%), in line with the recommendations of the AFEP-MEDEF Code and the law.

Ninth resolution

Approval of the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO

The purpose of the **9th resolution** is to submit for your approval, in accordance with Article L. 22-10-34-II of the French Commercial Code, the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, the Company's Chairman & CEO.

Details on these components can be found in Chapter 2 "Corporate governance", subsection 2.6.1, "Components of compensation paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO" of the Universal Registration Document.

Tenth resolution

Approval of the compensation policy applicable to Alexandre Ricard, Chairman & CEO

The purpose of the **10th resolution** is to submit for your approval, in accordance with Article L. 22-10-8-II of the French Commercial Code, the compensation policy for the Chairman & CEO set by the Board of Directors for FY 2026. Details on this compensation policy can be found in Chapter 2 "Corporate governance", subsection 2.6.2 "Compensation policy for the Chairman & CEO" of the 2024-2025 Universal Registration Document.

Eleventh resolution

Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code relating to the compensation of Corporate Officers

The purpose of the **11th resolution** is to submit for your approval the information referred to in Article L. 22-10-9 I of the French Commercial Code relating to the compensation of each Corporate Officer of Pernod Ricard for FY 2025, as presented in Chapter 2 "Corporate governance", subsection 2.6.3 "Components of compensation paid during or awarded for FY 2025 to Corporate Officers" of the 2024-2025 Universal Registration Document.

8 Annual Shareholders' Meeting

Presentation of the resolutions for the Annual Shareholders' Meeting of 27 October 2025

Twelfth resolution

Approval of the compensation policy applicable to Directors

The purpose of the **12th resolution** is to submit for your approval, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Directors drawn up by the Board of Directors for FY 2026, as presented in Chapter 2 "Corporate governance", section 2.6.4 "Compensation policy for the members of the Board of Directors" of the 2024-2025 Universal Registration Document.

Thirteenth resolution

Approval of related-party agreements

In the **13th resolution**, you are asked to approve the content of the Statutory Auditors' special report (presented in Chapter 7 "Pernod Ricard SA parent company financial statements" of the 2024-2025 Universal Registration Document), which does not mention any new related-party agreements entered into during the financial year ended 30 June 2025 requiring shareholder approval.

In accordance with Article L. 225-40-1 of the French Commercial Code, the Board of Directors also carried out an annual review of related-party agreements entered into and authorised in previous years, and placed on record that there were no related party agreements still in force during the financial year ended 30 June 2025.

Fourteenth resolution

Authorisation for the Board of Directors to trade in Company shares

The Shareholders' Meeting of 8 November 2024 authorised the Board of Directors to trade in Company shares. The transactions carried out in accordance with this authorisation are described in Chapter 2 "Corporate governance", section 2.3 "Share buyback programme" of the 2024-2025 Universal Registration Document. As this authorisation is due to expire on 7 May 2026, you are asked in the **14th resolution** to renew the authorisation for the Board of Directors to trade in Company shares for a period of 18 months **at a maximum purchase price of €210 per share**, excluding acquisition costs. The total amount allocated to the share buyback programme may not exceed €5,297,652,990.

This authorisation would enable the Board of Directors to purchase Company shares representing a **maximum of 10% of the Company's share capital**, particularly in order to:

- grant or sell the shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates under the terms and conditions provided for by law, in particular by granting stock options or as part of employee profit-sharing plans;
- fulfil the Company's commitments under financial contracts or options with cash payments;
- grant free shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates in accordance with the conditions provided for by law;
- retain and subsequently tender the shares (in exchange, as payment or otherwise) in connection with external growth transactions, within the limit of 5% of the number of shares comprising the share capital;
- deliver the shares upon the exercise of rights attached to securities granting access to the share capital;
- cancel the shares;
- make a market for the shares in accordance with liquidity agreements; or
- trade in Company shares for any other authorised or compliant purpose or any purpose that may be authorised or become compliant with the applicable regulations in the future or that may be permitted as a market practice by the French financial markets authority (*Autorité des marchés financiers* – AMF) in the future. The Company will inform the shareholders in a press release prior to carrying out any such transactions.

The above transactions would be carried out during periods considered appropriate by the Board of Directors. However, during a public offer, buybacks may only be carried out provided that they:

- enable the Company to meet commitments made prior to the launch of the public offer; and
- are undertaken to pursue a share buyback programme already in progress; and
- cannot cause the offer to fail; and
- fall within the scope of one of the following objectives:
  - delivery to the beneficiaries of free and/or performance shares;
  - fulfilment of the Company's commitments under financial contracts or options with cash payments; or
  - the granting of free shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates.

Fifteenth resolution

Reduction of the share capital by cancelling treasury shares

One of the objectives of the share buyback programme (**14th resolution**) is to cancel the purchased shares. For this purpose, you are asked in the **15th resolution** to authorise the Board of Directors to cancel all or some of the Company shares purchased under a share buyback programme, subject to a limit of 10% of the shares comprising the Company's share capital per 24-month period. This authorisation would be valid for a period of 26 months from the date of this Shareholders' Meeting.

Sixteenth resolution

Delegation of authority to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company, with Preferential Subscription Rights

In order to pursue its growth strategy and have available the appropriate resources for the Group's development, the Board of Directors is submitting a number of resolutions for your approval concerning delegations of authority or authorisations to be granted in order to give the Board sufficient flexibility to decide the type of issues to be carried out and to adapt, when appropriate, the type of financial instruments to be issued, based on the conditions and opportunities offered by the French and/or international financial markets.

The **16th resolution** concerns the issue, with Preferential Subscription Rights, of ordinary shares and/or securities granting access to the share capital of the Company or any other company (including companies in which the Company directly or indirectly holds more than half the share capital). In the event of the issue of securities granting future access to the share capital of the Company – such as bonds with warrants attached, convertible bonds and stand-alone warrants – your approval would entail a waiver of your right to subscribe for any subsequent shares that might be obtained from the initial securities issued with Preferential Subscription Rights. The maximum nominal amount of the share capital increases that may be carried out under this delegation would be set at €129 million, i.e., approximately 33% of the share capital. Any issues carried out pursuant to the 17th resolution (issue of securities without Preferential Subscription Rights as part of a public offer other than those referred to in Article L. 411-2-1° of the French Monetary and Financial Code), 18th resolution (increase in the number of securities issued), 19th resolution (issue of securities without Preferential Subscription Rights by way of a public offer referred to in Article L. 411-2-1° of the French Monetary and Financial Code), 20th resolution (consideration for contributions in kind), 21st resolution (capitalisation of premiums, reserves, profits or other items), 22nd resolution (share capital increase reserved for employees) and 23rd resolution (share capital increase reserved for certain categories of beneficiaries) would also be included in this Overall Ceiling. The overall nominal amount of debt securities that may be issued under this resolution would be limited to €12 billion, it being specified that the nominal amount of any debt securities issued pursuant to the 17th and 19th resolutions would also be included in this ceiling. This delegation would be valid for a period of 26 months from the date of the Shareholders' Meeting.

The above ceilings (and the sub-ceilings set in the 17th, 18th, 19th, 20th, 21st, 22nd and 23rd resolutions) would not include the nominal amount of any shares to be issued in order to preserve, in accordance with the applicable law and regulations and any contractual provisions providing for other adjustments, the rights of holders of securities or other rights granting access to the share capital.

This delegation would be valid for a period of 26 months from the date of the Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Seventeenth resolution

Delegation of authority to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, as part of a public offer other than those referred to in Article L. 411-2-1° of the French Monetary and Financial Code

Authorising the Board of Directors to carry out share capital increases without Preferential Subscription Rights would allow the Board to place securities under the best possible conditions, in particular when speed is an essential condition for an issue's success or when issues are carried out on French and foreign markets, notably through a public offer. In the **17th resolution**, you are asked to delegate your authority to the Board of Directors to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company (including companies in which the Company directly or indirectly holds more than half the share capital), without Preferential Subscription Rights, up to a maximum amount of €39 million, i.e., approximately 10% of the share capital. This €39 million sub-ceiling would also apply to the 19th resolution (issue of securities without Preferential Subscription Rights by way of a public offer referred to in Article L. 411-2-1° of the French Monetary and Financial Code), 20th resolution (consideration for contributions in kind), 22nd resolution (share capital increase reserved for employees) and 23rd resolution (share capital increase reserved for certain categories of beneficiaries) and would be included in the Overall Ceiling of €129 million set in the 16th resolution.

The maximum nominal amount of debt securities that may be issued under this resolution would be limited to €4 billion and would be included in the overall nominal amount of €12 billion provided for in the 16th resolution.

The issue price of the shares issued directly would be set by the Board of Directors as it sees fit, provided that said price is at least equal to the weighted average of the prices for the last three trading sessions preceding the start of the public offer, potentially reduced by a maximum discount of 10%. This limit corresponds to that which was applicable in principle before the entry into force of Act no. 2024-537 of 13 June 2024 aimed at increasing the financing of businesses and the attractiveness of France. The issue price of the securities granting access to the capital will be such that the amount immediately received by the Company, plus any amount subsequently received by the Company, is, for each share issued as a consequence of the issue of these securities, at least equal to the minimum subscription price set out above.

The shares and/or other securities issued under this resolution may also be issued as consideration for securities tendered to the Company as part of a public exchange offer made in France or abroad in accordance with local regulations (e.g., as part of a UK- or US-type reverse merger or scheme of arrangement) for the securities of a company, in accordance with Article L. 22-10-54 of the French Commercial Code.

This delegation would be valid for a period of 26 months from the date of the Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Eighteenth resolution

Increase in the number of securities to be issued in the event of a share capital increase, with or without Preferential Subscription Rights, subject to a limit of 15% of the initial issue carried out under the 16th, 17th and 19th resolutions

In the **18th resolution**, you are asked to delegate the authority of the Shareholders' Meeting to the Board of Directors to increase, as allowed by law, in the event of excess demand for a share capital increase with or without Preferential Subscription Rights, the number of securities to be issued, at the same price as the one used for the initial issue, within the time periods and limits prescribed by the applicable laws and regulations. This option would enable the Board, as part of an issue of securities, to carry out, within 30 days of the close of the subscription period, an additional issue representing a maximum of 15% of the initial issue, in order to grant an overallocation option, subject to the ceiling provided for in the resolution under which the issue is decided (16th, 17th or 19th resolution), as well as to the Overall Ceiling set in the 16th resolution.

This delegation would be valid for a period of 26 months from the date of the Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Nineteenth resolution

Delegation of authority to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, pursuant to Article L. 411-2-1° of the French Monetary and Financial Code

Authorising the Board of Directors to carry out share capital increases without Preferential Subscription Rights would allow the Board of Directors to place securities under the best possible conditions, in particular when speed is an essential condition for an issue's success. In the **19th resolution**, you are asked to delegate the authority of the Shareholders' Meeting to the Board of Directors to issue, by way of a public offer reserved for qualified investors or a restricted group of investors, ordinary shares and/or securities granting access to the share capital of the Company or any other company (including companies in which the Company directly or indirectly holds more than half the share capital), without Preferential Subscription Rights. This delegation would enable the Board of Directors to increase the share capital by a maximum nominal amount of €39 million (i.e., approximately 10% of the share capital), it being specified that such nominal amount of share capital increases would be included in the €39 million sub-ceiling set in the 17th resolution, as well as in the Overall Ceiling of €129 million set in the 16th resolution.

The maximum nominal amount of debt securities that may be issued under this resolution would be limited to €4 billion and would be included in the sub-ceiling of €4 billion provided for in the 17th resolution, as well as in the overall ceiling of €12 billion provided for in the 16th resolution.

The issue price of the shares and securities granting access to the share capital that may be issued under this delegation would be set in the same way as in the 17th resolution.

This delegation would be valid for a period of 26 months from the date of this Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Twentieth resolution

Delegation of authority to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company as consideration for contributions in kind, subject to a limit of 10% of the share capital

In the **20th resolution**, you are asked to delegate the authority of the Shareholders' Meeting to the Board of Directors to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company (including companies in which the Company directly or indirectly holds more than half of the share capital), as consideration for contributions in kind granted to the Company consisting of shares or securities granting access to share capital, thus enabling acquisitions of shares in other companies to be paid for through the issue of shares of the Company, when the provisions of Article L. 22-10-54 of the French Commercial Code are not applicable. The Board of Directors would take its decisions concerning any such issues based on the contribution auditors' report, notably in relation to the value of the contributions.

The option to issue shares and/or securities as consideration for contributions in kind, which would be granted to the Board of Directors for 26 months from the date of this Shareholders' Meeting, would be limited to 10% of the Company's share capital, it being specified that the amount of shares and/or securities issued under this delegation would be included in the sub-ceiling for share capital increases set in the 17th resolution, as well as in the Overall Ceiling set in the 16th resolution.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Twenty-first resolution

Delegation of authority to increase the share capital by capitalising premiums, reserves or profits

In the **21st resolution**, you are asked to authorise the Board of Directors to increase the share capital by capitalising premiums, reserves, profits or other items. This delegation must be submitted to the Extraordinary Shareholders' Meeting under the quorum and majority conditions applicable to Ordinary Shareholders' Meetings.

This delegation would enable the Board of Directors to increase the share capital by a maximum nominal amount of €129 million (i.e., approximately 33% of the share capital), which would be included in the Overall Ceiling set in the 16th resolution.

This delegation would be valid for a period of 26 months from the date of the Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Twenty-second resolution

Delegation of authority to increase the share capital through the issue of shares and/or securities granting access to the Company's share capital, reserved for members of company savings plans, without Preferential Subscription Rights

In the **22nd resolution**, you are asked to delegate authority to the Board of Directors to carry out share capital increases reserved for employees and/or Corporate Officers who are members of a company savings plan in place within the Pernod Ricard Group, through the issue of ordinary shares and/or securities granting access to the Company's share capital without Preferential Subscription Rights. The maximum nominal amount of the share capital increases that may be carried out under this delegation would be set at 2% of the Company's share capital at the close of this Shareholders' Meeting.

This sub-ceiling is the same as that provided for in the 23rd resolution below, it being specified that the amount would be included in the maximum amount of the capital increase set in the 17th resolution as well as in the Overall Ceiling set in the 16th resolution.

The issue price of the new shares or securities granting access to the Company's share capital may not (i) be more than 20% below the average of the listed closing prices of the Pernod Ricard share on the regulated Euronext Paris market during the 20 trading sessions preceding the date of the decision setting the opening date of the subscription period, or (ii) exceed this average.

This delegation would be valid for a period of 26 months from the date of this Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Twenty-third resolution

Delegation of authority to increase the share capital through the issue of shares and/or securities granting access to the Company's share capital, reserved for certain categories of beneficiaries, without Preferential Subscription Rights

In the **23rd resolution**, you are asked, in accordance with the provisions of the French Commercial Code, to delegate authority to the Board of Directors to increase the Company's share capital by a maximum nominal amount of 2% of the share capital at the close of this Shareholders' Meeting, by issuing ordinary shares and/or securities granting access to the Company's share capital, without Preferential Subscription Rights, to (i) employees and Corporate Officers of non-French companies related to the Company within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3341-1 of the French Labour Code (*Code du travail*), and/or (ii) shareholding funds (e.g., UCITS or equivalent entities) invested in the Company's securities and whose capital is held by the persons referred to in (i), and/or (iii) any banking institution (or affiliate of such an institution) acting at the Company's request for the purposes of implementing a shareholding or savings plan for the persons referred to in (i). The 2% sub-ceiling provided for in this resolution is the same as that provided for in the 22nd resolution above, it being specified that the amount would be included in the maximum amount of the capital increase set in the 17th resolution as well as in the Overall Ceiling set in the 16th resolution.

The issue price of the new shares or securities granting access to the Company's share capital (a) may not be more than 20% below the average of the listed closing prices of the Pernod Ricard share on the regulated Euronext Paris market over the 20 trading sessions preceding the date of the decision setting the opening date of the subscription period, or exceed this average, and (b) would be equal to the price set for the shares issued as part of any share capital increases reserved for members of company savings plans under the 22nd resolution.

This delegation would be valid for a period of 18 months from the date of this Shareholders' Meeting.

In the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

Twenty-fourth resolution

Amendment to Articles 21 and 33 of the Bylaws

In the **24th resolution**, you are asked to amend Articles 21 and 33 of the Company's Bylaws in order to comply with Act no. 2024-537 of 13 June 2024 which, *inter alia*, extends the Board of Directors' option to use written consultation, including by electronic means.

Twenty-fifth resolution

Powers to carry out the necessary legal formalities

In the **25th resolution**, you are asked to authorise the Board of Directors to carry out any required legal formalities.

8.3 Proposed resolutions for the Annual Shareholders' Meeting of 27 October 2025

8.3.1 Resolutions presented at the Ordinary Shareholders' Meeting

The purpose of the 1st, 2nd and 3rd resolutions is to approve Pernod Ricard's parent company and consolidated financial statements for FY 2025 and to approve the allocation of net profit and the payment of a dividend of €4.70 per share, further to the payment of an interim dividend of €2.35 per share on 25 July 2025.

First resolution

Approval of the parent company financial statements for the financial year ended 30 June 2025

Having reviewed the parent company financial statements for the financial year ended 30 June 2025, the Board of Directors' management report and the Statutory Auditors' report on the parent company financial statements, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves the financial statements for the financial year ended 30 June 2025 as presented, which show a net accounting profit of €1,269,104,179.23, as well as all transactions reflected in these financial statements or summarised in these reports.

Pursuant to Article 223 *quater* of the French Tax Code (*Code général des impôts*), the Shareholders' Meeting notes that the total amount of the costs and expenses referred to in paragraph 4 of Article 39 of the French Tax Code amounted to €351,548 for the financial year, and that the tax payable with regard to these costs and expenses amounts to €90,805.

Second resolution

Approval of the consolidated financial statements for the financial year ended 30 June 2025

Having reviewed the Board of Directors' Group management report in accordance with Article L. 233-26 of the French Commercial Code and the Statutory Auditors' report on the consolidated financial statements, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves the consolidated financial statements for the financial year ended 30 June 2025 as presented, as well as all transactions reflected in these financial statements or summarised in these reports.

Third resolution

Allocation of net profit for the financial year ended 30 June 2025 and setting of the dividend

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, notes that the financial statements for the financial year ended 30 June 2025 show a net profit of €1,269,104,179.23.

It resolves, on the proposal of the Board of Directors, to allocate and distribute this profit as follows:

Net profit	**€1,269,104,179.23**
Appropriation to the legal reserve	€0(1)
Balance	**€1,269,104,179.23**
Retained earnings from prior years	€1,534,013,508.91
Distributable profit	€2,803,117,688.14
Dividend	€1,185,665,216.50
Balance allocated to retained earnings	€1,617,452,471.64

(1) Bringing the legal reserve up to the threshold of 10% of the share capital.

The total amount of the dividend above is calculated based on the total number of shares at 30 June 2025, i.e., 252,269,195 shares, and will be adjusted according to the number of shares entitled to dividends on the ex-dividend date. The amount appropriated to "Retained earnings" will be adjusted accordingly.

A dividend of €4.70 will be paid out for each Company share.

As an interim dividend of €2.35 per share was paid on 25 July 2025, the balance of €2.35 per share should go ex-dividend on 24 November 2025, with a record date of 25 November 2025, and be paid on 26 November 2025.

The Shareholders' Meeting resolves that the amount of the dividend accruing to treasury shares or shares that have been cancelled on the ex-dividend date will be appropriated to "Retained earnings".

The distributed amount of €4.70 per share is eligible for the 40% tax allowance applicable to individual shareholders who are French tax residents, as provided for in Article 158-3-2° of the French Tax Code.

After appropriation of net profit for the financial year, shareholders' equity amounts to €6,453,019,784.48.

