

## 2.3 Duties performed by the Directors



Age: **48 years old**

**French**  
Citizen

Business address:  
**Pernod Ricard**  
**5 Cours Paul Ricard**  
**75008 Paris (France)**

Number of shares  
held on  
30 June 2020:  
**120,698**

### MR ALEXANDRE RICARD

Chairman and CEO



Strategic Committee (Chairman)

Mr 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 outside the Group, for Accenture (Strategy and Consulting) and Morgan Stanley (Mergers and Acquisitions Consulting), he joined the Pernod Ricard Group in 2003 in the Audit and Development Department at the Headquarters. 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 as 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 as Managing Director, Distribution Network and became a member of the Executive Board. Mr Alexandre Ricard was the permanent representative of Société Paul Ricard (Director of Pernod Ricard) from 2 November 2009 until 29 August 2012, date on which he was co-opted as Director of Pernod Ricard and appointed Deputy Chief Executive Officer & Chief Operating Officer. On 11 February 2015, he was then appointed Chairman and CEO of the Group by the Board of Directors.

**Mr Alexandre Ricard is the grandson of Mr Paul Ricard, the founder of Société Ricard.**

#### OFFICES AND MAIN FUNCTIONS HELD ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

##### Within the Group

##### French companies

- Permanent representative of Pernod Ricard, Director of Pernod SAS et Ricard SAS
- Permanent representative of Pernod Ricard, Member of the Supervisory Committee of Pernod Ricard Europe, Middle East and Africa
- Director of Martell & Co SA

##### 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

- Member of the Management Board 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 OVER THE LAST FIVE YEARS

##### Within the Group

- Manager of Havana Club Know-How SARL (Luxembourg)
- Director of Havana Club Holding SA (Luxembourg)
- Director of Perrier-Jouët

##### Outside the Group

- Chairman and CEO of Le Delos Invest II
- Chairman and CEO of Lirix

## 2.

### CORPORATE GOVERNANCE Duties performed by the Directors



#### MS PATRICIA BARBIZET Lead Independent Director



Age: **65 years old**

**French**  
Citizen

Business address:  
**Témaris & Associés**  
**40, rue François I<sup>er</sup>**  
**75008 Paris (France)**

Number of shares  
held on  
30 June 2020:  
**3,000**

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

In 1989, she joined the Pinault Group as Chief Financial Officer and became, from 1992 to 2018, Chief Executive Officer of Artémis, the Pinault family's investment company. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Strategic Investment Fund (SIF) Investment Committee from 2008 to 2013. She is currently Chairwoman of the Cité de la Musique – Philharmonie de Paris and Chairwoman of Zoé SAS.

Ms Patricia Barbizet was appointed Chairwoman of the Investissements d'Avenir Supervisory Committee in April 2018 and has been Chairwoman of the Haut Comité de Gouvernement d'Entreprise since 1 November 2018.

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

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of AXA <sup>(1)</sup>
- Director of Total <sup>(1)</sup>
- Director of Colombus
- Chairwoman of Cité de la Musique – Philharmonie de Paris
- Chairwoman of Témaris et Associés
- Chairwoman of Zoé SAS

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Fnac-Darty <sup>(1)</sup>
- Vice-Chairwoman of the Board of Directors of Kering <sup>(1)</sup>
- Director of Peugeot SA <sup>(1)</sup>
- CEO of Artémis
- CEO of Christie's International Plc (United Kingdom)
- Director of Yves Saint Laurent

(1) Listed company.



#### MS ESTHER BERROZPE GALINDO Independent Director

Age: **50 years old**

**Spanish and Italian**  
Citizen

Business address:  
**Pernod Ricard**  
**5 Cours Paul Ricard**  
**75008 Paris (France)**

Number of shares  
held on  
30 June 2020:  
**50**

Ms Esther Berrozpe Galindo has a wealth of international experience, having spent more than 25 years in the consumer goods sector, specifically in the development and transformation of businesses, holding marketing, sales and management roles at Whirlpool in both Europe and North America. Between 2013 and 2019, she was CEO of the EMEA region and a member of the Executive Committee of Whirlpool Group, responsible for a business worth over \$5 billion and for 24,000 employees across 35 countries, 15 production sites and a retail network covering more than 140 countries.

During her long career with Whirlpool, Ms Esther Berrozpe Galindo headed several entities in North America, Europe, the Middle East and Africa, and gained in-depth experience in brand and product development, portfolio consolidation, optimisation of industrial and supply chain processes, as well as engineering systems and processes.

