



Pernod Ricard
Créateurs de convivialité

Sales to 30 September 2012

25 October 2012





Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- Marketing initiatives and innovation
- Conclusion and outlook
- Appendices



Key messages

**Good overall
performance in
Q1 2012/13...**

+5% organic growth, +11% reported growth

- ✓ Double-digit growth⁽¹⁾ in emerging markets⁽²⁾
- ✓ Solid growth⁽¹⁾ in North America
- ✓ Softness in Western Europe

**...despite the
environment...**

As anticipated, a **less favourable macro-economic environment** than in FY 2011/12
both in emerging and mature markets

**...and
comparatives**

Difficult base of comparison

Q1 2011/12: +11%⁽¹⁾

(1) Organic growth

(2) List of emerging markets available in the appendix



Key figures at 30 September 2012

Sales: € 2,203 million
(+11%; organic growth +5%)

Top 14

Volume: -1%
Sales: +7%⁽¹⁾

**Emerging
markets⁽²⁾**

Sales: +13%⁽¹⁾

**Mature
markets**

Sales: stable⁽¹⁾

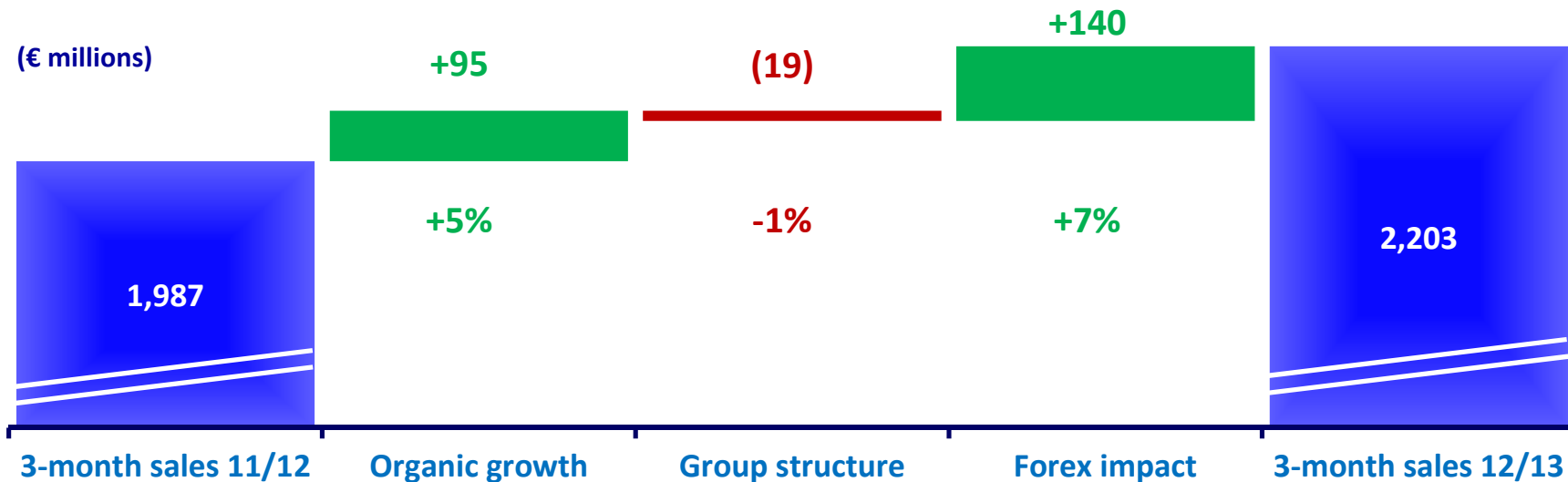
(1) Organic growth

(2) List of emerging markets available in the appendix



Sales growth

For the year to 30 September 2012 (3 months), sales: +11%



➔ **Organic growth: +5%** (Spirits +5%, Wines +1%)

➔ **Limited Group structure effect** (primarily due to the disposal of certain Canadian activities in FY 2011/12)