Dividends paid for the past three financial years were as follows:

	FY 2022	FY 2023	FY 2024
Number of shares	257,947,355	255,631,733	253,328,748
Dividend per share(1) *(€)*	4.12	4.70	4.70

(1) Amounts eligible for the 40% tax allowance applicable to individual shareholders who are French tax residents, as provided for in Article 158-3-2° of the French Tax Code.

The 4th, 5th, 6th, 7th and 8th resolutions concern the composition of the Board of Directors and their respective purpose is to renew the directorships of Anne Lange, Société Paul Ricard and Veronica Vargas, and to appoint Albert Baladi and Jean Lemierre as new Directors.

Fourth resolution

Renewal of the directorship of Anne Lange

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to renew the directorship of Anne Lange.

The directorship is granted for a two-year term expiring at the end of the Shareholders' Meeting to be held in 2027 to approve the financial statements for FY 2027.

Fifth resolution

Renewal of the directorship of Société Paul Ricard

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to renew the directorship of Société Paul Ricard.

The directorship is granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

Sixth resolution

Renewal of the directorship of Veronica Vargas

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to renew the directorship of Veronica Vargas.

The directorship is granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

Seventh resolution

Appointment of Albert Baladi as a Director

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to appoint Albert Baladi as a Director.

The directorship is granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

Eighth resolution

Appointment of Jean Lemierre as a Director

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to appoint Jean Lemierre as a Director.

The directorship is granted for a four-year term expiring at the end of the Shareholders' Meeting to be held in 2029 to approve the financial statements for FY 2029.

The 9th, 10th, 11th and 12th resolutions concern the compensation of the Executive Corporate Officer and the Corporate Officers. Their purpose is to approve the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO (9th resolution), the compensation policy applicable to Alexandre Ricard, Chairman & CEO (10th resolution) and to the Directors (12th resolution), and the information relating to the compensation of each Corporate Officer (11th resolution).

Ninth resolution

Approval of the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO

Having reviewed the Board of Directors' report and the corporate governance report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with Article L. 22-10-34-II of the French Commercial Code, the fixed and variable components of the total compensation and benefits paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO, as presented in the detailed report in Chapter 2 "Corporate governance", subsection 2.6.1 "Components of compensation paid during or awarded for FY 2025 to Alexandre Ricard, Chairman & CEO" of the 2024-2025 Universal Registration Document.

8 Annual Shareholders' Meeting

Proposed resolutions for the Annual Shareholders' Meeting of 27 October 2025

Tenth resolution

Approval of the compensation policy applicable to Alexandre Ricard, Chairman & CEO

Having reviewed the Board of Directors' report and the corporate governance report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Chairman & CEO set by the Board of Directors for FY 2026, as presented in the detailed report in Chapter 2 "Corporate governance", subsection 2.6.2 "Compensation policy for the Chairman & CEO" of the 2024-2025 Universal Registration Document.

Eleventh resolution

Approval of the information referred to in Article L. 22-10-9 I of the French Commercial Code relating to the compensation of Corporate Officers

Having reviewed the Board of Directors' report and the corporate governance report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with Article L. 22-10-34 I of the French Commercial Code, the information referred to in Article L. 22-10-9 I of the French Commercial Code relating to the compensation of each Corporate Officer of Pernod Ricard, as presented in the detailed report in Chapter 2 "Corporate governance", subsection 2.6.3 "Components of compensation paid during or awarded for FY 2025 to Corporate Officers" of the 2024-2025 Universal Registration Document.

Twelfth resolution

Approval of the compensation policy applicable to Directors

Having reviewed the Board of Directors' report and the corporate governance report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Directors set by the Board of Directors for FY 2026, as presented in the detailed report in Chapter 2 "Corporate governance", subsection 2.6.4 "Compensation policy for the members of the Board of Directors" of the 2024-2025 Universal Registration Document.

Thirteenth resolution

Approval of the related-party agreements referred to in Articles L. 225-38 et seq. of the French Commercial Code

Having reviewed the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 and L. 225-40 to L. 225-42 of the French Commercial Code, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, notes that, according to the Statutory Auditors' special report, the Statutory Auditors were not advised of any new agreements authorised by the Board of Directors during the financial year ended 30 June 2025, and approves said report.

The purpose of the 14th resolution is to renew the authorisation granted to the Board of Directors to implement a share buyback programme for Company shares, subject to certain conditions.

Fourteenth resolution

Authorisation for the Board of Directors to trade in Company shares

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings, authorises the Board of Directors, with the option to sub-delegate, in accordance with the provisions of Articles L. 225-210 *et seq.* and L. 22-10-62 *et seq.* of the French Commercial Code, to purchase Company shares, particularly in order to:

(i) grant or sell the shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates under the terms and conditions provided for by law, in particular by granting stock options or as part of employee profit-sharing plans;

(ii) fulfil the Company's commitments under financial contracts or options with cash payments relating to changes in the stock market price of Company shares, granted to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates under the terms and conditions provided for by law;

(iii) grant free shares to employees and/or Executive Corporate Officers of the Company and/or its current or future affiliates, in accordance with the provisions of Articles L. 225-197-1 *et seq.* and L. 22-10-59 *et seq.* of the French Commercial Code, it being specified that the shares may be allocated, in particular, to a company savings plan in accordance with the provisions of Article L. 3332-14 of the French Labour Code (*Code du travail*);

(iv) retain and subsequently tender the shares (in exchange, as payment or otherwise) in connection with external growth transactions, subject to a limit of 5% of the number of shares comprising the share capital;

(v) deliver the shares upon the exercise of rights attached to securities granting access to the share capital through redemption, conversion, exchange, presentation of a warrant or in any other manner;

(vi) cancel all or some of the shares bought back, under the conditions provided for in Article L. 22-10-62 paragraph 4 of the French Commercial Code; or

(vii) enable an investment services provider to make a market for or ensure the liquidity of Company shares in accordance with liquidity agreements in line with the accepted market practices of the AMF.

This programme is also designed to enable the Company to trade in its shares for any other authorised or compliant purpose or any purpose that may be authorised or become compliant with the applicable regulations in the future or that may be permitted as a market practice by the AMF in the future. The Company will inform the shareholders in a press release prior to carrying out any such transactions.

The number of Company shares purchased may be such that:

- the Company does not purchase more than 10% of the shares comprising its share capital at any time during the term of the share buyback programme; this percentage applies to the share capital as adjusted to reflect any corporate actions carried out subsequent to this Shareholders' Meeting; in accordance with the provisions of Article L. 22-10-62 of the French Commercial Code, when shares are bought back to promote the liquidity of the shares under the conditions set out by the applicable regulations, the number of shares taken into account for calculating the 10% limit corresponds to the number of shares purchased less the number of shares sold during the authorisation period; and
- the number of shares held by the Company at any time does not exceed 10% of the shares comprising its share capital.

The shares may be purchased, sold, transferred, delivered or exchanged, on one or more occasions, by any means authorised, including via block purchases or sales, as part of sale and repurchase agreements or public purchase or exchange offers, through the use of financial derivatives, on a regulated market, a multilateral trading facility, from a systematic internaliser or over the counter, or by means of option strategies (purchases and sales of puts and calls and any combinations thereof in compliance with the applicable regulations). Transactions carried out by any of the aforementioned means may account for the entire share buyback programme.

The above transactions would be carried out during periods considered appropriate by the Board of Directors. However, during a public offer, buybacks may only be carried out provided that they:

- enable the Company to meet commitments made prior to the launch of the public offer; and
- are undertaken to pursue a share buyback programme already in progress; and
- fall within the scope of the objectives referred to in points (i) to (iii) above; and
- cannot cause the offer to fail.

The Shareholders' Meeting resolves that the maximum purchase price per share will be €210, excluding acquisition costs.

In accordance with Article R. 225-151 of the French Commercial Code, the Shareholders' Meeting sets the total maximum amount allocated to the share buyback programme authorised above at €5,297,652,990, corresponding to a maximum of 25,226,919 shares purchased at the maximum unit price of €210, as authorised above.

The Shareholders' Meeting delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, in the event that any corporate actions are carried out by the Company (in particular a change in the par value of the shares, a share capital increase via the capitalisation of reserves, a free share grant, stock split or reverse stock split), to adjust the above-mentioned maximum purchase price in order to reflect the impact of such transactions on the value of the shares.

The Board of Directors may also, in accordance with the applicable laws and regulations, allocate shares previously bought back to another objective (including shares bought back under a previous authorisation) or sell the shares (on- or off-market).

The Shareholders' Meeting grants the Board of Directors full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this authorisation, to specify, if necessary, the terms of such implementation and decide on its conditions, with the option to delegate the implementation in accordance with the conditions set by law, and in particular to place all stock exchange orders, enter into any agreements, with a view to keeping registers of share purchases and sales, to set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital, make all declarations, notably to the AMF and to any other official body which may take its place, complete all formalities and, in general, do whatever may be necessary.

This authorisation will be valid for a period of 18 months from the date of this Shareholders' Meeting and cancels, from such date, any unused portion of the authorisation to trade in Company shares granted to the Board of Directors in the 14th resolution of the Ordinary Shareholders' Meeting of 8 November 2024.

8.3.2 Resolutions presented at the Extraordinary Shareholders' Meeting

The Shareholders' Meeting is asked to renew all the authorisations and delegations of authority granted to the Board of Directors by the Shareholders' Meeting of 10 November 2023, which are due to expire on 9 January 2026 (with the exception of the 23rd resolution, which expired on 9 May 2025).

The delegations of authority and authorisations submitted for your approval in the 15th to 23rd resolutions would, if approved, cancel any delegations previously granted for the same purposes, from the date of this Shareholders' Meeting. The delegations and authorisations would enable the Board of Directors to take the most appropriate measures immediately, in the Company's interests, to develop and successfully implement the Company's strategy, in particular to finance investments in external growth transactions, and also to involve all the Company's stakeholders, in particular its shareholders and employees, in its success.

Note that none of the delegations or authorisations to increase the share capital with or without Preferential Subscription Rights may be used during a public offer for the Company's shares (unless prior authorisation is obtained from the Shareholders' Meeting).

Fifteenth resolution

Authorisation for the Board of Directors to reduce the share capital by cancelling treasury shares, subject to a limit of 10% of the share capital

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings and in accordance with Articles L. 22-10-62 *et seq.* of the French Commercial Code:

- authorises the Board of Directors to reduce the share capital by cancelling, on one or more occasions, all or some of the Company shares held by the Company or purchased through the share buyback programmes authorised by the Shareholders' Meeting, in particular in the 14th resolution above, subject to a limit of 10% of the share capital per 24-month period, it being specified that the 10% limit applies to the Company's share capital as adjusted to reflect any corporate transactions carried out subsequent to this Shareholders' Meeting;
- resolves that the surplus amount of the purchase price of the cancelled shares over their par value will be allocated to the "Share premium" account or to any available reserve account, including the legal reserve, subject to a limit of 10% of the capital reduction carried out; and
- grants the Board of Directors full powers, with the option to sub-delegate within the limits set by the Bylaws and by law, to carry out the share cancellations at its own discretion, to reduce the share capital accordingly, to allocate the surplus amount as provided for above, to amend the Bylaws accordingly and to carry out all required formalities.

This authorisation will be valid for a period of 26 months from the date of this Shareholders' Meeting and cancels, from such date, the authorisation granted in the 15th resolution of the Combined Shareholders' Meeting of 10 November 2023.

Sixteenth resolution

Delegation of authority for the Board of Directors to increase the share capital by a maximum nominal amount of €129 million (i.e., approximately 33% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, with Preferential Subscription Rights

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of the French Commercial Code, notably Articles L. 225-129, L. 225-129-2, L. 225-132, L. 225-133, L. 225-134 and L. 228-91 to L. 228-94:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, on one or more occasions, on the French, foreign or international markets, in the proportions and at the times it considers appropriate, either in euros, or in any other currency or monetary unit established by reference to several currencies, with or without a premium, against payment or free of charge, with Preferential Subscription Rights, by issuing (i) ordinary shares of the Company and/or (ii) securities issued against payment or free of charge, governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company or any other company, including companies in which the Company directly or indirectly holds more than half of the share capital (including equity securities granting the right to the allocation of debt securities), it being specified that the shares and other securities issued may be paid up in cash, or by offsetting receivables;

- resolves to set the following ceilings for the authorised issues in the event that this delegation is used by the Board of Directors:
  - the Overall Ceiling on the share capital increases that may be carried out under this delegation is set at €129 million or the equivalent thereof in any other currency or monetary unit established by reference to several currencies, it being specified that this ceiling (i) does not include the nominal amount of any additional shares to be issued in the event of adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital and beneficiaries of stock options or free shares, and (ii) constitutes the overall maximum nominal amount of share capital increases that may be carried out under this delegation and the delegations granted in the 17th, 18th, 19th, 20th, 21st, 22nd and 23rd resolutions below, and that the total nominal amount of any share capital increases carried out under these resolutions will be included in this Overall Ceiling,
  - the overall maximum nominal amount of debt securities granting access to the share capital of the Company or any other company may not exceed €12 billion or the equivalent thereof in any other currency or monetary unit established by reference to several currencies at the issue date, it being specified that the nominal amount of debt securities that may be issued under the 17th and 19th resolutions of this Shareholders' Meeting will be included in this ceiling on the overall nominal amount of debt securities issued. This ceiling is unrelated to and separate from the amount of any debt securities granting the right to the allocation of debt securities, as well as from the amount of any debt securities whose issue may be decided or authorised separately by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- in the event that this delegation is used by the Board of Directors:
  - resolves that shareholders will have preferential rights to subscribe for the issue(s) in direct proportion to the number of shares they hold (*à titre irréductible*), and notes that the Board of Directors may grant shareholders additional Preferential Subscription Rights for securities not taken up by other shareholders exercising their basic Preferential Rights (*à titre réductible*),
  - notes that, in accordance with Article L. 225-134 of the French Commercial Code, if the full amount of an issue of shares or other securities is not taken up by the subscriptions received from shareholders exercising their Preferential Subscription Rights (basic and, where appropriate, additional) as described above, the Board of Directors may use any or all of the different options provided for by law, in the order it will determine, including offering all or part of the unsubscribed shares or securities to the public, in France, abroad and/or international markets,
  - resolves that issues of Company share warrants may be carried out through a subscription offer under the aforementioned conditions, but also by free allocation to the owners of existing shares,
  - resolves that in the event of the free allocation of Company share warrants, the Board of Directors may decide that fractional allocation rights will not be tradeable and that the corresponding securities will be sold,
  - notes that this delegation will automatically result in the waiver by the shareholders, in favour of holders of securities granting access to the Company's share capital, of their Preferential Subscription Rights for the shares to which such securities will grant entitlement;
- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - decide to carry out an issue and/or share capital increase and determine the type of securities to be issued and their characteristics,
  - decide on the amount of the issue and/or share capital increase, the issue price and any issue premium, as the case may be, that may be requested at the time of the issue and/or share capital increase,
  - determine the dates and terms of the issue and/or share capital increase to be carried out,
  - determine, where applicable, the characteristics and terms for exercising the rights attached to the shares or securities granting access to the share capital, notably any conversion, exchange and/or redemption rights, including by delivery of Company assets such as securities already issued by the Company,
  - determine, in the event of the issue of debt securities, whether the securities will be subordinated or unsubordinated (and, if subordinated, their ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set the interest rate (notably fixed or variable rate or zero or indexed coupon), their duration (dated or undated) and other terms of issue (including granting guarantees or sureties) and repayment (including redemption through the delivery of Company assets), and amend, during the life of the securities concerned, any of the aforementioned terms, in compliance with the applicable formalities,
  - set the terms under which the Company may, where applicable, buy back or exchange the securities issued or to be issued immediately or in the future,
  - charge the costs of the share capital increase against the amount of the related premiums and deduct from said amount the sums required to raise the legal reserve to one-tenth of the new share capital after each increase,
  - set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of reserves or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital, and
  - generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 16th resolution.

8 Annual Shareholders' Meeting

Proposed resolutions for the Annual Shareholders' Meeting of 27 October 2025

Seventeenth resolution

Delegation of authority for the Board of Directors to increase the share capital by a maximum amount of €39 million (i.e., approximately 10% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, as part of a public offer other than those referred to in Article L. 411-2-1° of the French Monetary and Financial Code (Code monétaire et financier)

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of the French Commercial Code, notably Articles L. 225-127, L. 225-128, L. 225-129, L. 225-129-2, L. 225-135, L. 225-136, L. 22-10-51, L. 22-10-52, L. 22-10-54, L. 228-91, L. 228-92 and L. 228-94, and of Article L. 411-2 I of the French Monetary and Financial Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, on one or more occasions, in the proportions and at the times it considers appropriate, in France, abroad and/or on international markets, by way of a public offer, either in euros, or in any other currency or monetary unit established by reference to several currencies, with or without a premium, against payment or free of charge, without Preferential Subscription Rights, by issuing (i) ordinary shares of the Company and/or (ii) securities issued against payment or free of charge, governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company (whether new or existing shares of the Company) or any other company, including companies in which the Company directly or indirectly holds more than half of the share capital (including equity securities granting the right to the allocation of debt securities), it being specified that the shares and other securities issued may be paid up in cash, or by offsetting receivables. These securities may, in particular, be issued as consideration for securities tendered to the Company as part of a public exchange offer made in France or abroad in accordance with local regulations (e.g., as part of a UK- or US-type reverse merger or scheme of arrangement) for securities meeting the conditions set out in Article L. 22-10-54 of the French Commercial Code;
- resolves to set the following ceilings for the authorised issues in the event that this delegation is used by the Board of Directors:
  - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at €39 million or the equivalent thereof in any other currency or monetary unit established by reference to several currencies, with such sub-ceiling being included in the Overall Ceiling of €129 million set in the 16th resolution above, it being specified that this €39 million sub-ceiling (i) does not include the nominal amount of any shares to be issued in the event of adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital and beneficiaries of stock options or free shares, and (ii) is the same as that provided for in the 19th, 20th, 22nd and 23rd resolutions below, and that the total nominal amount of the share capital increases carried out under these resolutions will be included in this sub-ceiling,
  - the maximum nominal amount of debt securities granting access to the share capital of the Company or any other company may not exceed €4 billion or the equivalent thereof in any other currency or monetary unit established by reference to several currencies at the issue date, it being specified that this sub-ceiling will be included in the overall ceiling of €12 billion set for debt securities in the 16th resolution above. This €4 billion sub-ceiling is unrelated to and separate from the amount of any debt securities granting the right to the allocation of debt securities, as well as from the amount of any debt securities whose issue may be decided or authorised separately by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- resolves to waive the shareholders' Preferential Subscription Rights for the securities that may be issued under this resolution, while granting the Board of Directors, in accordance with Article L. 22-10-51 of the French Commercial Code, the option to grant shareholders a priority subscription period for a duration and according to terms to be set by the Board in accordance with the applicable law and regulations, for all or part of an issue carried out. If such a priority subscription period is granted it would not create any tradeable rights and the related priority subscription rights would be exercised in proportion to the number of shares held by each shareholder with the Board having a possibility to grant shareholders additional priority subscription rights for securities not taken up by shareholders exercising their basic priority rights (*à titre réductible*);
- resolves that, if the full amount of an issue of shares or other securities is not taken up by the subscriptions received, the Board of Directors may use any or all of the different options provided for by law, in the order it will determine, including offering all or part of the unsubscribed shares or securities to the public, in France, abroad and/or on international markets;
- notes that this delegation will automatically result in the waiver by the shareholders, in favour of holders of securities granting access to the Company's share capital, of their Preferential Subscription Rights for the shares to which such securities will grant entitlement;
- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, in accordance with Article L. 22-10-52 paragraph 1 of the French Commercial Code, to set the issue price as it sees fit, subject to the following conditions:
  - the issue price of the shares will be at least equal to the weighted average of the prices for the last three trading sessions preceding the start of the public offer, potentially reduced by a maximum discount of 10%,
  - the issue price of the securities granting access to the capital will be such that the amount immediately received by the Company, plus any amount subsequently received by the Company, is, for each share issued as a consequence of the issue of these securities, at least equal to the minimum subscription price set out in the previous paragraph;

- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - decide to carry out an issue and/or share capital increase and determine the type of securities to be issued and their characteristics,
  - determine the list or category of subscribers to the issue and/or share capital increase,
  - decide on the amount of the issue and/or share capital increase, the issue price and any issue premium, as the case may be, that may be requested at the time of the issue and/or share capital increase,
  - determine the dates and terms of the issue and/or share capital increase to be carried out,
  - determine, where applicable, the characteristics and terms for exercising the rights attached to the shares or securities granting access to the share capital, notably any conversion, exchange and/or redemption rights, including by delivery of Company assets such as securities already issued by the Company,
  - determine, in the event of the issue of debt securities, whether the securities will be subordinated or unsubordinated (and, if subordinated, their ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set the interest rate (notably fixed or variable rate or zero or indexed coupon), their duration (dated or undated) and other terms of issue (including granting guarantees or sureties) and repayment (including redemption through the delivery of Company assets), and amend, during the life of the securities concerned, any of the aforementioned terms, in compliance with the applicable formalities,
  - set the terms under which the Company may, where applicable, buy back or exchange the securities issued or to be issued immediately or in the future,
  - charge the costs of the share capital increase(s) against the amount of the related premiums and deduct from said amount the sums required to raise the legal reserve to one-tenth of the new share capital after each increase,
  - set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of dividends, reserves or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital,
  - in the event of the issue of securities as consideration for securities tendered as part of a public offer with an exchange component (public exchange offer), draw up the list of securities tendered to the exchange, set the terms of the issue, the exchange ratio and, where applicable, the amount of any cash balance to be paid, without the method for setting the price as set out in paragraph 6 of this resolution being applicable, and determine the terms of the issue as part of a public exchange offer, an alternative public purchase or exchange offer, a stock-for-stock and stock-for-cash purchase or exchange offer, a public purchase or exchange offer combined with a secondary purchase or exchange offer, or any other type of public offer that complies with the applicable laws and regulations, and
  - generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 17th resolution.