Ms Esther Berrozpe Galindo also has extensive M&A experience, as demonstrated during the acquisition of Indesit Company by Whirlpool in 2014, successfully leading its integration and transformation.

**Ms Esther Berrozpe Galindo has been a Director of Pernod Ricard since 2019.**

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Ontex Group NV <sup>(1)</sup> (Belgium)
- Director of Fluidra <sup>(1)</sup> (Spain)
- Director of Roca Corporación Empresarial SA (Spain)

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Vice-Chairwoman of Whirlpool Corporation <sup>(1)</sup> (USA)
- Chairwoman of Whirlpool EMEA (Italy)
- Chairwoman & CEO of Whirlpool EMEA SpA (Italy)
- Chairwoman & CEO of Whirlpool Europe SrL (Italy)
- Chairwoman & CEO of Indesit Company SpA (Italy)
- CEO of Bauknecht Hausgeraete GmbH (Germany)

(1) Listed company.

## 2.

### CORPORATE GOVERNANCE Duties performed by the Directors



#### MR WOLFGANG COLBERG Independent Director



Age: **60 years old**

**German**  
Citizen

Business address:  
**Deutsche Invest  
Capital Partners,  
Prinzregentenstrasse  
56, D-80538 Munich  
(Germany)**

Number of shares  
held on  
30 June 2020:  
**1,076**

Mr Wolfgang Colberg holds a PhD in Political Science (in addition to qualifications in Business Administration and Business Informatics). He has spent his entire career with the Robert Bosch Group and the BSH Group. After joining the Robert Bosch group in 1988, he became Business Analyst (Headquarters), and then went on to become Head of Business Administration at the Göttingen production site (1990/93), then Head of the Business Analyst Team and Economic Planning (Headquarters) (1993/94), before being appointed as General Manager for the Group's Turkey and Central Asia affiliate. In 1996, he was appointed Senior Vice Chairman – Central Purchasing and Logistics (Headquarters).

Between 2001 and 2009, Mr Wolfgang Colberg was Chief Financial Officer at BSH Bosch und Siemens Hausgeräte GmbH and a member of the Executive Committee. He was then Chief Financial Officer of Evonik Industries AG as well as a member of the Executive Committee between 2009 and 2013. From 2013 to 2019 he was Industrial Partner of CVC Capital Partners, and since 2020 he has been Industrial Partner of Deutsche Invest Capital Partners.

**Mr Wolfgang Colberg has been a Director of Pernod Ricard since 2008.**

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Thyssenkrupp AG <sup>(1)</sup> (Germany)
- Director of Burelle SA <sup>(1)</sup>
- Industrial Partner, Deutsche Invest Capital Partners (Germany)
- Chairman of the Supervisory Board of ChemicalInvest Holding BV, Sittard (Netherlands)
- Chairman of the Board of AMSilk GmbH, Munich (Germany)
- Chairman of the Board of Efficient Energy GmbH, Munich (Germany)
- Member of the Regional Board of Deutsche Bank AG (Germany)

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Industrial Partner, CVC Capital Partners (Germany)

<sup>(1)</sup> Listed company.



#### MR IAN GALLIENNE Independent Director



Age: **49 years old**

**French**  
Citizen

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

Number of shares  
held on  
30 June 2020:  
**1,000**

Mr Ian Gallienne has been CEO of Groupe Bruxelles Lambert since January 2012.

He holds an MBA from INSEAD in Fontainebleau. 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.

Mr Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, of Imerys since 2010, of SGS since 2013, of Adidas since 2016 and of Webhelp since 2019.

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

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- CEO of Groupe Bruxelles Lambert <sup>(1)</sup> (Belgium)
- Director of Imerys <sup>(1)</sup>
- Director of SGS SA <sup>(1)</sup> (Switzerland)
- Director of Adidas AG <sup>(1)</sup> (Germany)
- Director of Frère-Bourgeois SA (Belgium)
- Chairman of the Board of Directors of Sienna Capital (Luxembourg)
- Manager of Serena 2017 SC
- Director of Société Civile Château Cheval Blanc
- Director of Compagnie Nationale de Portefeuille SA (Belgium)
- Director of Marnix French ParentCo (Webhelp Group)

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Lafarge SA <sup>(1)</sup>
- Director of Umicore <sup>(1)</sup> (Belgium)
- Director of Erbe SA (Belgium)
- Manager of Ergon Capital II SARL (Luxembourg)
- Director of Ergon Capital SA (Belgium)

<sup>(1)</sup> Listed company.