Eighteenth resolution

Delegation of authority for the Board of Directors to increase the number of securities to be issued in the event of a share capital increase, with or without Preferential Subscription Rights, subject to a limit of 15% of the initial issue carried out under the 16th, 17th and 19th resolutions

Having reviewed the report of the Board of Directors and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings and in accordance with the provisions of Articles L. 225-129-2 and L. 225-135-1 of the French Commercial Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the number of shares or other securities to be issued in the event of an increase in the Company's share capital carried out with or without Preferential Subscription Rights, at the same price as that used for the initial issue, within the time periods and limits prescribed by the laws and regulations in force on the issue date (i.e., as at the date hereof, within 30 days of the close of the subscription period and up to a maximum of 15% of the initial issue), subject to (i) the ceiling provided for in the resolution under which the issue was decided (16th, 17th or 19th resolution), and (ii) the Overall Ceiling set in the 16th resolution, or, where applicable, any ceilings provided for in any resolutions with the same purpose superseding the aforementioned resolutions during the period of validity of this delegation;
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 18th resolution.

Nineteenth resolution

Delegation of authority for the Board of Directors to increase the share capital by a maximum amount of €39 million (i.e., approximately 10% of the share capital), through the issue of ordinary shares and/or securities granting access to the share capital of the Company or any other company, without Preferential Subscription Rights, pursuant to Article L. 411-2-1° of the French Monetary and Financial Code

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of the French Commercial Code, notably Articles L. 225-129 to L. 225-129-6, L. 225-135, L. 225-136, L. 22-10-49, L. 22-10-51, L. 22-10-52 and L. 228-91 to L. 228-94, and Article L. 411-2-1° of the French Monetary and Financial Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, by way of an offer reserved for qualified investors or a restricted group of investors as referred to in Article L. 411-2-1° of the French Monetary and Financial Code, on one or more occasions, in the proportions and at the times it considers appropriate, in France or abroad, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, against payment or free of charge, by issuing (i) ordinary shares of the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company or any other company, including companies in which the Company directly or indirectly holds more than half of the share capital (including equity securities granting the right to the allocation of debt securities), it being specified that the shares and other securities issued may be subscribed in cash, or by offsetting receivables;
- resolves that the nominal amount of the share capital increases that may be carried out under this delegation may not exceed €39 million or the equivalent thereof in any other currency or monetary unit established by reference to several currencies, it being specified that this sub-ceiling (i) will be included in the €39 million sub-ceiling provided for in the 17th resolution and the Overall Ceiling of €129 million set in the 16th resolution of this Shareholders' Meeting, and (ii) will not include the nominal amount of any additional shares to be issued in order to preserve, in accordance with the law and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital or beneficiaries of stock options or free shares;
- resolves that the maximum nominal amount of debt securities granting access to the share capital of the Company or any other company may not exceed €4 billion or the equivalent thereof in any other currency or monetary unit established by reference to several currencies at the issue date, it being specified that this amount will be included in (i) the €4 billion sub-ceiling provided for in the 17th resolution of this Shareholders' Meeting and (ii) the overall €12 billion ceiling provided for in the 16th resolution of this Shareholders' Meeting. This €4 billion sub-ceiling is unrelated to and separate from the amount of any debt securities granting the right to the allocation of debt securities, as well as from the amount of any debt securities whose issue may be decided or authorised separately by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- resolves to waive the shareholders' Preferential Subscription Rights for the shares or other securities that may be issued under this resolution;
- resolves that, if the full amount of an issue of shares or other securities is not taken up by the subscriptions received, the Board of Directors may use any or all of the different options provided for by law, in the order it will determine, including offering all or part of the unsubscribed shares or securities to the public, in France, abroad and/or on international markets;
- notes that this delegation will automatically result in the waiver by the shareholders, in favour of holders of securities granting access to the Company's share capital, of their Preferential Subscription Rights for the shares to which such securities will grant entitlement;
- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, according to Article L. 22-10-52 paragraph 1 of the French Commercial Code, to set the issue price as it sees fit, subject to the following conditions:
  - the issue price of the shares will be at least equal to the weighted average of the prices for the last three trading sessions preceding the start of the public offer, potentially reduced by a maximum discount of 10%,
  - the issue price of the securities granting access to the capital will be such that the amount immediately received by the Company, plus any amount subsequently received by the Company, is, for each share issued as a consequence of the issue of these securities, at least equal to the minimum subscription price set out in the previous paragraph;
- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - decide to carry out an issue and/or share capital increase and determine the type of securities to be issued and their characteristics,
  - determine the list or category of subscribers to the issue and/or share capital increase,
  - decide on the amount of the issue and/or share capital increase, the issue price and any issue premium, as the case may be, that may be requested at the time of the issue and/or share capital increase,
  - determine the dates and terms of the share capital increase(s) to be carried out, including the form, characteristics and terms of the securities to be issued, the opening and closing dates of the subscription period, the issue price of the securities and the date from which they will carry rights, the method by which they will be paid up, the terms under which the securities to be issued under this resolution will grant access to the Company's share capital, any and all other terms of issues and, in the case of debt securities, their subordination ranking,

- determine, where applicable, the characteristics and terms for exercising the rights attached to the shares or securities granting access to the share capital, notably any conversion, exchange and/or redemption rights, including by delivery of Company assets such as securities already issued by the Company,
- determine, in the event of the issue of debt securities, whether the securities will be subordinated or unsubordinated (and, if subordinated, their ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set the interest rate (notably fixed or variable rate or zero or indexed coupon) and, where applicable, provide for obligatory or discretionary cases for the suspension or non-payment of interest, their duration (dated or undated), the possibility of reducing or increasing the nominal amount of the securities, and other terms of issue (including granting guarantees or sureties) and repayment (including redemption through the delivery of Company assets), and amend, during the life of the securities concerned, any of the aforementioned terms, in compliance with the applicable formalities,
- set the terms under which the Company may, where applicable, buy back or exchange the securities issued or to be issued immediately or in the future,
- provide for the option to suspend the exercise of the rights attached to the securities issued, in accordance with the applicable laws and regulations,
- charge the costs of the share capital increase(s) against the amount of the related premiums and deduct from said amount the sums required to raise the legal reserve to one-tenth of the new share capital after each increase,
- set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of reserves or other assets, any capital redemption, or any other transaction affecting the Company's equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital,
- generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;

- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 19th resolution.

Twentieth resolution

Delegation of authority for the Board of Directors to issue ordinary shares and/or securities granting access to the share capital of the Company or any other company as consideration for contributions in kind granted to the Company, subject to a limit of 10% of the share capital

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of Articles L. 225-129, L. 225-129-2, L. 225-147, L. 22-10-53 and L. 228-91 to L. 228-94 of the French Commercial Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to issue (i) ordinary shares of the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company or any other company, including companies in which the Company directly or indirectly holds more than half of the share capital (including equity securities granting the right to the allocation of debt securities), subject to a limit of 10% of the share capital at the time of the issue, as consideration for contributions in kind granted to the Company and consisting of shares or securities granting access to the share capital of other companies, when the provisions of Article L. 22-10-54 of the French Commercial Code are not applicable;
- resolves that the nominal amount of the share capital increase(s) resulting from the issues of securities set out in the paragraph above will be included in (i) the sub-ceiling on share capital increases set in the 17th resolution, and (ii) the Overall Ceiling set in the 16th resolution above, or, where applicable, any ceilings provided for in any resolutions with the same purpose superseding the aforementioned resolutions during the period of validity of this delegation, it being specified that these ceilings will not include the nominal amount of any shares to be issued for the purpose of adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital or beneficiaries of stock options or free shares;
- notes, as necessary, that shareholders will not have Preferential Subscription Rights for the shares or other securities issued directly under this delegation and that this delegation will automatically result in the waiver by the shareholders of their Preferential Subscription Rights for the shares to which any securities issued under this delegation may grant entitlement;
- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - decide to carry out an issue and/or share capital increase and determine the type of securities to be issued and their characteristics,

- approve the valuation of the contributions, as well as the amount of any cash balance to be paid and any special benefits to be granted, and reduce, if the contributors so agree, the valuation of the contributions or the compensation of the special benefits and, in respect of the said contributions, record the completion thereof, set the terms under which the Company may, where applicable, buy back or exchange on the stock market the securities granting access to the share capital issued or to be issued immediately or in the future,
- charge the costs of the share capital increase(s) against the amount of the related premiums and deduct from said amount the sums required to be credited to the legal reserve,
- set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of dividends, reserves, profits or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital,
- generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;

- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 20th resolution.

Twenty-first resolution

Delegation of authority for the Board of Directors to increase the share capital by a maximum nominal amount of €129 million (i.e., approximately 33% of the share capital) by capitalising premiums, reserves, profits or other items

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings provided for in Articles L. 22-10-32 and L. 225-98 of the French Commercial Code, and in accordance with the provisions of the French Commercial Code, notably Articles L. 225-129, L. 225-129-2, L. 225-130 and L. 22-10-50:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, on one or more occasions, in the proportions and at the times it considers appropriate, by capitalising premiums, reserves, profits or other items for which capitalisation is authorised by law and the Bylaws, in the form of the allocation of bonus shares and/or an increase in the par value of the existing shares;
- resolves to set the maximum nominal amount of the share capital increases that may be carried out under this delegation at €129 million or the equivalent thereof in any other currency or monetary unit established by reference to several currencies, it being specified that this sub-ceiling will be included in the Overall Ceiling on share capital increases set in the 17th resolution above, or, where applicable, any overall ceiling provided for in any resolution with the same purpose superseding the aforementioned resolution during the period of validity of this delegation. This sub-ceiling does not include the nominal amount of any shares to be issued in the event of any adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital and beneficiaries of stock options or free shares;
- delegates full powers to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - set the amount and nature of the sums to be capitalised, set the number of new shares to be issued and/or the amount by which the par value of the existing shares comprising the share capital will be increased, set the date, which may be retroactive, from which the new shares will carry rights or the date on which the increase in par value will be effective,
  - resolve, in the event of bonus share grants, that fractional allocation rights will not be tradeable and that the corresponding shares will be sold in accordance with terms that will be set by the Board of Directors, with the proceeds from the sale allocated to the holders of the rights under the conditions stipulated by the law and regulations,
  - set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of dividends, reserves, profits or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital, and
  - generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors will not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period;
- sets the period of validity of this delegation at 26 months from the date of this Shareholders' Meeting, and notes that as from such date, this delegation cancels the delegation granted by the Combined Shareholders' Meeting of 10 November 2023 in its 21st resolution.

Twenty-second resolution

Delegation of authority for the Board of Directors to increase the share capital, subject to a limit of 2% thereof, through the issue of shares and/or securities granting access to the Company's share capital, reserved for members of company savings plans, without Preferential Subscription Rights

Having reviewed the Board of Directors' report and the Statutory Auditors' special report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of Articles L. 225-129, L. 225-129-2 to L. 225-129-6, L. 225-138-1 and L. 228-91 to L. 228-94 of the French Commercial Code, and Articles L. 3332-1 *et seq.* of the French Labour Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, on one or more occasions, in France or abroad, in the proportions and at the times it considers appropriate, either in euros, or in any other currency or monetary unit established by reference to several currencies, with or without a premium, against payment or free of charge, by issuing (i) ordinary shares of the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company (including equity securities granting the right to the allocation of debt securities), reserved for members of one or more company savings plans (or any other plan for the members of which a share capital increase may be reserved under equivalent conditions pursuant to Article L. 3332-18 of the French Labour Code or any equivalent law or regulation) that may be set up within the Group comprised of the Company and the French or foreign entities within the scope of consolidation of the Company's financial statements pursuant to Article L. 3344-1 of the French Labour Code;
- resolves to set the maximum nominal amount of the share capital increases that may be carried out under this delegation at 2% of the Company's share capital at the end of this Shareholders' Meeting, it being specified that:
  - this sub-ceiling is the same as that provided for in the 23rd resolution of this Shareholders' Meeting,
  - this sub-ceiling does not include the nominal amount of any shares to be issued in the event of any adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital and beneficiaries of stock options or free shares,
  - the nominal amount of the share capital increase(s) carried out under this delegation will be included in (i) the sub-ceiling for share capital increases without Preferential Subscription Rights set in the 17th resolution of this Shareholders' Meeting, and (ii) the Overall Ceiling on share capital increases set in the 16th resolution, or, where applicable, any ceilings provided for in any resolutions with the same purpose superseding the aforementioned resolutions during the period of validity of this delegation;
- resolves that the issue price of the new shares or securities granting access to the Company's share capital will be determined in accordance with the conditions provided for in Article L. 3332-19 of the French Labour Code and may not (i) be more than 20% below the average of the listed closing prices of the Pernod Ricard share during the 20 trading sessions preceding the date of the decision setting the opening date of the subscription period for the share capital increase reserved for the members of a company savings plan (the "Reference Price"), or (ii) exceed this average. However, the Shareholders' Meeting expressly authorises the Board of Directors, if it deems appropriate, to reduce or cancel the aforementioned discount, within the legal and regulatory limits, in order to take into account, in particular, locally applicable legal, accounting, tax and social security regimes;
- resolves that the Board of Directors will have full powers to allocate to the aforementioned beneficiaries, free of charge, in addition to the shares or securities granting access to the share capital to be subscribed in cash, new or existing shares or securities granting access to the share capital in substitution for all or part of the discount on the Reference Price and/or the employer's contribution, it being specified that the benefit resulting from this allocation may not exceed the legal or regulatory limits in accordance with Articles L. 3332-1 to L. 3332-24 of the French Labour Code;
- resolves to waive, in favour of the aforementioned beneficiaries, the shareholders' Preferential Subscription Rights for the securities that may be issued under this resolution, with the shareholders furthermore waiving all rights to any free allocations of shares or securities granting access to the share capital that may be issued under this resolution, as well as to the shares to which such securities will grant entitlement;
- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - draw up, under the conditions provided for by law, the list of companies for which members of a company savings plan may subscribe to the shares or securities granting access to the share capital that may be issued under this delegation, and benefit, where applicable, from the free allocation of shares or securities granting access to the share capital,
  - decide whether subscriptions may be carried out directly or via company mutual funds or other structures or entities permitted by the applicable law and regulations,
  - determine the conditions, in particular in respect of length of service, to be met by the beneficiaries of the issues and/or share capital increases,
  - set the start and end dates of the subscription periods,
  - set the amounts of the issue(s) and/or share capital increase(s) that will be carried out under this delegation of authority and, in particular, set the issue prices, dates, time periods and terms and conditions of the subscription, payment and delivery of the securities and the date (which may be retroactive) from which they will carry rights, as well as the other characteristics and terms of the issue(s) and/or share capital increase(s), within the applicable legal and regulatory limits,

- in the event of the issue of debt securities, set all the characteristics and terms of such securities,
- in the event of a free allocation of shares or securities granting access to the share capital, determine the number of shares or other securities to be issued and the number to be granted to each beneficiary, set the dates, time periods and terms and conditions of the allocation of such shares or other securities, within the applicable legal and regulatory limits, and, in particular, choose to substitute, in full or in part, the allocation of such shares or other securities for the discount on the Reference Price provided for above, and/or to deduct the equivalent value of the shares or other securities from the total amount of the employer's contribution,
- set the terms under which the Company may, where appropriate, buy back or exchange on the stock market, at any time or during set periods, the securities granting access to the share capital, with a view to holding or cancelling them, in accordance with the law,
- record the completion of the share capital increase(s) based on the amount of the shares subscribed (after any reduction in the event of oversubscription),
- charge the costs of the share capital increase(s) against the amount of the related premiums and deduct from said amount the sums required to be credited to the legal reserve,
- set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of dividends, reserves, profits or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity (including in the event of a public offer and/or change of control), and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital (including by way of cash adjustments), and
- generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, listing and financial servicing of the securities issued under this delegation and for the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;

- notes that, in the event that this delegation of authority is used by the Board of Directors, the Board of Directors will report to the next Ordinary Shareholders' Meeting, in accordance with the applicable laws and regulations, on the use made of the delegation granted in this resolution; and
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

This delegation is valid for a period of 26 months from the date of this Shareholders' Meeting.

Twenty-third resolution

Delegation of authority for the Board of Directors to increase the share capital, subject to a limit of 2% thereof, through the issue of shares and/or securities granting access to the share capital, reserved for certain categories of beneficiaries, without Preferential Subscription Rights

Having reviewed the Board of Directors' report and the Statutory Auditors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, and in accordance with the provisions of Articles L. 225-129, L. 225-129-2 to L. 225-129-6, L. 22-10-49, L. 225-138 and L. 228-91 to L. 228-94 of the French Commercial Code:

- delegates authority to the Board of Directors, with the right to sub-delegate in accordance with the conditions set by law, to increase the share capital, on one or more occasions, in France or abroad, in the proportions and at the times it considers appropriate, either in euros, or in any other currency or monetary unit established by reference to several currencies, with or without a premium, against payment or free of charge, by issuing (i) ordinary shares of the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, granting access, immediately or in the future, at any time or on a fixed date, by way of subscription, conversion, exchange, redemption, presentation of a warrant or in any other manner, to the share capital of the Company (including equity securities granting the right to the allocation of debt securities), reserved for the category of beneficiaries defined below;
- resolves that the total nominal amount of the share capital increases that may be carried out under this delegation may not exceed 2% of the Company's share capital at the close of the Shareholders' Meeting, it being specified that:
  - this sub-ceiling is the same as that provided for in the 22nd resolution of this Shareholders' Meeting,
  - this sub-ceiling does not include the nominal amount of any shares to be issued in the event of any adjustments made in order to preserve, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the rights of holders of securities granting access to the share capital and beneficiaries of stock options or free shares,
  - the nominal amount of the share capital increase(s) carried out under this delegation will be included in (i) the sub-ceiling on share capital increases without Preferential Subscription Rights set in the 17th resolution of this Shareholders' Meeting, and (ii) the Overall Ceiling on share capital increases set in the 16th resolution, or, where applicable, any ceilings provided for in any resolutions with the same purpose superseding the aforementioned resolutions during the period of validity of this delegation;
- notes that this delegation will automatically result in the waiver by the shareholders, in favour of holders of securities issued under this resolution and granting access to the Company's share capital, of their Preferential Subscription Rights for the shares to which such securities will grant entitlement immediately or in the future;

- resolves to waive the shareholders' Preferential Subscription Rights for the shares that may be issued under this resolution, and to reserve the right to subscribe to the category of beneficiaries meeting the following criteria:
  (a) employees and Corporate Officers of non-French companies of the Pernod Ricard Group that are related to the Company within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code, in order to enable them to subscribe to the Company's share capital under conditions that are economically equivalent to those that may be offered to members of one or more company savings plans as part of a share capital increase carried out under the 22nd resolution of this Shareholders' Meeting, and/or
  (b) undertakings for collective investment in transferable securities (UCITS) or other French or foreign entities, with or without legal personality, under French or foreign law, that manage employee shareholdings invested in the Company's securities, for unit-holders or shareholders that are the persons mentioned in (a) above, and/or
  (c) any banking institution or affiliate of such an institution acting at the Company's request for the purposes of setting up a shareholding or savings plan for the benefit of the persons mentioned in (a) above, insofar as subscription by such an institution or affiliate would be necessary or useful to enable the above-mentioned employees or Corporate Officers to benefit from employee shareholding or savings formulas that are equivalent or comparable in terms of economic advantages to those from which employees would benefit under the resolution reserved for members of a company savings plan (22nd resolution of this Shareholders' Meeting);
- resolves that the issue price of the new shares or securities granting access to the Company's share capital will be determined by the Board of Directors and (a) may not be more than 20% below the average of the listed closing prices of the Company share on Euronext Paris over the 20 trading sessions preceding the date of the decision setting the opening date of the subscription period pursuant to this resolution, or exceed this average, or (b) will be equal to the price set for the shares issued as part of a share capital increase reserved for members of a company savings plan under the 22nd resolution of this Shareholders' Meeting; and
- resolves that the Board of Directors will have full powers to allocate to the aforementioned beneficiaries, free of charge, in addition to the shares or securities granting access to the share capital to be subscribed in cash, new or existing shares or securities granting access to the share capital in substitution for all or part of the discount on the Reference Price and/or the employer's contribution, it being specified that the benefit resulting from this allocation may not exceed the legal or regulatory limits in accordance with Articles L. 3332-1 to L. 3332-24 of the French Labour Code.

  However, the Shareholders' Meeting expressly authorises the Board of Directors, if it deems appropriate, to reduce or cancel any such discount, in order to take into account, in particular, locally applicable legal, accounting, tax and social security regimes.

  In the event of an offer in favour of beneficiaries mentioned in paragraph (a) above residing in the United Kingdom, as part of a "share incentive plan", the Board of Directors may also decide that the subscription price of the new shares or securities granting access to the Company's share capital to be issued under this plan will be equal to the lower of (i) the listed price of the Company share on Euronext Paris at the opening of the reference period used to determine the subscription price of the plan and (ii) the share price recorded at the end of such period, with such dates determined in accordance with the applicable local regulations. The issue price set will not include any discount on the share price applied;
- resolves that the Board of Directors may, with the right to sub-delegate in accordance with the conditions set by law, determine the subscription formulas that will be offered to the employees in each country concerned, subject to the applicable local laws, and select (i) the countries in which the Group has affiliates that are within the scope of the Company's consolidated financial statements in accordance with Article L. 3344-1 of the French Labour Code, and (ii) which of the said affiliates have employees that may participate in the operations;
- resolves that the amount of the share capital increase(s) will, where applicable, be limited to the amount of the subscriptions received by the Company, in accordance with the applicable laws and regulations;
- resolves that the Board of Directors will have full powers, with the right to sub-delegate in accordance with the conditions set by law, to implement this delegation, including to set the issue, subscription and payment conditions, record the completion of the resulting share capital increase(s) and amend the Bylaws accordingly, and notably to:
  - determine the beneficiary or list of beneficiaries of the waiver of shareholders' Preferential Subscription Rights within the category defined above, along with the number of shares or securities granting access to the Company's share capital to be subscribed by such beneficiary or each beneficiary,
  - set the start and end dates of the subscription periods,
  - set the amounts of the issue(s) and/or share capital increase(s) that will be carried out under this delegation of authority and, in particular, set the issue prices, dates, time periods and terms and conditions of the subscription, payment and delivery of the securities and the date (which may be retroactive) from which they will carry rights, as well as the other characteristics and terms of the issue(s) and/or share capital increase(s), within the applicable legal and regulatory limits,
  - in the event of the issue of debt securities, set all the characteristics and terms of such securities (in particular whether they are dated or undated, subordinated or unsubordinated and the applicable interest rate),
  - set the terms under which the Company may, where appropriate, buy back or exchange on the stock market, at any time or during set periods, the securities granting access to the share capital, with a view to holding or cancelling them, in accordance with the law,
  - record the completion of the share capital increase(s) based on the amount of the shares or securities granting access to the share capital subscribed (after any reduction in the event of oversubscription),
  - charge the costs of the share capital increase(s) against the amount of the related premiums and deduct from said amount the sums required to raise the legal reserve to one-tenth of the new share capital after each increase,

- set and carry out all adjustments required to take into account the impact of any corporate transactions affecting the Company's share capital or equity, and in particular a change in the par value of the shares, a share capital increase via the capitalisation of premiums, reserves or profits, a bonus share grant, a stock split or reverse stock split, the distribution of dividends, reserves, profits or other assets, any capital redemption, or any other transaction affecting the Company's share capital or equity, and set, in accordance with the law and regulations and, where applicable, contractual provisions providing for other adjustments, the terms to ensure, where required, the preservation of the rights of holders of securities or other rights granting access to the share capital, and
- generally, enter into any agreement, in particular to successfully complete the proposed issue(s), take all measures and decisions and carry out all formalities appropriate for the issue, admission to trading on a regulated market and financial servicing of the securities issued under this delegation and the exercise of the rights attached thereto, as well as all formalities required subsequent to the share capital increase(s) carried out;

- notes that, in the event that this delegation of authority is used by the Board of Directors, the Board of Directors will report to the next Ordinary Shareholders' Meeting, in accordance with the applicable laws and regulations, on the use made of the delegation granted in this resolution; and
- resolves that, in the event of a public offer for the Company's shares, the Board of Directors would not be able to use this delegation of authority, without prior authorisation from the Shareholders' Meeting, as from the date on which the third party files the offer until the end of the offer period.

This delegation is valid for a period of 18 months from the date of this Shareholders' Meeting.

Twenty-fourth resolution

Amendment to Articles 21 and 33 of the Bylaws

Having reviewed the Board of Directors' report, the Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, resolves to amend Articles 21 and 33 of the Bylaws in order to comply with Act no. 2024-537 of 13 June 2024 which, *inter alia*, extends the Board of Directors' ability to use written consultation, including by electronic means. The deletions are indicated as follows: **~~deletion~~**; additions are indicated as follows: ***addition***.

Current version of Article 21 ("Meetings") of the Bylaws

"The Board shall meet as often as required in the Company's interest, either at the Company's registered office or at any other place stated in the notice of meeting. Meetings shall be convened at the Chairman's initiative, and if the Chairman does not assume the general management of the Company, at the request of the Chief Executive Officer ("Directeur Général"), or if the Board has not met for more than two months, at the request of at least one-third of the Directors.

Notices of meeting may be given by any means.

Any Director may grant to another Director the power to represent him/her/it at a meeting of the Board, but no Director may represent more than one of his/her/its colleagues. This provision applies to the permanent representative of a legal entity that is a Director.

The actual presence of at least one-half of the members of the Board shall be required for deliberations to be valid. For the purpose of calculating the quorum and majority, Directors shall be deemed present if they participate in the meeting by videoconference or by a means of communication that enables them to be identified and allows them to actually participate in the meeting. The type of applicable means of communications and the requirements for their use are governed by the statutes and regulations in force.

Under law, certain decisions that fall within the remit of the Board of Directors may be made following written consultation of the Directors.

Unless otherwise provided by a provision in this Memorandum and Articles of Association requiring that certain decisions be adopted by a qualified majority, decisions shall be taken by a majority vote of the members present or represented. Each Director shall have one vote, and a Director who is representing one of his/her/its colleagues shall have two votes. In the event of a tie vote, the Chairman shall have the casting vote."

Proposed new version of Article 21 "Meetings" of the Bylaws

"The Board shall meet as often as required in the Company's interest, either at the Company's registered office or at any other place stated in the notice of meeting. Meetings shall be convened at the Chairman's initiative, and if the Chairman does not assume the general management of the Company, at the request of the Chief Executive Officer ("Directeur Général"), or if the Board has not met for more than two months, at the request of at least one-third of the Directors.

Notices of meeting may be given by any means.

Any Director may grant to another Director the power to represent him/her/it at a meeting of the Board, but no Director may represent more than one of his/her/its colleagues. This provision applies to the permanent representative of a legal entity that is a Director.

The actual presence of at least one-half of the members of the Board shall be required for deliberations to be valid. For the purpose of calculating the quorum and majority, Directors shall be deemed present if they participate in the meeting ***~~by videoconference or~~*** *by a means of communication that enables them to be identified and allows them to actually participate in the meeting. The type of applicable means of communications and the requirements for their use are governed by the statutes and regulations in force.*

~~Under law, certain decisions that fall within the remit of the Board of Directors may be made following written consultation of the Directors.~~

Unless otherwise provided by a provision in this Memorandum and Articles of Association requiring that certain decisions be adopted by a qualified majority, decisions shall be taken by a majority vote of the members present or represented. Each Director shall have one vote, and a Director who is representing one of his/her/its colleagues shall have two votes. In the event of a tie vote, the Chairman shall have the casting vote.

Decisions of the Board of Directors may also be taken by written consultation of the Directors, including by electronic means, provided that none of them objects. The Chairman may invite the Directors to vote by written consultation on a draft decision or decisions, which he/she sends to them together with any necessary documentation. Directors must vote within five working days of the date on which the draft decision(s) is sent to them, unless the Chairman sets a shorter deadline (in an emergency and/or in view of the decisions to be taken). If they do not reply within this deadline, and unless the Chairman grants an extension, they are deemed not to have taken part in the consultation. If one of the Directors objects to the decision being taken by written consultation, he/she must inform the Chairman of his/her objection in writing, by electronic means if necessary. The objection must be received by the Chairman within two working days of the date on which the consultation is sent. In the event of an objection, the written consultation will be deemed null and void. The decision may only be adopted if it is supported by a majority of the Directors who took part in the written consultation, who must themselves represent at least the majority of the members of the Board of Directors in office. In the event of a tie, the Chairman has the casting vote. The outcome of the consultation is communicated to all the Directors and is the subject of minutes drawn up under the same conditions as the other decisions of the Board of Directors.

The rest of the article remains unchanged.

Current version of Article 33 ("Composition and Holding of General Shareholders' Meetings") of the Bylaws (extract)

"I – A Shareholders' Meeting shall be made up of all shareholders, regardless of the number of shares they hold. Any shareholder may be represented by another shareholder, his/her spouse or the partner with whom he/she is bound by a Civil Solidarity Pact. He/she may also be represented by another individual or legal entity he/she may choose in accordance with applicable laws and regulations.

[...]

Attending Shareholders' Meetings by telecommunication and broadcast media

If the Board of Directors so decides at the time the meeting is convened, shareholders may attend the meeting by videoconference or any other telecommunications or broadcast media, including the internet, that allows them to be identified in accordance with the conditions set by regulations in force. If so, this decision shall be communicated in the notice of meeting and in the notice to attend published in the French Official Bulletin of Legal Notices (BALO). In this case, all those attending the meeting through such media shall be deemed present for quorum and majority purposes.

II – General Shareholders' Meetings shall be chaired by the Chairman of the Board of Directors, by a Vice-Chairman or by a Director delegated for such purpose by the Board if the meeting was convened by the Board, or failing this, by a person appointed by the General Shareholders' Meeting. In all other cases, the meeting shall be chaired by the Company Auditor, a court-appointed agent or the liquidator. The duties of canvasser shall be performed by the two members of the meeting who hold the highest number of votes and who agree to perform such duties. The officers of the meeting shall appoint a secretary, who may be, but is not required to be, a shareholder. [...]"

Proposed new version of Article 33 ("Composition and Holding of General Shareholders' Meetings") of the Bylaws (extract)

"I – A Shareholders' Meeting shall be made up of all shareholders, regardless of the number of shares they hold. Any shareholder may be represented by another shareholder, his/her spouse or the partner with whom he/she is bound by a Civil Solidarity Pact. He/she may also be represented by another individual or legal entity he/she may choose in accordance with applicable laws and regulations.

[...]

~~***Attending Shareholders' Meetings by telecommunication and broadcast media***~~

~~***If the Board of Directors so decides at the time the meeting is convened, shareholders may attend the meeting by videoconference or any other telecommunications or broadcast media, including the internet, that allows them to be identified in accordance with the conditions set by regulations in force. If so, this decision shall be communicated in the notice of meeting and in the notice to attend published in the French Official Bulletin of Legal Notices (BALO). In this case, all those attending the meeting through such media shall be deemed present for quorum and majority purposes.***~~

II – General Shareholders' Meetings shall be chaired by the Chairman of the Board of Directors, by a Vice-Chairman or by a Director delegated for such purpose by the Board if the meeting was convened by the Board, or failing this, by a person appointed by the General Shareholders' Meeting. In all other cases, the meeting shall be chaired by the Company Auditor, a court-appointed agent or the liquidator. The duties of canvasser shall be performed by the two members of the meeting who hold the highest number of votes and who agree to perform such duties. The officers of the meeting shall appoint a secretary, who may be, but is not required to be, a shareholder. [...]"

The rest of the article remains unchanged.

Twenty-fifth resolution

Powers to carry out the necessary legal formalities

Deliberating in accordance with the quorum and majority requirements for Extraordinary Shareholders' Meetings, the Shareholders' Meeting grants full powers to the bearer of a copy or an extract of the minutes of this Meeting to carry out, wherever they may be required, any and all filing, legal disclosure and other formalities.

8.4 Statutory Auditors' reports

8.4.1 Statutory Auditors' Report on the share capital decrease

Combined (Ordinary and Extraordinary) Shareholders' Meeting of 27 October 2025

15th resolution

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France.

To the Pernod Ricard S.A. Shareholders' Meeting,

As Statutory Auditors of your Company and pursuant to the assignment set forth in Article L.22-10-62 of the French Commercial Code (*Code de commerce*) concerning reductions in share capital through the cancellation of repurchased shares, we hereby present our report on our assessment of the reasons for and the terms and conditions of the proposed share capital decrease.

Shareholders are requested to confer all necessary powers on the Board of Directors, for a period of 26 months commencing the date of this Shareholders' Meeting, to cancel, up to a maximum of 10% of its share capital by 24-month period, the shares repurchased by the Company pursuant to the authorization to purchase its own shares, as part of the provisions of the aforementioned article. We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors *(Compagnie Nationale des Commissaires aux Comptes)* relating to this assignment. These procedures consisted in verifying the fairness of the reasons for and the terms and conditions of the proposed decrease in share capital, which does not undermine shareholder equality. We have no matters to report on the reasons for and the terms and conditions of the proposed share capital decrease.

Shareholders are requested to confer all necessary powers on the Board of Directors, for a period of 26 months commencing the date of this Shareholders' Meeting, to cancel, up to a maximum of 10% of its share capital by 24-month period, the shares repurchased by the Company pursuant to the authorization to purchase its own shares, as part of the provisions of the aforementioned article.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors *(Compagnie Nationale des Commissaires aux Comptes)* relating to this assignment. These procedures consisted in verifying the fairness of the reasons for and the terms and conditions of the proposed decrease in share capital, which does not undermine shareholder equality.

We have no matters to report on the reasons for and the terms and conditions of the proposed share capital decrease.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	*Partner*	*Partner*	*Partner*

8.4.2 Statutory Auditors' report on the issue of ordinary shares and/or various securities with retention and/or cancellation of Preferential Subscription Rights

Combined (Ordinary and Extraordinary) Shareholders' Meeting of 27 October 2025

16th, 17th, 18th, 19th and 20th resolutions

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France.

To the Pernod Ricard S.A. Shareholders' Meeting,

As Statutory Auditors of your Company (hereinafter the "Company") and pursuant to the assignment set forth in Articles L. 228-92, L. 225-135 *et seq.* of the French Commercial Code *(Code de commerce)*, we hereby present our report on the proposed delegations of authority to the Board of Directors to issue ordinary shares and/or securities, transactions on which you are asked to vote.

Based on its report, the Board of Directors asks that you delegate to it, with the option of sub-delegation, for a period of 26 months commencing the date of this Shareholders' Meeting, the authority to decide the following transactions, set the definitive issue terms and conditions and, where necessary, cancel your Preferential Subscription Rights:

- issue of ordinary shares of the Company and/or securities granting immediate or future access to the share capital of the Company or other companies including those in which the Company holds directly or indirectly more than half the share capital (including equity securities granting entitlement to debt securities), with retention of Preferential Subscription Rights (16th resolution);
- issue of ordinary shares of the Company and/or securities granting immediate or future access to the share capital of the Company (new or existing shares) or other companies including those in which the Company holds directly or indirectly more than half the share capital (including equity securities granting entitlement to debt securities), with cancellation of Preferential Subscription Rights, as part of a public offer, other than those referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code (*Code monétaire et financier*), provided that it is specified that:
  - these securities may be issued in exchange for shares contributed to the Company as part of a public exchange offer in France or abroad in accordance with local regulations (e.g. in connection with a reverse merger or scheme of arrangement) on securities satisfying the conditions defined in Article L.22-10-54 of the French Commercial Code (17th resolution);
  - pursuant to Article L. 22-10-52, paragraph 1 of the French Commercial Code, your Board of Directors proposes that it be authorized to freely determine the issue price of the shares to be issued, provided that said price is at least equal to the weighted average of the prices for the last three trading sessions preceding the start of the public offer, potentially reduced by a maximum discount of 10%;
- issue of ordinary shares and/or securities granting immediate or future access to the share capital of the Company or other companies including those in which the Company holds directly or indirectly more than half the share capital (including equity securities granting entitlement to debt securities), with cancellation of Preferential Subscription Rights, as part of an offering reserved for qualified investors or a restricted group of investors as referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code (19th resolution); 411-2 of the French Monetary and Financial Code and within the legal limit of 30% of the share capital per year (19th resolution); provided that it is specified that pursuant to Article L. 22-10-52, paragraph 1 of the French Commercial Code, your Board of Directors proposes that it be authorized to freely determine the issue price of the shares to be issued, provided that said price is at least equal to the weighted average of the prices for the last three trading sessions preceding the start of the public offer, potentially reduced by a maximum discount of 10%;
- issue of ordinary shares of the Company and/or various securities granting immediate or future access to the share capital of the Company or other companies including those in which the Company holds directly or indirectly more than half the share capital (including equity securities granting entitlement to debt securities), within the limit of 10% of the share capital at the time of issue, in exchange for contributions in kind to the Company comprising shares or securities granting access to the share capital of other companies (20th resolution);

The overall par value amount of share capital increases that may be carried out, immediately or in the future, pursuant to the 16th, 17th, 18th, 19th, 20th, 21st, 22nd and 23rd resolutions presented to the Shareholders' Meeting, may not, according to the 16th resolution, exceed €129 million, it being specified that the total par value amount of share capital increases that may be carried out immediately or in the future may not exceed €39 million if performed pursuant to both the 17th and 19th resolutions, with this ceiling also applicable jointly to the 17th, 19th, 20th, 22nd and 23rd resolutions presented to the Shareholders' Meeting;

The overall nominal amount of securities representing debt securities that may be issued pursuant to the 16th, 17th and 19th resolutions presented to the Shareholders' Meeting, may not, according to the 16th resolution, exceed €12 billion, it being specified that the nominal amount of debt securities to be issued may not exceed €4 billion if performed pursuant to the 17th or 19th resolutions individually or together.