## 2.

### CORPORATE GOVERNANCE Duties performed by the Directors



#### MR CÉSAR GIRON Director

Nominations,  
Governance and CSR  
Committee

Strategic Committee

Age: **58 years old**

**French**  
Citizen

Business address:  
**Martell Mumm  
Perrier-Jouët**

**5 Cours Paul Ricard  
75008 Paris (France)**

Number of shares  
held on  
30 June 2020:  
**2,150**

After graduating from the École Supérieure de Commerce de Lyon, Mr 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 CEO of Wyborowa SA in Poland in December 2003.

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

**Mr César Giron is Chairman of the Management Board of Société Paul Ricard.**

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

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

#### OFFICES AND MAIN FUNCTIONS HELD ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Lirix

#### Within the Group

- Chairman and CEO of Martell Mumm Perrier-Jouët
- Chairman and CEO of Martell & Co SA
- Chairman and CEO of Champagne Perrier-Jouët
- Chairman and CEO 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 SAS
- Director of Société des Produits d'Armagnac SA
- Director of Mumm Perrier-Jouët Vignobles et Recherches

#### Outside the Group

- Chairman of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)
- Chairman of FEVS

Age: **52 years old****French**  
CitizenBusiness address:  
**Pernod Ricard**  
**5 Cours Paul Ricard**  
**75008 Paris (France)**Number of shares  
held on  
30 June 2020:  
**1,000****MS ANNE LANGE**

Independent Director



Strategic Committee

A French citizen and graduate of the Institut d'Études Politiques of Paris and of the École Nationale d'Administration (ENA), Ms 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, Ms Anne Lange took up the function 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 went on to successively, hold the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the USA) and then Innovation Executive Director within the Internet Business Solution Group division at the Cisco group.

She later founded Mentis, from which she sold her shares at the end of 2017. As a start-up specialised in the technology of application platforms and connected objects, Mentis collaborates with major groups on mobility solutions and management of urban space, placing it at the centre of the connected territories' revolution.

Anne Lange meanwhile created ADARA, a consulting and investment company. She is a Senior Advisor working for major high-tech groups, strategy consulting firms and more traditional businesses seeking to find their own path to transformation. She is a member of the Boards of Directors of listed companies (Pernod Ricard, Orange, Inditex, FFP [financial company, Peugeot family holding company]).

Ms Anne Lange has expertise in innovation and digital technology, which she has developed for 20 years in both private and public sectors, in a global perspective.

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

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE**

- Director of Orange <sup>(1)</sup>
- Director of FFP <sup>(1)</sup>
- Director of Inditex <sup>(1)</sup> (Spain)

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS**

- Director of Econocom Group <sup>(1)</sup> (Belgium)
- Director of IN Group
- Founder and Manager of Mentis

(1) Listed company.

Age: **68 years old****French**  
CitizenBusiness address:  
**Safran**  
**2, boulevard**  
**du Général**  
**Martial-Valin**  
**75015 Paris (France)**Number of shares  
held on  
30 June 2020:  
**310****MR PHILIPPE PETITCOLIN**

Independent Director



Audit Committee



Compensation Committee

Having held various positions within Europrim, Filotex (a subsidiary of Alcatel-Alstom) and Labinal (now Safran Electrical & Power), since 2006 Mr Philippe Petitcolin has been Chairman and CEO of Snecma (now Safran Aircraft Engines). From 2011 to 2013, he served as CEO for Safran's defence and security operations as well as Chairman and CEO of Safran Electronics & Defense. Between July 2013 and December 2014, Mr Philippe Petitcolin was Chairman and CEO 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, Mr Philippe Petitcolin was appointed Director of Safran by the Annual General Meeting and CEO by the Board of Directors. On the same date, he became a member of the Board of The Aerospace and Defence Industries Association of Europe (ASD). In July 2015, he became Vice Chairman of Gifas (Group of French Aeronautical and Spatial Industries). In 2015, he was also appointed to the Board of Belcan Corporation, an engineering services provider. He has been a Director of EDF since May 2019.