These ceilings take into account the additional number of securities to be created by virtue of the delegations set forth in the 16th, 17th and 19th resolutions, under the terms and conditions stipulated in Article L. 225-135-1 of the French Commercial Code, should you adopt the 18th resolution.

It is the responsibility of the Board of Directors to prepare a report in accordance with Articles R. 225-113 and R.225-114 *et seq.* of the French Commercial Code. Our role is to express an opinion on the fair presentation of the quantified financial information extracted from the accounts, on the proposed cancellation of Preferential Subscription Rights and on certain other information concerning these transactions, as set out in this report.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors *(Compagnie nationale des commissaires aux comptes)* relating to this assignment. These procedures consisted in verifying the content of the Board of Directors' report on these transactions and the process for determining the issue price of the future securities.

Subject to reviewing at a future date the terms and conditions of any issues that may be decided, we have no comments to make on the process for determining the issue price of the future securities, as set out in the Board of Directors' report in respect of the 17th and 19th resolutions.

In addition, as this report does not specify the process for determining the issue price of future securities issued pursuant to the 16th and 20th resolutions, we cannot express our opinion on the items used to calculate this issue price.

As the definitive terms and conditions of the issues have not been set, we do not express an opinion thereon and, as such, on the proposed cancellation of Preferential Subscription Rights on which you are asked to decide in the 17th and 19th resolutions.

Pursuant to Article R. 225-116 of the French Commercial Code, we will prepare an additional report, as required, when the Board of Directors makes use of these delegations, in the event of the issue of securities granting access to other equity securities or entitlement to the allocation of debt securities, the issue of securities granting access to future equity securities, or the issue of ordinary shares with cancellation of Preferential Subscription Rights.

Paris La Défense, 16 September 2025

The Statutory Auditors,

French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	*Partner*	*Partner*	*Partner*

8.4.3 Statutory Auditors' report on the issuance of ordinary shares and/or securities granting access to share capital, reserved for employee members of company savings plans

Combined (Ordinary and Extraordinary) Shareholders' Meeting of 27 October 2025

22nd resolution

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France.

To the Pernod Ricard S.A. Shareholders' Meeting,

As Statutory Auditors of your Company (hereinafter the "Company") and pursuant to the assignment set forth in Articles L. 228-92 and L. 225-135 *et seq.* of the French Commercial Code *(Code de commerce)*, we hereby present our report on the proposed delegation of authority to the Board of Directors to issue, on one or more occasions, ordinary shares of the Company and/or securities granting immediate or future access to the Company's share capital, with cancellation of Preferential Subscription Rights, reserved for employee members of one or more company savings plans implemented within the Group, comprising the Company and the French and foreign companies falling within the consolidation scope of the Company's financial statements pursuant to Article L. 3344-1 of the French Labour Code *(Code du travail)*, a transaction on which you are asked to vote.

The par value amount of immediate or future capital increases that may be carried out may not exceed 2% of the Company's share capital at the close of this Shareholders' Meeting, which is also the limit provided for in the 23rd resolution submitted at this Shareholders' Meeting. The par value amount of the share capital increase will be deducted from the maximum amount of share capital increases with cancellation of Preferential Subscription Rights set by this Shareholders' Meeting in its 17th resolution, and from the overall cap set by this same Shareholders' Meeting in its 16th resolution.

This transaction is subject to your approval in accordance with the provisions of Article 225-129-6 of the French Commercial Code and Articles L. 3332-18 *et seq.* of the French Labour Code.

Based on its report, your Board of Directors proposes that you authorize it, for a period of 26 months commencing the date of this Shareholders' Meeting, to decide one or more issues and to cancel your Preferential Subscription Rights to the ordinary shares and securities to be issued. Where appropriate, the Board of Directors shall determine the definitive terms and conditions of the transaction.

It is the responsibility of the Board of Directors to prepare a report in accordance with Articles R. 225-113 *et seq.* of the French Commercial Code. Our role is to express an opinion on the fair presentation of the quantified financial information extracted from the accounts, on the proposed cancellation of Preferential Subscription Rights and on certain other information concerning the issues, as set out in this report.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors *(Compagnie Nationale des Commissaires aux Comptes)* relating to this assignment. These procedures consisted in verifying the content of the Board of Directors' report on this transaction and the process for determining the issue price of the future securities.

Subject to reviewing at a future date the terms and conditions of any issues that may be decided, we have no comments to make on the process for determining the issue price of the future securities, as set out in the Board of Directors' report.

As the definitive terms and conditions of the issues have not been set, we do not express an opinion thereon and, as such, on the proposed cancellation of Preferential Subscription Rights on which you are asked to decide.

Pursuant to Article R. 225-116 of the French Commercial Code, we will prepare an additional report, as required, when the Board of Directors makes use of these delegations, in the event of the issue of ordinary shares and securities that are equity securities granting access to other equity securities or the issue of securities granting access to future equity securities.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	*Partner*	*Partner*	*Partner*

8.4.4 Statutory Auditors' report on the issuance of ordinary shares and/or securities granting access to share capital, with cancellation of Preferential Subscription Rights

Combined (Ordinary and Extraordinary) Shareholders' Meeting of 27 October 2025

23rd resolution

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France.

To the Pernod Ricard S.A. Shareholders' Meeting,

As Statutory Auditors of your Company (hereinafter "the Company") and pursuant to the assignment set forth in Articles L. 228-92 and L. 225-135 *et seq.* of the French Commercial Code *(Code de commerce)*, we hereby present our report on the proposed delegation of authority to the Board of Directors to issue, on one or more occasions, ordinary shares of the Company and/or securities granting immediate or future access to the Company's share capital, with cancellation of Preferential Subscription Rights, reserved for:

(a) employees and executive officers of non-French companies of the Pernod Ricard group that are related to the Company under Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code *(Code de travail)*, to enable them to subscribe to the Company's share capital under conditions that are economically equivalent to those that may be offered to members of one or more company savings plans, as part of a share capital increase pursuant to the 22nd resolution of this Shareholders' Meeting, and/or

(b) undertakings for collective investment in transferable securities (UCITS) or other French or foreign entities, with or without legal personality, that manage employee shareholdings invested in the Company's securities, for unit-holders or shareholders that are the persons mentioned in (a) above, and/or

(c) any banking institution or subsidiary of such an institution involved at the Company's request in implementing a shareholding or savings plan for the benefit of the persons mentioned in (a) above, insofar as the subscription of the person authorised under this resolution would be necessary or desirable to enable the employees or executive officers mentioned above to benefit from employee shareholding or savings schemes equivalent or comparable in terms of economic advantages to those from which employees would benefit as part of a company savings plan under the 22nd resolution of this Shareholders' Meeting, a transaction on which you are asked to vote.

The par value amount of immediate or future capital increases that may be carried out may not exceed 2% of the Company's share capital at the close of this Shareholders' Meeting, which is also the limit provided for in the 22nd resolution submitted at this Shareholders' Meeting. The par value amount of the share capital increase will be deducted from the maximum amount of share capital increases with cancellation of Preferential Subscription Rights set by this Shareholders' Meeting in its 17th resolution, and from the overall cap set by this same Shareholders' Meeting in its 16th resolution.

Based on its report, your Board of Directors proposes that you authorize it, for a period of 18 months commencing the date of this Shareholders' Meeting, to decide one or more issues and to cancel your Preferential Subscription Rights to the ordinary shares and securities to be issued. Where appropriate, the Board of Directors shall determine the definitive terms and conditions of the transaction.

It is the responsibility of the Board of Directors to prepare a report in accordance with Articles R. 225-113 *et seq.* of the French Commercial Code. Our role is to express an opinion on the fair presentation of the quantified financial information extracted from the accounts, on the proposed cancellation of Preferential Subscription Rights and on certain other information concerning the issue, as set out in this report.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors *(Compagnie nationale des commissaires aux comptes)* relating to this assignment. These procedures consisted in verifying the content of the Board of Directors' report on this transaction and the process for determining the issue price of the future securities.

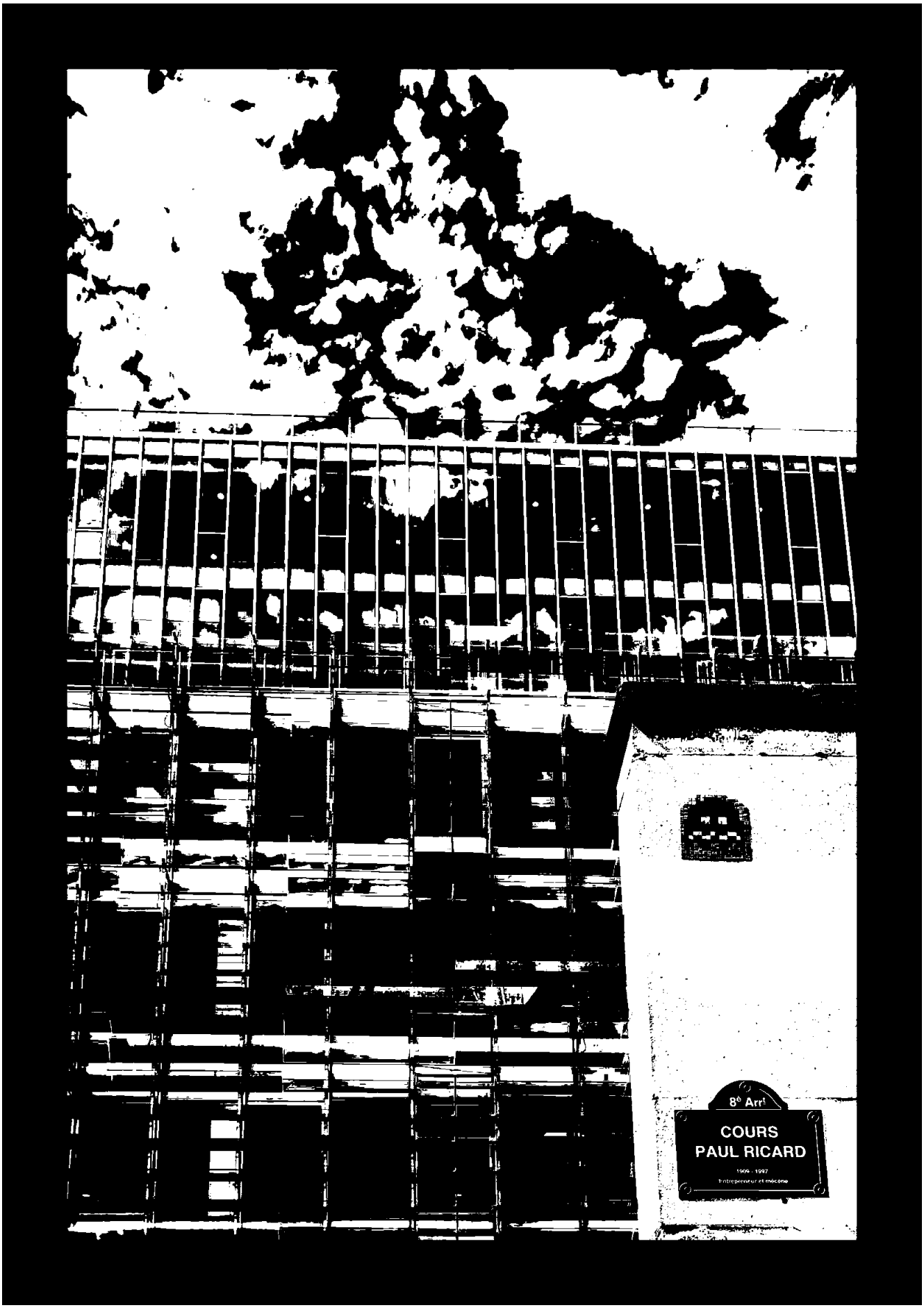
Subject to reviewing at a future date the terms and conditions of any issues that may be decided, we have no comments to make on the process for determining the issue price of the future securities, as set out in the Board of Directors' report.

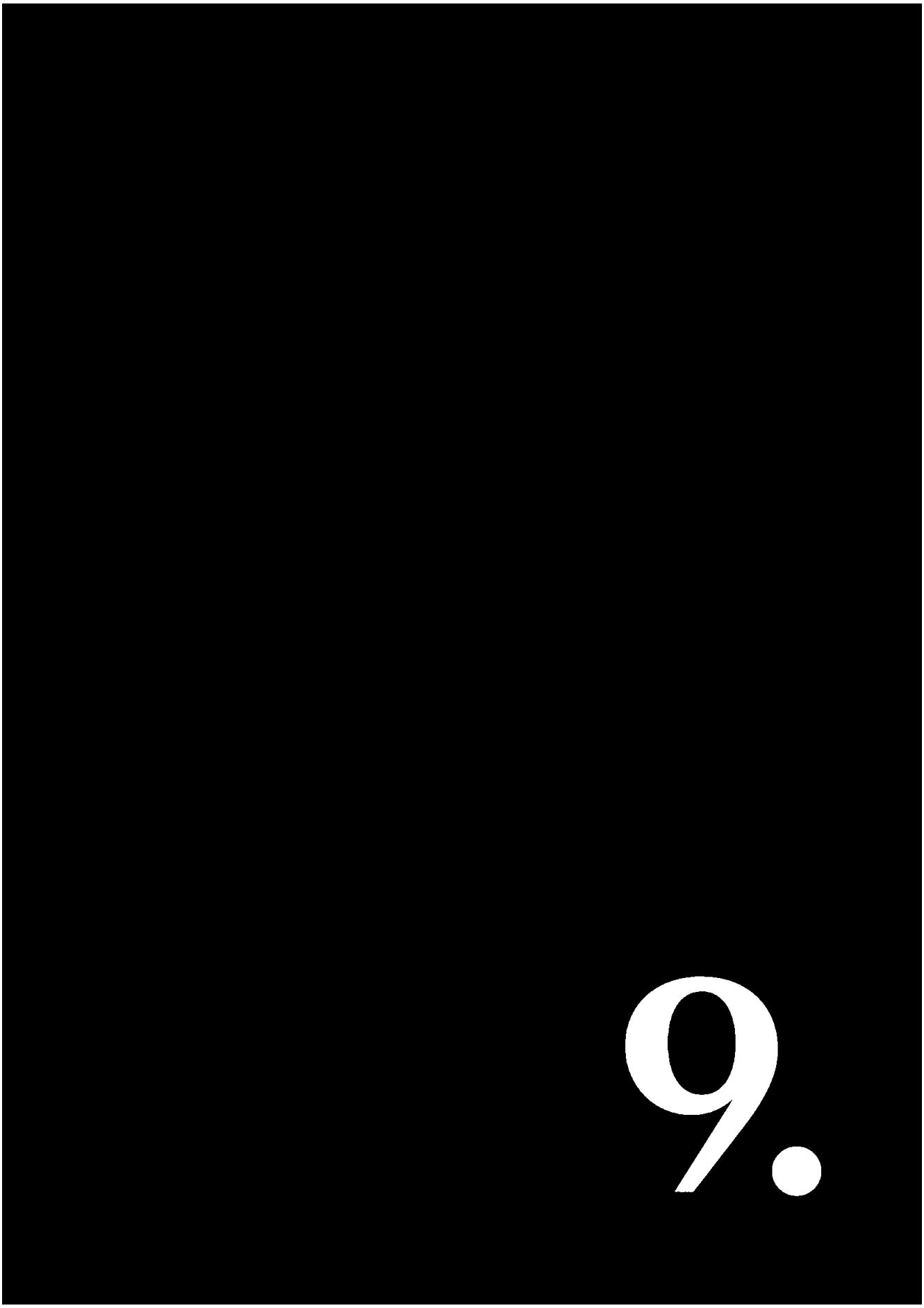
As the definitive terms and conditions of the issues have not been set, we do not express an opinion thereon and, as such, on the proposed cancellation of Preferential Subscription Rights on which you are asked to decide.

Pursuant to Article R. 225-116 of the French Commercial Code, we will prepare an additional report, as required, when the Board of Directors makes use of these delegations, in the event of the issue of ordinary shares and securities that are equity securities granting access to other equity securities or the issue of securities granting access to future equity securities.

Paris La Défense, 16 September 2025
The Statutory Auditors,
French original signed by

KPMG SA		**Deloitte & Associés**	
Sara Righenzi de Villers	Adrien Johner	Marc de Villartay	Loris Strappazzon
Partner	*Partner*	*Partner*	*Partner*


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PAUL RICARD


9.

9.1 Information on Pernod Ricard

9.1.1 Legal and commercial name

Pernod Ricard

9.1.2 Registered office and website

5, cours Paul Ricard, 75008 Paris (France)
Tel.: +33 1 70 93 16 00
https://www.pernod-ricard.com
The information on the website does not form part of the prospectus.

9.1.3 Legal form

Pernod Ricard is a French public limited company (*société anonyme*) with a Board of Directors.

9.1.4 Applicable law

Pernod Ricard is a company subject to French law, governed by the French Commercial Code (*Code de commerce*).

9.1.5 Date of incorporation and length of life

The Company was incorporated on 13 July 1939 for a term of 99 years.
The Shareholders' Meeting of 9 November 2012 extended the term of the Company by 99 years to 2111.

9.1.6 Objects and purposes

The corporate purpose, as provided for in Article 2 of the Company's Bylaws[1], is reproduced below in full:

"The Company's purpose is, directly or indirectly:

- the manufacture, purchase and sale of all wines, spirits and liqueurs, as well as of alcohol and all food products and commodities, the use, conversion and trading in all forms of finished or semi-finished products, by-products and substitutes generated by the main operations carried out in distilleries or other industrial establishments of the same type;
- the above operations may be carried out on a wholesale, retail-wholesale or retail basis and in locations in France or outside France;
- storage, purchases and sales which fall within the above list;
- the representation of any French or foreign entities producing, manufacturing or selling products of the same type;
- investments in any businesses or operations whatsoever, which may be related to the production and the trading of similar products in any form whatsoever, and the creation of new companies, contributions, subscriptions, purchases of securities or ownership rights under any form, etc.;
- any transactions connected with the hotel industry and the leisure industry in general, notably the investment by the Company in any companies, existing or to be created, businesses or operations whatsoever, that may be related to the hotel or leisure industries in general, it being specified that the Company may conduct all these transactions on its own account or on behalf of third parties, either acting alone or through equity investment, partnerships or through companies with any third parties or other companies, and carry them out in any form whatsoever: contributions, mergers, subscriptions or the purchase of securities or ownership rights, etc.;
- investment in any industrial, commercial, agricultural, real estate, financial or other companies, whether existing or to be formed, and whether French or foreign;
- the acquisition, disposal, exchange and any transactions involving shares, equity interests or partnership holdings, investment certificates, convertible or exchangeable bonds, equity warrants, bonds with equity warrants and generally, any securities and property rights whatsoever;
- any agricultural, farming, arboriculture, breeding, wine-growing operations, etc., as well as any associated or derivative agricultural or industrial operations relating thereto;
- and generally, all industrial, commercial, financial, movable or real property or securities operations related directly or indirectly to the above purposes or being capable of favouring their development."

[1] *The Bylaws are available on the Company's website (www.pernod-ricard.com).*

9.1.7 Registration number, NAF business activity code and LEI

The Company is registered on the Paris Trade and Companies Registry under number 582 041 943.

Pernod Ricard's French business activity (NAF) code is 7010Z. It corresponds to: Head Office Operations.

Pernod Ricard SA's LEI is 52990097YFPX9J0H5D87.

9.1.8 Financial year

From 1 July to 30 June of each year.

9.1.9 Dividend rights – Right to a share in the issuer's profits

Net profits are made up of the Company's income, as recorded in the income statement, less overheads and other Company charges, including depreciation and amortisation of assets and all provisions for commercial and industrial contingencies, if applicable.

From this net profit, less previous losses if applicable, at least 5% shall first be deducted to create the statutory reserve fund. This deduction shall cease to be mandatory when the statutory reserve fund reaches an amount that is equal to one-tenth of the share capital. It shall be required once again if for any reason whatsoever this reserve fund falls to less than one-tenth of share capital.

An amount shall be withdrawn from the distributable profit determined in accordance with the law sufficient to provide the shares with a first dividend equal to 6% of their fully paid up and unredeemed value, subject to the possibility for the Board of Directors to authorise shareholders who so request to make full payment for their shares early, without such payments entitling the shareholders to the first dividend described above.

This first dividend shall not be cumulative, i.e., in the event that the profits for a financial year do not permit payment of the dividend, or if such profits do not permit payment of the entire amount of the dividend, the shareholders shall have no right to claim the payment of such dividend from the profits of a subsequent financial year.

From the available surplus, the Ordinary Shareholders' Meeting may deduct the amounts it deems appropriate to be carried forward to the following financial year or to be allocated to any special or contingency reserve funds, with or without a specific designation for the use thereof.

The balance shall be divided among the shareholders as an additional dividend.

The Ordinary Shareholders' Meeting shall be authorised to withdraw from all optional reserve funds created any amounts that it deems appropriate for the purpose of:

- distributing them to the shareholders or allocating them to the total or partial redemption of shares; or
- capitalising them or allocating them to the buyback and cancellation of shares.

Shares that have been redeemed in full shall be replaced by bonus shares (*actions de jouissance*), which shall have the same rights as the former shares, with the exception of the right to the first dividend as provided in the Bylaws and the right to the reimbursement of its capital contribution.

The procedures for paying the dividend within the maximum period provided by law shall be set by the Ordinary Shareholders' Meeting or, failing this, by the Board of Directors.

The Ordinary Shareholders' Meeting held to approve the financial statements for the financial year shall have the right to provide to each shareholder, for all or part of the dividend distributed, or for the interim dividend, a choice between payment of the dividend in cash or in shares.

Dividends shall be paid within a maximum of nine months following the year-end. This period may be extended by court ruling. Unclaimed dividends shall be forfeited to the French State after the statutory period of five years.

9.1.10 Changes to the share capital and the rights attached to shares

Any changes to the share capital or the voting rights attached to the shares making up the share capital shall be governed by the standard legal provisions, as the Bylaws[1] do not contain any specific provisions in this respect.

9.1.11 The Statutory Auditors

French original signed by

Deloitte & Associés, member of the Versailles regional auditors' association (*Compagnie Régionale des Commissaires aux Comptes de Versailles*), represented by Marc de Villarty and Loris Strappazzon, whose registered office is at 6, place de la Pyramide, 92908 Paris La Défense Cedex, reappointed by the Shareholders' Meeting of 10 November 2023 for a term of four years, which will expire at the close of the Shareholders' Meeting to be held in 2027 to approve the financial statements for FY 2027.

KPMG SA, member of the Versailles regional auditors' association (*Compagnie Régionale des Commissaires aux Comptes de Versailles*), represented by Caroline Bruno-Diaz and Adrien Johner, whose registered office is at Tour Eqho, 2, avenue Gambetta, 92066 Paris La Défense Cedex, whose appointment was approved by the Shareholders' Meeting of 10 November 2022 and will expire at the close of the Shareholders' Meeting to be held in 2028 to approve the financial statements for FY 2028.

Fees of the Statutory Auditors and members of their networks

The fees of the Statutory Auditors and members of their networks for the 12-month financial year are presented in Note 6.8 – *Fees of the Statutory Auditors and members of their network for the 12-month financial year* in Chapter 6 "Annual consolidated financial statements" of this Universal Registration Document.

[1] *The Bylaws are available on the Company's website (www.pernod-ricard.com).*

9.2 Information on the share capital

All conditions in the Bylaws[1] governing changes to the share capital and the rights attached thereto are in all respects compliant with French law. The Bylaws do not provide for any overriding provisions and do not impose any special contingencies.

9.2.1 Amount of paid-up capital at 30 June 2025

On 18 July 2012, the Board of Directors noted that, at 30 June 2012, the share capital had increased by an amount of €912,643.10 following the exercise, since 1 July 2011, of 588,802 stock options granting entitlement to the same number of Pernod Ricard shares.

On 24 July 2013, the Board of Directors noted that, at 30 June 2013, the share capital had increased by an amount of €172,029.85 following the exercise, since 1 July 2012, of 110,987 stock options granting entitlement to the same number of Pernod Ricard shares. At 30 June 2013, Pernod Ricard's subscribed and fully paid-up share capital thus amounted to €411,403,467.60, divided into 265,421,592 shares with a par value of €1.55.

Since 30 June 2014, Pernod Ricard's subscribed and fully paid-up share capital has amounted to €411,403,467.60, divided into 265,421,592 shares with a par value of €1.55.

On 22 July 2020, upon delegation of the Shareholders' Meeting of 8 November 2019, the Board decided to cancel 3,545,032 Pernod Ricard shares and noted that this cancellation reduced the share capital of Pernod Ricard from €411,403,467.60 to €405,908,668, divided into 261,876,560 shares with a par value of €1.55.

On 27 April 2022, upon delegation of the Shareholders' Meeting of 10 November 2021, the Board decided to cancel 3,929,205 Pernod Ricard shares and noted that this cancellation reduced the share capital of Pernod Ricard from €405,908,668 to €399,818,400.25, divided into 257,947,355 shares with a par value of €1.55.

On 26 April 2023, upon delegation of the Shareholders' Meeting of 10 November 2021, the Board decided to cancel 2,315,622 Pernod Ricard shares and noted that this cancellation reduced the share capital of Pernod Ricard from €399,818,400.25 to €396,229,186.15, divided into 255,631,733 shares with a par value of €1.55.

On 24 April 2024, upon delegation of the Shareholders' Meeting of 10 November 2023, the Board decided to cancel 2,302,985 Pernod Ricard shares and noted that this cancellation reduced the share capital of Pernod Ricard from €396,229,186.15 to €392,659,559.40, divided into 253,328,748 shares with a par value of €1.55.

On 14 December 2024, upon delegation of the Shareholders' Meeting of 8 November 2024, the Board decided to cancel 1,059,553 Pernod Ricard shares and noted that this cancellation reduced the share capital of Pernod Ricard from €392,659,559.40 to €391,017,252.25, divided into 252,269,195 shares with a par value of €1.55.

9.2.2 Shares not representing capital

There are no shares that do not represent the Company's capital.

5,367,825 Pernod Ricard shares held by Société Paul Ricard are pledged to third parties.

1,352,650 Pernod Ricard shares held by Le Delos Invest I (a controlled company within the meaning of Article L. 233-3 of the French Commercial Code) are pledged to third parties.

4,118,105 Pernod Ricard shares held by Le Delos Invest II (a controlled company within the meaning of Article L. 233-3 of the French Commercial Code) are pledged to third parties.

1,720,000 Pernod Ricard shares held by Le Delos Invest III (a controlled company within the meaning of Article L. 233-3 of the French Commercial Code) are pledged to third parties.

9.2.3 Contingent capital

Stock options

At 30 June 2025, there were no outstanding Company stock options.

[1] *The Bylaws are available on the Company's website (www.pernod-ricard.com).*

9.2.4 Changes in the share capital over the last five years

TABLE OF CHANGES IN THE SHARE CAPITAL OVER THE LAST FIVE YEARS

Amount of share capital prior to transaction	Number of shares prior to transaction	Year	Type of transaction	Quantity	Effective date	Shares issued/ cancelled	Share/ conversion premium	Number of shares after transaction	Amount of share capital after transaction
€411,403,467.60	265,421,592	2021	Cancellation of shares	N/A	22/07/2020	3,545,032	-	261,876,560	€405,908,668.00
€405,908,668	261,876,560	2022	Cancellation of shares	N/A	27/04/2022	3,929,205	-	257,947,355	€399,818,400.25
€399,818,400.25	257,947,355	2023	Cancellation of shares	N/A	26/04/2023	2,315,622	-	255,631,733	€396,229,186.15
€396,229,186.15	255,631,733	2024	Cancellation of shares	N/A	24/04/2024	2,302,985	-	253,328,748	€392,659,559.40
€392,659,559.40	253,328,748	2024	Cancellation of shares	N/A	23/12/2024	1,059,553	-	252,269,195	€391,017,252.25
€391,017,252.25	252,269,195	2025	-	-	-	-	-	252,269,195	€391,017,252.25

N/A: Not applicable.
The date provided is the date on which the Board of Directors decided to cancel the shares.

9.2.5 Changes in voting rights over the last five years

Year[1]	Number of voting rights[2]
Position at 30 June 2021	314,421,245
Position at 30 June 2022	310,685,307
Position at 30 June 2023	305,894,671
Position at 30 June 2024	303,698,375
Position at 30 June 2025	302,936,078

(1) Data at the date the breakdown of share capital and voting rights were recorded.
(2) Total number of voting rights in the Company, including suspended voting rights.

9.2.6 Changes in the breakdown of share capital and voting rights over the last three years

	Position at 30.06.2025			Position at 30.06.2024			Position at 30.06.2023		
Shareholders	Number of shares	% of share capital	% of voting rights*	Number of shares	% of share capital	% of voting rights*	Number of shares	% of share capital	% of voting rights*
Société Paul Ricard[1]	36,042,689	14.29	20.64	35,997,926	14.21	20.57	35,964,503	14.07	20.41
Gonzalez-Gallarza Granizo family[2]	1,478,703	0.59	0.98	1,477,603	0.58	0.97	1,477,603	0.58	0.97
Directors and Management of Pernod Ricard	255,134	0.10	0.10	230,703	0.09	0.08	220,911	0.09	0.08
Pernod Ricard employees	3,412,866	1.35	1.76	3,656,800	1.44	1.84	3,540,466	1.38	1.79
Groupe Bruxelles Lambert (Belgium)[3]	17,204,118	6.82	11.36	17,204,118	6.79	11.33	17,204,118	6.73	11.25
MFS Investment Management (United States)[4]	12,909,864	5.12	4.26	10,748,331	4.24	3.54	10,607,826	4.15	3.47
BlackRock Investment Management Limited (United Kingdom)[5]	11,876,939	4.71	3.92	12,852,469	5.07	4.23	12,957,953	5.07	4.24
Wellington Management Group LLP[6]	8,623,361	3.42	2.85	12,769,809	5.04	4.20	1,685,256	0.66	0.55
Caisse des Dépôts et Consignations[7]	6,955,892	2.76	2.30	6,391,135	2.52	2.10	-	-	-
Amundi[8]	6,112,576	2.42	2.02	5,151,040	2.03	1.70	3,763,462	1.47	1.23
Harris Associates LP[9]	4,566,941	1.81	1.51	-	-	-	-	-	-
FIL Limited[10]	3,794,135	1.50	1.25	3,747,057	1.48	1.23	5,170,372	2.02	1.69
FMR LLC[11]	2,004,283	0.79	0.66	-	-	-	-	-	-
HSBC Holdings PLC[12]	1,530,242	0.61	0.51	-	-	-	-	-	-
Brandes Investment Partners, LP[13]	1,480,557	0.59	0.49	-	-	-	-	-	-

9 Information on the Company and its share capital

Information on the share capital

Shareholders	Position at 30.06.2025 Number of shares	% of share capital	% of voting rights*	Position at 30.06.2024 Number of shares	% of share capital	% of voting rights*	Position at 30.06.2023 Number of shares	% of share capital	% of voting rights*
Citigroup Global Markets Limited (United Kingdom)[14]	1,436,661	0.57	0.47	1,278,795	0.50	0.42	-	-	-
American Century Investments Management, Inc.[15]	1,272,298	0.50	0.42	-	-	-	-	-	-
Janus Henderson Group PLC[16]	1,250,604	0.50	0.41	1,316,651	0.52	0.43	-	-	-
Aberdeen PLC[17]	1,239,165	0.49	0.41	-	-	-	-	-	-
Citadel[18]	1,221,172	0.48	0.40	-	-	-	-	-	-
Invesco (United Kingdom)[19]	1,138,768	0.45	0.38	6,106,053	2.41	2.01	6,528,175	2.55	2.13
UBS Group AG[20]	-	-	-	1,382,305	0.55	0.46	-	-	-
Ameriprise Financial Group[21]	-	-	-	1,306,532	0.52	0.43	-	-	-
WCM Investment Management, LLC (United States)[22]	-	-	-	-	-	-	6,620,843	2.59	2.16
Alecta[23]	-	-	-	-	-	-	2,699,000	1.06	0.88
Bank of Montreal[24]	-	-	-	-	-	-	1,662,343	0.65	0.54
Threadneedle Asset Management Holdings Ltd[25]	-	-	-	-	-	-	1,570,019	0.61	0.51
Mitsubishi UFJ Kokusai Asset Management Co. Ltd[26]	-	-	-	-	-	-	1,410,526	0.55	0.46
Franklin Resources[27]	-	-	-	-	-	-	1,381,512	0.54	0.45
Allianz Global Investors GmbH[28]	-	-	-	-	-	-	1,288,331	0.50	0.42
Treasury shares:	-	-	-	-	-	-	-	-	-
• Held by affiliates	-	-	-	-	-	-	-	-	-
• Held by the Company	613,885	0.24	0.00	2,027,013	0.80	0.00	2,363,986	0.92	0.00
Other and public	125,848,342	49.89	42.91	129,684,408	51.19	44.45	137,514,528	53.79	46.76
Total	**252,269,195**	**100.00**	**100.00**	**253,328,748**	**100.00**	**100.00**	**255,631,733**	**100.00**	**100.00**

Based on notifications made to the Company, mainly in the prior financial year, that thresholds stipulated in French law and the Bylaws (0.5% of the share capital) had been crossed.

* *Although there is only one class of shares, shares held for ten years in registered form are entitled to double voting rights. Calculated on the basis of a total of 302,936,078 "theoretical" voting rights (including suspended voting rights).*

(1) Société Paul Ricard is wholly owned by the Ricard family. The notification also covers 169,868 shares held by Le Garlaban, 1,352,650 shares held by Le Delos Invest I, 4,431,928 shares held by Le Delos Invest II and 1,720,002 shares held by Le Delos Invest III. These four companies are controlled by Société Paul Ricard within the meaning of Article L. 233-3 of the French Commercial Code.

(2) Rafaël Gonzalez-Gallarza had entered into a shareholders' agreement with Société Paul Ricard, to which his heirs and beneficiaries (the "Gonzalez-Gallarza Granizo family") confirmed that they will adhere as necessary following the liquidation of his estate (see below).

(3) Notification of 22 June 2017.

(4) Notification of 14 April 2025.

(5) Notification of 2 July 2025.

(6) Notification of 27 February 2025.

(7) Notification of 17 December 2024.

(8) Notification of 3 June 2025.

(9) Notification of 27 June 2025.

(10) Notification of 13 June 2025.

(11) Notification of 11 June 2025.

(12) Notification of 4 July 2025.

(13) Notification of 6 March 2025.

(14) Notification of 10 July 2025.

(15) Notification of 4 September 2024.

(16) Notification of 27 January 2025.

(17) Notification of 16 April 2025.

(18) Notification of 11 April 2025.

(19) Notification of 17 January 2025.

(20) Notification of 5 April 2024.

(21) Notification of 3 October 2023.

(22) Notification of 18 August 2022.

(23) Notification of 10 August 2022.

(24) Notification of 17 November 2022.

(25) Notification of 20 July 2022.

(26) Notification of 13 March 2023.

(27) Notification of 27 February 2023.

(28) Notification of 5 September 2022.

Certain Company shares carry double voting rights as described in subsection 2.5.3 "Voting conditions" in Chapter 2 "Corporate governance" of the 2024-2025 Universal Registration Document. Of the 252,269,195 shares comprising the Company's capital on 30 June 2025, 50,666,883 shares had a double voting right.

At the same date, employees held 3,412,866 shares, representing 1.35% of the share capital and 1.76% of the voting rights of the Company.

The Paul Ricard Concert Party (comprising: Société Paul Ricard, Le Delos Invest I, Le Delos Invest II, Le Delos Invest III, Le Garlaban, Rigivar, Michele Ricard e Hijos, as well as Danièle Ricard, Patricia Ricard Giron, Sandrine Ricard, Anne-Sophie Mouquet, Veronica Vargas, Leticia Vargas, Mathilde Thoulouze, Martina Granizo Aranda, Martina Gonzalez-Gallarza Granizo, Isabel Gonzalez-Gallarza Granizo, César Giron, François-Xavier Diaz, Alexandre Ricard, Marc de Jouffroy, Edouard Boyer, Adrien Boyer, Guillaume de Jouffroy, Max Giron, Eduardo Gonzalez-Gallarza Granizo and Rafaël Gonzalez-Gallarza Granizo, as notified to Pernod Ricard on 18 February and 3 April 2025), holds 38,163,571 shares in the Company representing 66,424,315 voting rights, i.e., 15.13% of the share capital and 21.93% of the voting rights of the Company at 30 June 2025.

The shareholders' agreement between the Company's shareholders (heirs of Rafaël Gonzalez-Gallarza and Société Paul Ricard, owned by the Ricard family), is described under "Shareholders' agreements" in subsections 2.1.2.5.2 "Declarations by the members of the Board of Directors" and 2.4.3 "Agreements between shareholders of which the Company is aware" in Chapter 2 of the 2024-2025 Universal Registration Document and is also available on the AMF website (www.amf-france.org).

Legal threshold crossings

In a letter received on 28 November 2024, BlackRock Inc. (55 East 52nd Street, New York, NY 10055, USA), acting on behalf of its clients and the funds it manages, notified that on 27 November 2024 it had fallen below the threshold of 5% of the share capital of Pernod Ricard, and subsequently held, on behalf of its clients and funds, 12,662,225 Pernod Ricard shares representing as many voting rights, i.e., 4.99% of the share capital and 4.17% of the voting rights of the Company.

In a letter received on 14 April 2025, US-based Massachusetts Financial Services Company (111 Huntington Avenue, Boston MA 02199, USA), acting on behalf of the clients and funds it manages, notified that on 10 April 2025, it had, directly and indirectly, through companies that it controls, crossed above the threshold of 5% of the share capital of Pernod Ricard, holding, on behalf of said clients and funds, 12,909,864 Pernod Ricard shares representing the same number of voting rights, i.e., 5.12% of the capital and 4.26% of the voting rights of the Company.

In a letter received on 19 February 2025, supplemented by a letter received on 28 February 2025:

- Mathilde Thoulouze, the Spanish company Michele Ricard e Hijos SL, Sandrine Ricard, Anne-Sophie Mouquet, Leticia Vargas Giron, Edouard Boyer, Marc de Jouffroy, Guillaume de Jouffroy, Adrien Boyer and Max Giron, acting in concert, notified that on 18 February 2025 they had crossed above the thresholds of 5%, 10% and 15% of the share capital and voting rights and 20% of the voting rights of Pernod Ricard, and that they held, along with the members of concert, 38,158,372 Pernod Ricard shares representing 66,409,741 voting rights, i.e., 15.13% of the share capital and 21.93% of the voting rights of the Company;
- Paul-Charles Ricard declared that on 18 February 2025 he had individually crossed below the thresholds of 20% of the voting rights and 15%, 10% and 5% of the share capital and voting rights of Pernod Ricard, and that he held 182,226 Pernod Ricard shares representing 363,530 voting rights, i.e., 0.07% of the share capital and 0.12% of the voting rights of the Company.