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

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE**

- Chief Executive Officer and Director of Safran <sup>(1)</sup>
- Director of EDF <sup>(1)</sup>
- Vice Chairman of Gifas
- Director of Belcan Corporation (USA)
- Board Member of The Aerospace and Defence Industries Association of Europe (ASD) (Belgium)

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS**

- Chairman of Safran Identity & Security
- Chairman and CEO of Safran Identity & Security
- Chairman of the Board of Directors of Safran Identity & Security North America (formerly Morpho Track, LLC) (USA)
- Chairman of the Board of Directors of Morpho Detection International, LLC (USA)
- 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) (USA)
- Member of the Supervisory Board of Safran Identity & Security GmbH (formerly Morpho Cards GmbH) (Germany)
- Member of the Supervisory Board of Institut Aspen France

(1) Listed company.

Age: **38 years old****French**  
CitizenBusiness address:  
**Martell Mumm  
Perrier-Jouët  
5, Cours Paul Ricard  
75008 Paris (France)**Number of shares  
held by  
Mr Paul-Charles Ricard  
on 30 June 2020:  
**182,226**Number of shares  
held by  
Société Paul Ricard  
on 30 June 2020:  
**28,196,482****MR PAUL-CHARLES RICARD****Permanent Representative of Société Paul Ricard<sup>(1)</sup>, Director**

Mr Paul-Charles Ricard graduated from Euromed Marseille Business School with a Master's in Management Science, and from Panthéon-Assas Paris 2 University with a Master 2 in Communications (media law) and a Master's in business law. He joined Pernod Ricard in 2008 as an internal auditor in the Audit and Business Development Department at the Headquarters. In 2010, Mr Paul-Charles Ricard was appointed GH Mumm International Brand Manager at Martell Mumm Perrier-Jouët before being appointed Group Innovation Manager.

**Mr Paul-Charles Ricard is a grandson of Mr Paul Ricard, the founder of Société Ricard.**

**He has been the permanent representative of Société Paul Ricard (Director of Pernod Ricard) since 29 August 2012.**

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE**

- Chairman of Le Delos Invest III (Société Paul Ricard)
- Vice Chairman of the Supervisory Board of Société Paul Ricard (Mr Paul-Charles Ricard)

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS**

- None

(1) Unlisted company, shareholder of Pernod Ricard.

Age: **70 years old****Belgian and French**  
CitizenBusiness address:  
**CNP  
Rue de la Blanche Borne  
12, B-6280 Loverval  
(Belgium)**Number of shares  
held on  
30 June 2020:  
**1,000****MR GILLES SAMYN****Independent Director**

Mr Gilles Samyn holds a Commercial Engineering degree from the Université Libre de Bruxelles (ULB) – Solvay Business School, in which he held academic and scientific roles from 1969 to 2016. He began his professional career as a consultant at the Mouvement Coopératif Belge before joining Groupe Bruxelles Lambert in 1974. In 1983, after one year as an independent advisor, he joined Groupe Frère-Bourgeois, where he held the position of Managing Director until February 2019.

**Mr Gilles Samyn has been Director of Pernod Ricard since 2014.**

Mr Gilles Samyn has informed the Board of Directors of his decision to resign from his position as Director at the close of the Shareholders' Meeting of 27 November 2020.

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE**

- Manager of Astra Oil Company LLC (AOC) (USA)
- Director of Astra Transcor Energy NV (ATE) (The Netherlands)
- Director of Filux SA (Luxembourg)
- Manager of Gosa SSI (Belgium)
- Director of Grand Hôpital de Charleroi ASBL (Belgium)
- Managing Director of Société des Quatre Chemins SA (Belgium)
- Chairman of the Board of Directors of TAGAM AG (Switzerland)
- Chairman of the Board of Directors of Transcor Astra Group SA (Belgium)
- Chairman of the Board of Directors of Worldwide Energy Ltd AG (Switzerland)
- Director of Investor SA (Belgium)
- President of Kaleidi ASBL (formerly Maison des Maths et du Numérique) (Belgium)
- Chairman of the Board of Directors of COHABS SRL (Belgium)

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS**

- Vice Chairman of APG/SGA SA<sup>(1)</sup> (Switzerland)
- Chairman of Groupe Flo SA<sup>(1)</sup>
- Director of Groupe Bruxelles Lambert SA<sup>(1)</sup> (GBL) (Belgium)
- Member of the Supervisory Board of Métropole Télévision (M6) SA<sup>(1)</sup>
- Director of Pargesa Holding SA<sup>(1)</sup> (Switzerland)
- Director of AOT Holding Ltd (Switzerland)
- Chairman of the Board of Directors of Filux SA (Luxembourg)
- Managing Director of Investor SA (Belgium)
- Chairman and Representative of Société des Quatre Chemins SA, Director of ACP SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Director and Chairman of ACP SA
- Representative of ACP SA, Director of Antwerp Gas Terminal NV (Belgium)
- Director of Banca Leonardo SpA (Italy)
- Chairman of Belgian Sky Shops SA (Belgium)
- Managing Director of Carpar SA (Belgium)
- Chairman of Cheval Blanc Finance SAS
- Permanent Representative of Société des Quatre Chemins SA, Managing Director of Compagnie Nationale à Portefeuille SA, ex-Newcor SA (Belgium)

## 2.

### CORPORATE GOVERNANCE Duties performed by the Directors

- Vice Chairman of Compagnie Nationale à Portefeuille SA (Belgium)
- Managing Director of Erbe SA (Belgium)
- Managing Director of Fibelpar SA (Belgium)
- Director of Fidentia Real Estate Investments SA (Belgium)
- Chairman of Financière Flo SAS
- Managing Director of Frère-Bourgeois SA (Belgium)
- Chairman of International Duty Free SA ex-Distripar SA (Belgium)
- Managing Director of Loverval Finance SA, ex-Compagnie Nationale à Portefeuille SA (Belgium)
- Director of Société Civile Château Cheval Blanc
- Manager of Sodisco SARL
- Chairman of the Board of Directors of Swilux SA (Luxembourg)
- Chairman of Unifem SAS
- Permanent Representative of Compagnie Immobilière de Roumont SA, Director of BSS Investments (Belgium)
- Permanent Representative of Société Quatre Chemins SA, Managing Director of Carpar SA (Belgium)
- Alternate Director of Cheval des Andes SA (ex-Opéra Vineyards SA) (Argentina)
- Chairman of the Board of Directors of Compagnie Immobilière de Roumont SA (Belgium)
- Chairman of the Board of Directors of Compagnie Nationale à Portefeuille SA (Belgium)
- Managing Director of Domaines Frère-Bourgeois SA (Belgium)
- Chairman of the Board of Directors of Europart SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Chairman of the Board of Fibelpar SA (Belgium)
- Director of Financière de la Sambre SA (Belgium)
- Chairman of the Board of Directors of Finer SA, ex-Erbe Finance SA (Luxembourg)
- Director of Frère-Bourgeois SA (Belgium)
- Permanent Representative of Frère-Bourgeois SA, Manager of GBL Energy SARL (Luxembourg)
- Representative of Frère-Bourgeois SA, Director of GBL Verwaltung SA (Luxembourg)
- Chairman of the Board of Directors of Helio Charleroi Finance SA (Luxembourg)
- Chairman of the Board of Directors of Kermadec SA (Luxembourg)
- Commissaris of Parjointco NV (The Netherlands)
- Manager of Sienna Capital SARL (Luxembourg)
- Member of the Raad van Bestuur of Stichting Administratiekantoor Frère-Bourgeois (The Netherlands)

(1) Listed company.





### MS KORY SORENSON

Independent Director



Audit Committee

Compensation Committee  
(Chairwoman)Age: **51 years old****British**  
Citizen

Business address:

**Pernod Ricard**  
**5, Cours Paul Ricard**  
**75008 Paris (France)**Number of shares  
held on  
30 June 2020:  
**1,000**

Ms Kory Sorenson is a British citizen born in the United States. She made her career in finance, with a focus on capital and risk management. She holds a Master's degree from the Institut d'Études Politiques de Paris, a Master's degree in Applied Economics from the University of Paris Dauphine and a Bachelor of Arts degree with honours in Political Science and Econometrics from the American University of Washington, DC. In 2013, she completed the Harvard Business School's executive education programme, "Making Corporate Boards More Effective", and in 2016 she completed another executive programme at INSEAD, "Leading from the Chair". Ms Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team conducted innovative transactions in capital management, mergers and acquisitions, as well as equity transactions, hybrid capital and risk management for major insurance companies. She previously led the team in charge of the financial markets, specialising in insurance, at Credit Suisse, and the team in charge of debt markets for financial institutions in Germany, Austria and the Netherlands at Lehman Brothers. She began her career in investment banking at Morgan Stanley and in finance at Total.