These thresholds were crossed as a result of a change in the scope of the pre-existing concert party.

In a letter received on 2 April 2025, Martina Gonzalez-Gallarza Granizo, Martina Granizo Aranda, Isabel Gonzalez-Gallarza Granizo, Eduardo Gonzalez-Gallarza Granizo and Rafael Gonzalez-Gallarza Granizo notified that on 28 March 2025 they had collectively crossed above the thresholds of 5%, 10% and 15% of the share capital and voting rights and 20% of the voting rights of Pernod Ricard, and held, along with the members of the pre-existing concert party, 38,159,571 Pernod Ricard shares representing 66,410,940 voting rights, i.e., 15.13% of the share capital and 21.93% of the voting rights of the Company. These thresholds were crossed as a result of the liquidation of Rafael Gonzalez-Gallarza's estate.

In a letter received on 27 August 2024, Wellington Management Group LLP (c/o Wellington Management Company LLP, 280 Congress Street, Boston, MA, 02210, USA), acting on behalf of funds and clients, notified that on 26 August 2024 it had crossed above the threshold of 5% of the share capital of Pernod Ricard, and subsequently held, on behalf of said funds and clients, 12,873,404 Pernod Ricard shares representing as many voting rights, i.e., 5.08% of the share capital and 4.24% of the voting rights of the Company.

In a letter received on 13 February 2025, Wellington Management Group LLP, acting on behalf of funds and clients, notified that on 12 February 2025 it had crossed above the threshold of 5% of the share capital of Pernod Ricard, and subsequently held, on behalf of said funds and clients, 12,410,855 Pernod Ricard shares representing as many voting rights, i.e., 4.92% of the share capital and 4.10% of the voting rights of the Company.

Additional information on shareholders

It is estimated that approximately 12,225 Pernod Ricard shareholders hold their shares in registered form.

Breakdown of share capital (Company analysis based on shareholder survey at 31 March 2025 and registered share data)	(%)
Paul Ricard Concert Party	15.1
Board + Management + Employees + Treasury shares	1.7
Groupe Bruxelles Lambert	6.8
US institutional investors	33.1
French institutional investors	7.2
UK institutional investors	10.4
Other foreign institutional investors	21.7
Individual shareholders	4.0
TOTAL	**100**

To Pernod Ricard's knowledge, no shareholder, directly or indirectly, individually or in concert, holds more than 5% of the share capital or voting rights, other than those included in the table summarising the breakdown of share capital and voting rights at 30 June 2025.

No individual or entity, directly or indirectly, alone or in concert, exercises control over Pernod Ricard's share capital.

To the Company's knowledge, no material changes have taken place in the breakdown of the Company's share capital over the last three financial years, other than those included in the table summarising the breakdown of share capital and voting rights at 30 June 2025.

Pernod Ricard is the only Group company listed on a stock exchange (Euronext Paris).

However, the Pernod Ricard Group controls Corby Spirit and Wine Limited (45.79% of the share capital and 51.61% of the voting rights), which is listed on the Toronto Stock Exchange (Canada).

Interests and stock options

Detailed information is provided in Chapter 2 "Corporate governance" of this Universal Registration Document in relation to the following:

- Corporate Officers' interests in the Company's share capital;
- transactions by Corporate Officers involving Pernod Ricard shares in the financial year;
- stock options exercised by Executive Corporate Officers in FY 2025;
- stock options granted to and exercised by the ten Group employees (other than Corporate Officers) receiving and exercising the highest number of options in FY 2025.

9.2.7 Stock market information on Pernod Ricard shares

Pernod Ricard shares (ISIN: FR0000120693) are traded on the Euronext regulated market in Paris (Compartment A) and are eligible for the deferred settlement service.

TRADING VOLUME AND SHARE PRICE ON THE PARIS STOCK EXCHANGE IN THE LAST 18 MONTHS (SOURCE: BLOOMBERG)

Date	Volume *(thousands)*	Capital *(€ millions)*	Average price *(€)*	High *(€)*	Low *(€)*	Closing price *(€)*
January 2024	10,052	1,493	148.49	160.55	140.50	152.50
February 2024	8,080	1,263	156.36	164.55	152.15	154.55
March 2024	7,263	1,092	150.32	156.05	144.10	149.95
April 2024	7,701	1,104	143.35	150.90	138.70	142.00
May 2024	9,544	1,376	144.15	150.60	134.85	136.95
June 2024	10,246	1,367	133.41	140.70	126.10	126.70
July 2024	9,947	1,266	127.23	132.30	120.20	124.00
August 2024	9,436	1,172	124.21	141.10	119.95	128.80
September 2024	10,857	1,393	128.34	140.75	122.10	135.60
October 2024	11,079	1,397	126.14	137.05	113.95	114.25
November 2024	10,887	1,194	109.66	116.30	103.80	105.90
December 2024	12,885	1,408	109.27	115.00	103.95	109.00
January 2025	12,373	1,330	107.46	112.90	102.80	110.20
February 2025	17,222	1,731	100.51	109.35	96.02	103.25
March 2025	14,467	1,415	97.81	106.15	90.66	91.26
April 2025	13,300	1,230	92.49	97.96	83.04	95.22
May 2025	9,277	880	94.88	99.56	89.74	91.02
June 2025	11,537	1,020	88.43	92.98	84.14	84.60

9.2.8 Other legal information

Related-party transactions

Transactions with related parties are described in Note 6.6 – *Related parties* to the consolidated financial statements (Chapter 6 of this Universal Registration Document).



10.

10.1 Persons responsible

10.1.1 Names and functions

Person responsible for the Universal Registration Document

Alexandre Ricard
Chairman & CEO of Pernod Ricard

Person responsible for the information

Florence Tresarrieu
Vice-President, Financial Communication & Investor Relations
Tel.: +33 1 70 93 17 03

10.1.2 Declaration by the person responsible for the Universal Registration Document and the Annual Financial Report

I hereby declare that, to the best of my knowledge, the information contained in this Universal Registration Document is in accordance with the facts and that the Universal Registration Document makes no omission likely to affect its import.

I further declare that, to the best of my knowledge, the parent company financial statements and the consolidated financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, financial position and profit or loss of the Company and all the companies included in the scope of consolidation, and that the management report, the contents of which are listed in subsection 10.3.2 ("Cross-reference table – Management report"), gives a true and fair view of the developments in the results and financial position of the Company and all the companies included within the scope of consolidation, together with a description of the main risks and uncertainties that they face, and that is has been prepared in accordance with the applicable sustainability standards.

Paris, 17 September 2025
Alexandre Ricard
Chairman & CEO of Pernod Ricard

10.2 Documents available

Corporate documents (financial statements, minutes of Shareholders' Meetings, attendance registers for Shareholders' Meetings, list of Directors, Statutory Auditors' reports, Bylaws, etc.) for the last three financial years may be consulted at Pernod Ricard's registered office at 5, cours Paul Ricard, 75380 Paris Cedex 08, France.

The "Regulatory information" section of the Company's website is available at the following address:

https://www.pernod-ricard.com/en/investors

This section of the website contains all the regulatory information provided by Pernod Ricard pursuant to the provisions of articles 221-1 *et seq.* of the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) General Regulation.

10.3 Cross-reference tables

10.3.1 Universal Registration Document

The table below cross-references the disclosures required under Annex I and Annex II of Commission Delegated Regulation (EU) 2019/980 of 14 March 2019 and the relevant pages of this Universal Registration Document.

Required disclosure	Pages
1. Persons responsible, third party information, experts' reports and competent authority approval	1; 468
2. Statutory Auditors	459
3. Risk factors	106-107; 302-322; 376-377; 386-388
4. Information on Pernod Ricard	458-459
5. Business overview	
5.1 Principal activities	6-10; 14-15
5.2 Principal markets	6; 16
5.3 The important events in the development of the issuer's business	12-13
5.4 Strategy and objectives	23-24
5.5 Dependence on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	318
5.6 Competitive position	16
5.7 Investments	13; 356-359
6. Organisational structure	
6.1 Brief description of the Group	7-24
6.2 List of significant affiliates	390-392; 418-419
7. Operating and financial review	
7.1 Financial position	6; 326-331; 340-345; 400-403
7.2 Operating results	6; 326-331; 350-355; 404
8. Capital resources	
8.1 Information concerning capital resources	53; 60-63; 326; 341-344; 382-385; 401-402; 460-465
8.2 Sources and amounts of cash flows	326-327; 331; 381; 396; 403
8.3 Information on borrowing requirements and funding structure	326-327; 341-344; 382-385; 401-402; 460-465
8.4 Restriction on the use of capital resources	333-337
8.5 Anticipated sources of funds	333-337; 349; 370-381; 414
9. Regulatory environment	315-318
10. Trend information	24; 332
11. Profit forecasts or estimates	N/A
12. Administrative, management and supervisory bodies and senior management	
12.1 Board of Directors and General Management	21-22; 28-56
12.2 Administrative, management and supervisory bodies and senior management conflicts of interests	52
13. Compensation and benefits	
13.1 Compensation and benefits in kind	58; 67-91; 431-434; 437-438
13.2 Amounts set aside or accrued to provide for pension, retirement or similar benefits	83-85; 86-90; 363-369; 389; 412-413

10 Additional information in the Universal Registration Document

Cross-reference tables

Required disclosure	Pages
14. Board practices	
14.1 Expiry date of current terms of office	31
14.2 Service contracts	52
14.3 Information about the Audit Committee and Compensation Committee	57-58
14.4 Statement regarding compliance with the applicable corporate governance regimes	28; 33-37
14.5 Potential material impacts on corporate governance	33-37; 431; 437
15. Employees	
15.1 Number of employees and breakdown of persons employed	6; 178-224; 418
15.2 Shareholdings and stock options	86-89; 382-384
15.3 Arrangements for involving the employees in the capital	62-64
16. Major shareholders	
16.1 Notifiable interests in the capital or voting rights	461-463
16.2 Existence of different voting rights	66
16.3 Control of Pernod Ricard	52; 61-65; 460-461
16.4 Arrangements known to Pernod Ricard, the operation of which may result in a change in control	60-61; 64; 461-465
17. Related-party transactions	389
18. Financial information concerning the issuer's assets and liabilities, financial position and profits and losses	
18.1 Historical financial information	326-327; 341-392
18.2 Interim and other financial information	N/A
18.3 Auditing of historical annual financial information	393-396; 423-425
18.4 Pro forma financial information	N/A
18.5 Dividend policy	383; 402; 404; 422; 436; 459
18.6 Legal and arbitration proceedings	315-318; 322; 387-388; 412-413
18.7 Significant change in financial position	N/A
19. Additional information	
19.1 Share capital	
19.1.1 Issued capital	460-461
19.1.2 Other shares	460-461
19.1.3 Treasury shares	62-64
19.1.4 Convertible or exchangeable securities or securities with warrants	422
19.1.5 Terms of acquisition	60-61; 460
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19.1.7 History of share capital	461
19.2 Memorandum of Association and Bylaws	
19.2.1 Corporate purpose	458
19.2.2 Rights and preferences of each class of shares	66
19.2.3 Provisions affecting a change in control	65
20. Material contracts	333-337
21. Documents available	468

N/A: Not applicable.

10.3.2 Management report

This Universal Registration Document contains all components of the management report as required by Articles L. 225-100 *et seq.*, L. 232-1-II and R. 225-102 *et seq.* of the French Commercial Code (*Code de commerce*).

Required disclosure	Pages
Position and activity of the Company during the past financial year	326-332
Progress made or difficulties encountered	326-332
Results	326-332
Research and Development activities	261-262; 313-314
Forecast developments in the Company's position and outlook	332
Significant events that occurred between the reporting date and the date of the management report	389
Objective and exhaustive review of the development of the business, financial results and financial position of the Company (particularly its debt position) and non-financial performance indicators (particularly concerning the environment and personnel)	93-298; 326-331
Description of the main risks and uncertainties faced by the Company, and notes concerning the Company's use of financial instruments, when the use of such instruments is relevant to the evaluation of its assets, liabilities, financial position and gains or losses	302-322; 368-369
Report on employee profit-sharing plans (as well as those for executives), transactions carried out as part of stock option plans reserved for salaried employees and executives, transactions carried out as part of free share grants reserved for salaried employees and executives	86-89; 382-384
Activity of the Company's affiliates	15-17
Significant shareholdings in companies based in France	407
Disposal of shares to ensure cross-holdings are compliant	N/A
Information related to the allocation of share capital	454-459
Dividends distributed during the last three financial years	418
Changes made to the presentation of the financial statements	N/A
Injunctions or financial penalties for anti-competitive practices	N/A
Sustainability report	98-298
Information relating to interest and exchange rate risks, as well as risks linked to changes in stock market prices	318-320; 376-377
Information required by Article L. 225-211 of the French Commercial Code on transactions by the Company in its own shares	62-64
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Expenses and charges referred to in Article 223 *quater* of the French Tax Code (*Code général des impôts*)	420
Breakdown of trade payables pursuant to Articles L. 441-6-1 and D. 441-4 of the French Commercial Code	420
Information on payment terms pursuant to Article D. 441-6-1 of the French Commercial Code as amended by Decree No. 2015-1553 of 27 November 2015, implemented by the Order of 6 April 2016	420-421
Inventory of marketable securities	422
Internal control and risk management	302-303

10.3.3 Report on corporate governance

This Universal Registration Document contains all components of the corporate governance report as required by Articles L. 225-37 *et seq.* of the French Commercial Code.

Required disclosure	Pages
Body chosen to serve as the Company's General Management (if the management structure has changed)	28-59
List of offices or functions held by each of the Corporate Officers in all companies	38-51
Compensation and benefits for each of the Corporate Officers	67-90
Table and report on delegations for share capital increases	60-61
Information required by Article L. 225-37-5 of the French Commercial Code that may have an impact on a public offer	61-65
Shareholders' meeting and how to take part	65-66
Rights attached to shares	66

10.3.4 Annual financial report

Required disclosure	Pages
Consolidated financial statements	340-393
Statutory Auditors' report on the consolidated financial statements	393-396
Parent company financial statements	400-422
Statutory Auditors' report on the parent company financial statements	423-425
Management report	326-337
Declaration by the person responsible for the annual financial report	468
Statutory Auditors' fees	389

10.3.5 Management reports, parent company financial statements, consolidated financial statements and Statutory Auditors' reports for financial years ended 30 June 2024 and 30 June 2023

In accordance with Article 19 of European Regulation EU No. 2017/1129 of 14 June 2017, the following information is incorporated by reference in this Universal Registration Document:

- the Group management report, the parent company financial statements, the consolidated financial statements and the Statutory Auditors' reports on the parent company financial statements and the consolidated financial statements for the financial year ended 30 June 2024, as presented on pages 215 to 315 of the 2024 Universal Registration Document (https://www.pernod-ricard.com/en/media/filing-pernod-ricard-s-202324-universal-registration-document), filed on 18 September 2024 under No. D.24-0710;
- the Group management report, the parent company financial statements, the consolidated financial statements and the Statutory Auditors' reports on the parent company financial statements and the consolidated financial statements for the financial year ended 30 June 2023, as presented on pages 189 to 286 of the 2023 Universal Registration Document (https://www.pernod-ricard.com/en/media/universal-registration-document-fy23), filed on 20 September 2023 under No. D.23-0717.

The information included in these two universal registration documents, other than that mentioned above, has been replaced and/or updated, as applicable, by the information contained in this Universal Registration Document.

Financial Communication & Investor Relations Department

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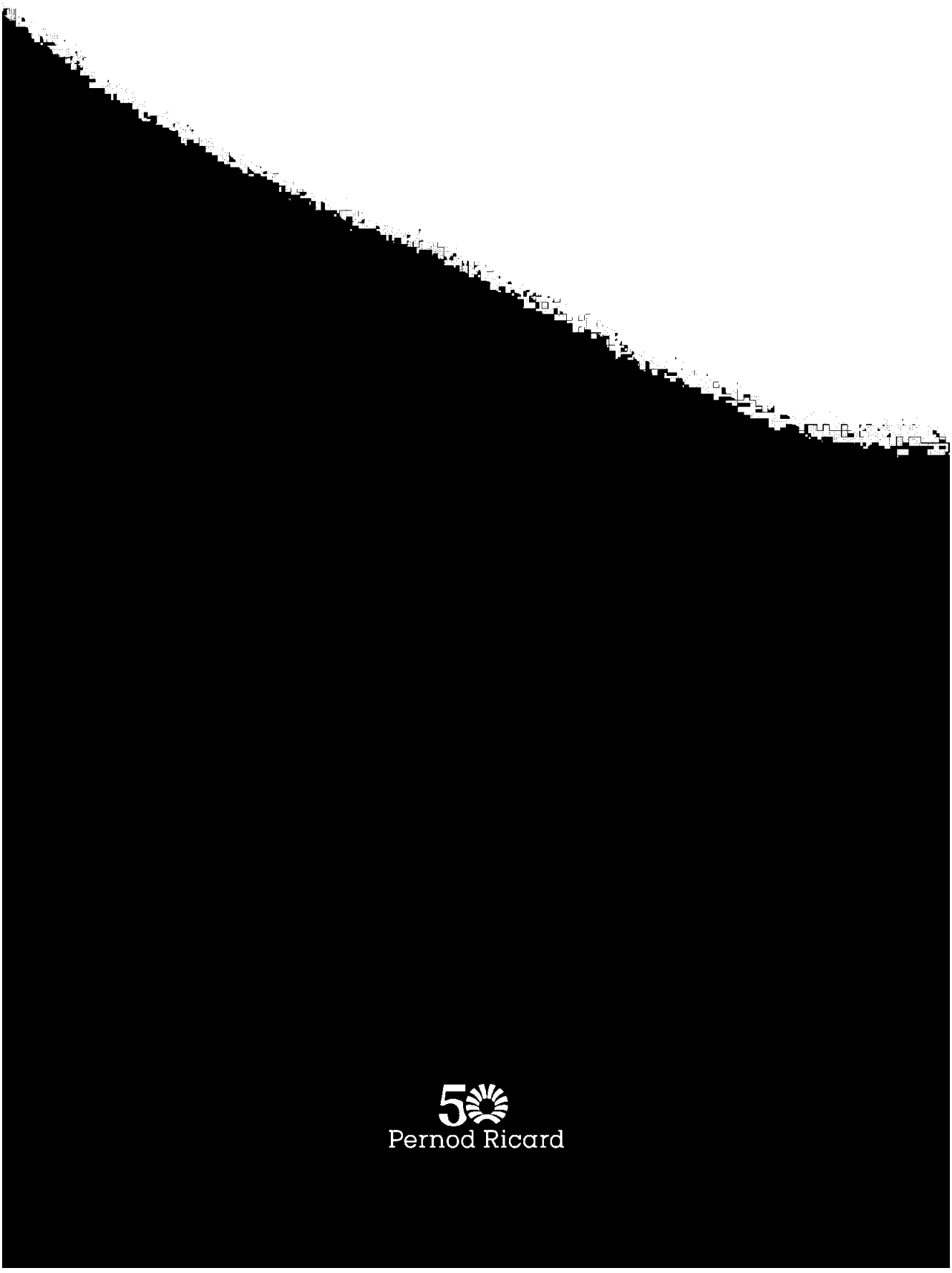
Pernod Ricard – 5, cours Paul Ricard – 75380 Paris Cedex 08 – France
Pernod Ricard

A French public limited company (*société anonyme*) with share capital of €391,017,252.25

Registered office: 5, cours Paul Ricard – 75380 Paris Cedex 08 – Tel.: +33 1 70 93 16 00
Paris Trade and Companies Registry – Registration No. 582 041 943

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Pernod Ricard

Skatteetaten

Vår dato	Din/Deres dato	Saksbehandler
15.11.2021	21.10.2021	Lars Waaltorp
800 80 000	Din/Deres referanse	Telefon
Skatteetaten.no		90833418
Org.nr	Vår referanse	Postadresse
974761076	2021/5681661	Postboks 9200 Grønland
		0134 OSLO

ERNST & YOUNG AS
Postboks 1156 Sentrum
0107 OSLO

Att. Lars Helland

Tillatelse til å utarbeide årsregnskap og årsberetning på engelsk

Vi viser til deres brev av 21. oktober 2021 der det søkes om dispensasjon fra kravet til å utarbeide årsregnskap og årsberetning på norsk for følgende selskaper:

Pernod Ricard Norway AS org.nr. 975 819 345
Premium Brands Norway AS org.nr. 994 807 587

Skattekontoret gir på bakgrunn av en konkret helhetsvurdering de overnevnte selskaper dispensasjon fra kravet til å utarbeide årsregnskap og årsberetning på norsk, jf. regnskapsloven § 3-4 tredje ledd. Dispensasjonen gjelder så lenge opplysningene som danner grunnlaget for vedtaket ikke endres vesentlig.

Kopi av dette brevet må sendes til Regnskapsregisteret i Brønnøysund sammen med årsregnskapet. Den regnskapspliktige må selv dokumentere ved dette brev at tillatelse er gitt.

Bakgrunn
De ovennevnte selskapene er eid av et utenlandsk selskap og inngår i et internasjonalt konsern. Begge selskapene driver virksomhet rettet mot handel og import av vin- og spritprodukter, og alt som hermed står i forbindelse.

Selskapenes arbeidsspråk er engelsk, og all kommunikasjon med primære kunder og kreditorer foregår hovedsakelig på engelsk. Begge selskapene har utenlandske styremedlemmer.

Skattekontorets vurdering
Etter regnskapsloven § 3-4 tredje ledd skal "årsregnskapet og årsberetningen [...] være på norsk. Departementet kan ved [...] enkeltvedtak bestemme at årsregnskapet og/eller årsberetningen kan være på et annet språk."

I Ot. prp. nr. 42 (1997-1998) Om lov om årsregnskap mv., er det uttalt følgende om regnskapslovens formål, jf. pkt. 1.1:

> "Regjeringen har som siktemål at regnskapsloven skal bidra til informative regnskaper for ulike grupper av regnskapsbrukere. Regnskapsbrukerne er dels investorer og kreditorer som tilfører

kapital til foretakene, og dels andre grupper som har interesse av å vite hvordan foretaket drives, f.eks. de ansatte og lokalsamfunnet. Informasjonen til kapitalmarkedet skal gi grunnlag for riktig prising av finansielle objekter. Riktig prisdannelse på aksjer er en forutsetning for at ressursbruken i samfunnsøkonomien skal bli best mulig. Gode regnskaper vil også gjøre det vanskeligere for markedsdeltakere å ta ut spekulasjonsgevinster med basis i skjevt fordelt informasjon."

Det fremgår således at et av hovedformålene med regnskapsloven er å bidra til "informative regnskaper for ulike grupper av regnskapsbrukere". Regnskapsbrukere vil omfatte, jf. uttalelsen i proposisjonen, blant andre investorer, kreditorer, ansatte og lokalsamfunnet.

Det er etter skattekontorets vurdering derfor avgjørende ved vurdering av om dispensasjon fra kravet til å utarbeide årsregnskap og/eller årsberetning på norsk kan gis, at det ikke foreligger mulige brukere av regnskapsinformasjon som blir vesentlig berørt negativt ved en eventuell dispensasjon.

Det er særlig hensynet til brukerne av regnskapsinformasjon som skal vurderes ved en dispensasjonssøknad. I denne vurderingen har skattekontoret lagt særlig vekt på at selskapene er eid av et utenlandsk selskap og inngår i et internasjonalt konsern. Videre er det vektlagt at selskapene driver virksomhet i en bransje der alle sentrale aktører behersker og benytter engelsk.

Vennligst oppgi vår referanse ved henvendelse i saken.

Med hilsen

Lars Waaltorp
seniorrådgiver
Brukerdialog, brukerkontakt
Skatteetaten

Dokumentet er elektronisk godkjent og har derfor ikke håndskrevne signaturer.

Deloitte.

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To the General Meeting of Premium Brands Norway AS

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of Premium Brands Norway AS (the Company), which comprise the balance sheet as at 30 June 2025, the income statement, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements, and
- the financial statements give a true and fair view of the financial position of the Company as at 30 June 2025 and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report. Our opinion on the financial statements does not cover the information in the Board of Directors' report.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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Registrert i Foretaksregisteret
Medlemmer av Den norske Revisorforening
Organisasjonsnummer: 980 211 282

Deloitte.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Oslo, 24 October 2025
Deloitte AS

Joachim Eriksen
State Authorised Public Accountant
(electronically signed)

Independent auditor's report

Name	Date
Eriksen, Joachim	**2025-10-24**

Identification

bankID Eriksen, Joachim

Signicat This document contains electronic signatures using EU-compliant PAdES - PDF Advanced Electronic Signatures (Regulation (EU) No 910/2014 (eIDAS))

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Premium Brands Norway AS

Annual report for the financial year ending 30 June 2025

Board of directors' report

Annual accounts
- Income statement
- Balance sheet
- Cash flow statement
- Notes

Auditor's report

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Premium Brands Norway

COMPANY NO. 994 807 587
ANNUAL REPORT FOR FISCAL YEAR 2024/2025

Premium Brands Norway AS ("Premium Brands Norway" or the "Company") is a holding company of Pernod Ricard Norway AS, owning 100% of its shares. Premium Brands Norway AS is wholly owned by Pernod Ricard Europe, Middle East and Africa S.A.S and is part of the Pernod Ricard group. The company's registered office is in Fridtjof Nansens vei 17-19 at Majorstuen in Oslo.

Premium Brands Norway import and sell alcoholic beverages in the Norwegian market, with products from Martell, Malfy, Ballantines and Jameson. The Company's revenues excluding taxes amounted to 12,5 MNOK and lower than last year's revenue of 14,5 MNOK.

The Norwegian market for wine and spirits has been stable over several years. The underlying market demand/growth was reflected through trade leakage to the border-trade (Swedish border) and global travel retail (GTR). This was primarily driven by the high and annually increasing Norwegian excise taxes, translating into substantially higher sales prices than in neighboring countries and in GTR. While the sales to the state owned Vinmonopolet increased during the outbreak of COVID-19 because of travel restrictions, the HoReCa channel dropped from applying trade restrictions. Since FY22 through to FY25, market is reflecting a decline towards pre-covid levels, partly mitigated by the restrained abroad travelling due to the weak NOK vs EUR. In FY25, the market is displaying clear contraction, while sales at the border are in growth. In this context, the Company has been outperforming and beating the spirits market. Both in value and in volume.

A large part of the Company's sales is generated by Vinmonopolet, which gives reasonable safety in the continued listing of the main products in the portfolio. It is the Board's opinion that the financial statement gives a correct description of the status and development of the Company. The strong performance of the Pernod Ricard spirits portfolio vs the spirits market is expected to continue, though with some uncertainty linked to growth of standard categories at the expense of premium categories. The sales in the HoReCa channel are expected to be somewhat soft until the interest rate is reduced further.

During FY25, the Company has continued active portfolio management, focusing on Pernod Ricard's core portfolio of strategic international spirits brands. During FY25, Pernod Ricard Group disposed certain brands, amongst others the Minttu brand, which represented a significant part of the annual turnover.

Based on a combination of external market realities and internal business dynamics, Pernod Ricard Group has decided to discontinue its direct presence in the Norwegian market effective from 31st of December 2025. From 1st of January 2026 the business will be managed through an appointed 3rd party importer. Consequently, the investment in the subsidiary affiliate, Pernod Ricard Norway AS, has been written down by 55 MNOK. The decision does not have any further impact on current financial statements. The financial statements are prepared on the going-concern assumption, which assumption still applies.

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Premium Brands Norway

There are no full-time employees in Premium Brands Norway as of June 30th, 2025, but the Company is paying for services from centralized teams. The Company's Board of Directors consists of one female and two male board members. Premium Brands Norway is covered by a directors and officers liability insurance which benefits the members of the Board of Directors and the General Manager. The Board does not know of any discrimination in the Company.

During the fiscal year 2024/2025 there has been no sickness and no accidents registration of accidents in the company.

The Company does not pollute the environment.

The Company is exposed to credit risk and interest rate risk in the ordinary business and strives to have an acceptable risk within these areas. The Company has mainly risk related to variable interest rate on the debt and is thus exposed to changes in the short-term interest rate.

Information related to the Norwegian Transparency Act ("Åpenhetsloven") can be found on: https://pernodricard.no/.

The Board of Directors propose to distribute the Company's net loss for 2024/2025 of -55 701 412 NOK as follows:

Transferred from other equity:	-55 701 412 NOK
Total allocated:	-55 701 412 NOK

Oslo, October 24st 2025

DocuSigned by:
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Khaled Kortas
Board Member

DocuSigned by:
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Mikkel Kæregaard Olsson
Board Member / General Manager

DocuSigned by:
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Anna Katarina Leijon Becht
Chairman of the Board

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Premium Brands Norway AS

Income statement 01.07-30.06

	Note	2025	2024
Revenue			
Sales revenue	2	12 460 427	14 485 023
Total revenue		12 460 427	14 485 023
Operating expenses			
Cost of goods sold	3	10 640 361	12 167 377
Other operating expenses	4	1 092 515	1 155 889
Total operating expenses		11 732 876	13 323 266
Operating result		727 551	1 161 757
Financial income and expenses			
Other interest income		1 102 865	246 717
Write-down of subsidiary		55 416 407	0
Interest paid to group companies	3	2 093 374	1 469 954
Other financial expenses		26 280	32 184
Net financial items		-56 433 196	-1 255 421
Result before tax		-55 705 645	-93 664
Tax expense	5	-4 233	-20 606
Net profit for the year		-55 701 412	-73 058
Allocated as follows			
Transferred to other equity	8	-55 701 412	-73 058
Total allocations		-55 701 412	-73 058

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Premium Brands Norway AS

Balance sheet as of June 30

	Note	2025	2024
Fixed assets			
Intangible assets			
Deferred tax asset	5	163 638	159 405
Total intangible assets		163 638	159 405
Financial assets			
Investments in subsidiaries	6	58 705 199	114 121 606
Total financial assets		58 705 199	114 121 606
Total fixed assets		58 868 837	114 281 011
Current assets			
Inventories		764 238	1 093 024
Receivables			
Accounts receivable		1 218 953	4 948 563
Other receivables	5	5	5
Total receivables		1 218 958	4 948 568
Cash and cash equivalents	7	28 089 375	13 474 661
Total current assets		30 072 571	19 516 253
Total assets		88 941 408	133 797 264

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Premium Brands Norway AS

Balance sheet as of June 30

	Note	2025	2024
Equity			
Paid-in capital			
Share capital	8, 9	58 850 000	58 850 000
Total paid-in capital		58 850 000	58 850 000
Retained earnings			
Other equity	8	-24 185 555	31 515 857
Total retained earnings		-24 185 555	31 515 857
Total equity		34 664 445	90 365 857
Liabilities			
Current liabilities			
Accounts payable	10	669 442	1 971 718
Public duties payable		1 105 134	4 407 597
Other short-term liabilities	10	52 502 387	37 052 092
Total current liabilities		54 276 963	43 431 407
Total liabilities		54 276 963	43 431 407
Total equity and liabilities		88 941 408	133 797 264

30 June 2025
Oslo, 24 October 2025

DocuSigned by:
Katarina Leijon-Becht
0388D82B8DA84DF...
Anna Katarina Leijon Becht
Chairman of the board

DocuSigned by:
771DDF3591164A9...
Mikkel Kæregaard Olsson
Board member and CEO

DocuSigned by:
B217C7AECECF4BB...
Khaled Kortas
Board member

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Premium Brands Norway AS

Cash flow statement 01.07-30.06

	Note	2025	2024
Cash flow from operating activities			
Result before tax		-55 705 645	-93 664
Taxes paid		0	44 912
Changes in inventories		328 786	1 249 526
Changes in accounts receivable		3 729 610	-944 263
Changes in accounts payable		-1 302 276	-1 404 240
Changes in other current balance sheet items		-3 330 461	292 171
Net cash flow from operating activities		-56 279 986	-855 558
Cash flow from investing activities			
Write-down of subsidiary		55 416 407	0
Net cash flow from investing activities		55 416 407	0
Cash flow from financing activities			
Proceeds from issuance of short-term loans	10	15 478 293	11 391 209
Net cash flow from financing activities		15 478 293	11 391 209
Net change in cash and cash equivalents		14 614 714	10 535 651
Cash and cash equivalents at 01.07		13 474 661	2 939 010
Cash and cash equivalents at 30.06		28 089 375	13 474 661

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Premium Brands Norway AS

Notes to the accounts for 2025

Note - 1 Accounting Principles

The annual report has been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting principles.

Sales revenue
Revenues from the sale of goods are recognized in the income statement once delivery has taken place and most of the risk and return has been transferred.

Revenues from the sale of services are recognized at execution. The share of sales revenue associated with future services are recorded in the balance sheet as deferred sales revenue, and are recognized at the time of execution.

Sales revenue is presented net of excise taxes and other indirect taxes in the income statement.

Subsidiaries and investment in associates
Subsidiaries and investments in associates are valued at cost in the company accounts. The investment is valued as cost of the shares in the subsidiary, less any impairment losses. An impairment loss is recognized if the impairment is not considered temporary, in accordance with generally accepted accounting principles. Impairment losses are reversed if the reason for the impairment loss disappears in a lather period.

Dividends, group contributions and other distributions from subsidiaries are recognized in the same year as they are recognized in the financial statement of the provider. If dividends / group contribution exceeds withheld profits after the acquisition date, the excess amount represents repayment of invested capital, and the distribution will be deducted from the recorded value of the acquisition in the balance sheet for the parent company.

Balance sheet classification
Current assets and short-term liabilities consist of receivables and payables due within one year, and items related to the inventory cycle. Other balance sheet items are classified as fixed assets / long term liabilities.

Current assets are valued at the lower of cost and fair value. Short term liabilities are recognized at nominal value.

Fixed assets are valued at cost, less depreciation and impairment losses. Long term liabilities are recognized at nominal value.

Accounts receivable and other receivables
Accounts receivable and other current receivables are recorded in the balance sheet at nominal value less provisions for doubtful accounts. Provisions for doubtful accounts are based on an individual assessment of the different receivables.

Inventories
Inventories are recognized at the lowest of cost and net selling price. The net selling price is the estimated selling price in the case of ordinary operations minus the estimated completion, marketing and distribution costs. The cost is arrived at using the FIFO method and includes the costs incurred in acquiring the goods and the costs of bringing the goods to their current state and location.

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Premium Brands Norway AS

Notes to the accounts for 2025

Foreign currency translation
Foreign currency transactions are booked using the exchange rates at the time of transactions. Monetary asset and liability balances are translated using the year end exchange rate.

Income tax
The tax expense consists of the tax payable and changes to deferred tax. Deferred tax/tax assets are calculated on all differences between the book value and tax value of assets and liabilities. Deferred tax is calculated as 22 percent of temporary differences and the tax effect of tax losses carried forward. Deferred tax assets are recorded in the balance sheet when it is more likely than not that the tax assets will be utilized. Taxes payable and deferred taxes are recognized directly in equity to the extent that they relate to equity transactions.

Cash flow statement
The cash flow statement is presented using the indirect method. Cash and cash equivalents include cash, bank deposits and other short term, highly liquid investments with maturities of three months or less.

Future prospect
Based on a combination of external market realities and internal business dynamics, Pernod Ricard Group has decided to discontinue its direct presence in the Norwegian market effective from 31st of December 2025. From 1st of January 2026 the business will be managed through an appointed 3rd party importer. The decision does not have any impact on current financial statements. The financial statements are prepared on the going-concern assumption, which assumption still applies.

Note 2 - Sales revenue

	2025	2024
By business area		
Imports and sales of spirits	10 914 522	13 877 586
Import and sales of wines	1 545 905	607 437
Total imports and sales	12 460 427	14 485 023
Geographical distribution		
Norway	12 460 427	14 485 023

Note 3 - Transactions with group and associated companies

Specification of transactions with group companies	2025	2024
Goods purchase	9 471 792	7 874 520
Interest paid to group companies	2 093 374	1 469 954

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Premium Brands Norway AS

Notes to the accounts for 2025

Note 4 - Payroll expenses, number of employees, loans to employees and auditor's fee

The company does not have employees and is thus not required to follow the Act on Mandatory Pension or have a pension scheme meeting the requirements of the law.

Management remuneration
No remuneration has been paid from the entity to the geneal manager or board of directors during the financial year. No loans/securities have been granted to the general manager, board of directors or other related parties.

Auditor fee has been divided as follows	**2025**	**2024**
Audit fee	82 020	76 793

VAT is not included in the auditor fees.

Note 5 - Income taxes

Income tax expenses	**2025**	**2024**
Change in deferred tax	-4 232	-20 606
Total income tax expense	-4 232	-20 606

Tax base estimation	**2025**	**2024**
Result before tax	-55 435 645	-93 664
Write-down of subsidiary	55 416 407	0
Changes in temporary differences	11 300	11 793
General income	-7 938	-81 871
(Utilization of) loss carried forward	7 938	81 871
Tax base	0	0

Temporary differences outlined	**2025**	**2024**
Accounting accrual	-86 400	-75 100
Accumulated loss carried forward	-657 408	-649 470
Net temporary differences	-743 808	-724 570
Deferred income tax asset (22%)	-163 638	-159 405

Effective tax rate	**2025**
Expected income taxes, statutory tax rate 22%	-12 195 842
Permanent differences (22%)	12 191 610
Income tax expense	-4 232

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Premium Brands Norway AS

Notes to the accounts for 2025

Note 6 - Investment in subsidiaries

Company	Location	Share owners	Net profit 2025	Equity 30.06	Book value 30.06
Pernod Ricard Norway AS	Oslo	100 %	10 140 781	58 705 199	58 705 199

Note 7 - Bank deposit

The company has no restricted funds as of year-end.

Note 8 - Equity

	Share capital	Other equity	Total
Equity 01.07	58 850 000	31 515 857	90 365 857
Net loss for the year	0	-55 701 412	-55 701 412
Equity 30.06	58 850 000	-24 185 555	34 664 445

Note 9 - Share capital and shareholder information

Share capital:

	Number of shares	Face value	Book value
Ordinary shares	58 850	1 000	58 850 000

Shareholders per 30.06:

	Ordinary shares	Ownership share	Voting rights
Pernod Ricard Europe, Middle East, and Africa S.A.S	58 850	100 %	100 %

The entity is a parent in a group structure, and the consolidated accounts have not been prepared in accordance with the Accounting Act ! 3-2. The consolidated accounts for the entire group is prepared by the ultimate parent, Pernod Ricard SA registered at 5, Cours Paul Ricard, 75008 Paris, France. Consolidated figures for the group is available when contacting Premium Brands Norway AS.

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Premium Brands Norway AS

Notes to the accounts for 2025

Note 10 - Intercompany balances with group and associated companies

Liabilities	2025	2024
Accounts payable to group companies	648 936	1 849 269
Other short term liabilities to group companies	52 393 447	36 915 154
Total liabilities to group companies	53 042 383	38 764 423

The company has a short-term loan from Pernod Ricard Norway AS.

Total accounts payable to group companies is NOK 648 936, of which NOK 141 279 is to Chiva Brothers LTD, NOK 360 949 is to Martell & Co, and NOK 146 707 is Irish Distillers.