Ms Kory Sorenson is currently Director and Chairwoman of the Audit Committee of SCOR SE (listed on the Paris stock exchange), Director and Chairwoman of the Compensation Committee of Phoenix Group Holdings (listed in the United Kingdom), Director of SGS SA (listed in the United Kingdom), and member of the Supervisory Board of Bank Gutmann, a private bank in Austria.

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

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of SGS SA <sup>(1)</sup> (Switzerland)
- Director of Phoenix Group Holdings <sup>(1)</sup> (United Kingdom)
- Director of SCOR SE <sup>(1)</sup>
- Member of the Supervisory Board of Bank Gutmann (Austria)

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Prometic <sup>(1)</sup> (Canada)
- Member of the Supervisory Board of UNIQA Insurance Group AG <sup>(1)</sup> (Austria)
- Director of Institut Pasteur (non-profit foundation)
- Director of Aviva Insurance Limited (United Kingdom)
- Director of SCOR Global Life Americas Reinsurance Company (USA)
- Director of SCOR Global Life USA Reinsurance Company (USA)
- Member of the Supervisory Board of Château Troplong Mondot

(1) Listed company.



### MS VERONICA VARGAS

Director

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

Ms Veronica Vargas started her professional career at the beginning of 2007 at Société Générale Corporate & Investment Banking in Paris as part of the "Strategic and Acquisition Finance" team. She was 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 the completion of their strategic financing, including acquisitions, spin-offs, share buybacks, and other strategic transactions.

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

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

Age: **39 years old****Spanish**  
Citizen

Business address:

**Pernod Ricard**  
**5, Cours Paul Ricard**  
**75008 Paris (France)**Number of shares  
held on  
30 June 2020:  
**9,820**

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Permanent Representative of Rigivar, member of the Supervisory Board of Société Paul Ricard

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None



## 2.

### CORPORATE GOVERNANCE Duties performed by the Directors



#### MS MARIA JESUS CARRASCO LOPEZ

Director representing the employees

Ms Maria Jesús Carrasco Lopez graduated from both ESIC Business and Marketing School (*Master in Dirección de comercio internacional*) and CENP (Diplomatura en comercio exterior) located in Spain.

She joined Pernod Ricard España in 1999, where she successively held the positions of Marketing Executive Assistant (from 1999 to 2010) and Trade Marketing Executive On Trade (from 2010 to 2019). She is currently holding the position of Regional Trade Marketing Manager and supervises all regional action plans in accordance with the Group's strategy.

In addition to her position, she was appointed Director representing the employees on the Board of Directors of Pernod Ricard SA in December 2018.

Age: **49 years old**

**Spanish**  
Citizen

Business address:  
**Pernod Ricard**  
**España – C/\* Arequipa,**  
**1 – 28043 Madrid (Spain)**

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- None

#### OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None



#### MR STÉPHANE EMERY

Director representing the employees



Compensation Committee

Mr Stéphane Emery graduated from the ESCO Paris/Wesford (Business and Management School).

He started his career in July 1994 within the Pernod Ricard Group and joined the Ricard teams in Paris as On Trade Area Manager, followed by On Trade Sales Manager in Bourgogne (from 2000 to 2005) and Off Trade Sales Manager in Paris (from 2005 to 2017). He currently holds the position of Public Relations Manager at Pernod Ricard France in Paris.

In December 2017, following his election by the Group Committee (France), he was appointed Director representing the employees within the Board of Directors of Pernod Ricard SA.

Highly involved in the Group, Stéphane Emery has also been an employee representative at Ricard (SIPGR trade union representative, then member of the employee Committee/works' council and works' council secretary prior to becoming a delegated representative for France on the European Committee).

Mr Stéphane Emery was also a Director representing the employees of the Ricard Corporate Foundation from 2010 to 2020.

Age: **49 years old**

**French**  
Citizen

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

#### OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2020 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- None

#### OFFICES HELD WITHIN THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director representing the employees of the Ricard Corporate Foundation

The Directors hold no other employee positions in the Group, with the exceptions of: Mr César Giron, Chairman and CEO of Martell Mumm Perrier-Jouët; Mr Paul-Charles Ricard (Permanent Representative of Société Paul Ricard, Director), Group Innovation Manager at Martell Mumm Perrier-Jouët; Ms Maria Jesus Carrasco Lopez,

Director representing the employees who is Regional Trade Marketing Manager at Pernod Ricard España, and Mr Stéphane Emery, Director representing the employees, who is Public Relations Manager at Pernod Ricard France in Paris.