➔ **Highly favourable foreign exchange effect:**

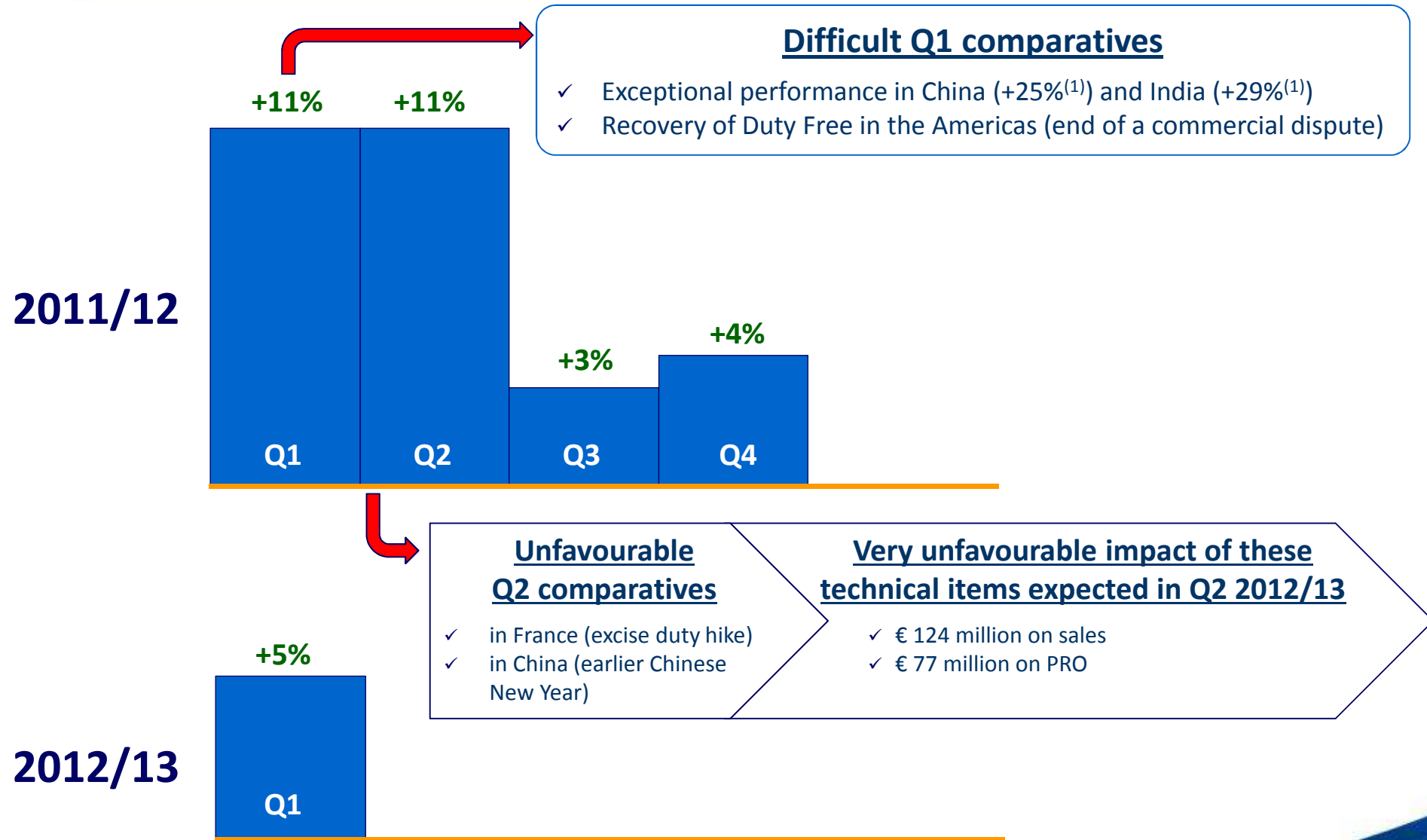
- primarily due to USD (average EUR/USD rate of 1.25 over the first 3 months of 2012/13, compared to 1.41 for the first 3 months of 2011/12) and CNY

➔ For **FY 2012/13**, updated forex impact on profit from recurring operations are estimated at **€ 42 million**⁽¹⁾

(1) based on 1 October 2012 forex rates, particularly EUR/USD = 1.28



Organic sales growth by quarter



(1) Organic growth



Q1 2012/13 sales trends and highlights

Good sales growth in a more challenging economic environment than that of FY 2011/12

Portfolio

- ✓ **Sustained value growth** for our strategic brands, with an **increase of the weight of the Premium portfolio**
- ✓ Top 14 **price/mix still very favourable**

Trends by market

- ✓ Growth⁽¹⁾ remained strong in emerging markets⁽²⁾ (+13%⁽¹⁾), though below that of FY 2011/12 (+17%⁽¹⁾)
- ✓ Stability⁽¹⁾ in mature markets (vs. +2%⁽¹⁾ in FY 2011/12)

- ✓ Growth more moderate yet still strong in Asia (+13%⁽¹⁾): China (+18%⁽¹⁾) and India (+18%⁽¹⁾) remained the main growth drivers
- ✓ Strong momentum in the US
- ✓ Marked bipolarisation still prevailing in Europe
 - ✓ Sustained growth in Eastern Europe
 - ✓ Difficult start to the year in Western Europe (-6%⁽¹⁾), with softness compared to FY 2011/12
- ✓ Decline in France due to depressed consumption (excise duty hike) and the end of destocking

(1) Organic growth

(2) List of emerging markets available in the appendix



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- Marketing initiatives and innovation
- Conclusion and outlook
- Appendices



Organic sales growth by region (3 months)

	% total 3-month sales 2012/13	3 months 2011/12 ⁽¹⁾	FY 2011/12 ⁽¹⁾	3 months 2012/13 ⁽¹⁾
ASIA-ROW	43%	+16%	+15%	+11%
AMERICAS	26%	+14%	+6%	+7%
EUROPE (EXCLUDING FRANCE)	24%	+3%	+2%	-1%
FRANCE	7%	-1%	-1%	-8%
WORLD	100%	+11%	+8%	+5%

- **Asia-RoW**: Growth more moderate yet still strong
- **America**: Solid growth driven by Premium brands⁽²⁾
- **Europe**: Strong growth in the East and softness in the West
- **France**: Impact of depressed consumption (excise duty hike on 1 January 2012) and remainder of destocking

ASIA - REST OF THE WORLD

Growth more moderate yet still strong

Analysis by category

(€ millions)	3 months 2011/12	3 months 2012/13	Δ	Organic Δ
SALES	794	951	+20%	+11%

- **Martell (+24%⁽¹⁾):** continued very strong growth (yet with a less dynamic underlying trend), bolstered by a very significant price/mix (+11%⁽¹⁾)
- **Indian whiskies (+21%⁽¹⁾):** still dynamic thanks to stronger pricing and trading up
- **Scotch whiskies (stable⁽¹⁾):** (Korea, China, Thailand, etc.) in a less favourable whisky market
- Continued good performance of **new growth drivers:** Jacob's Creek, Absolut, champagne, etc.

ASIA - REST OF THE WORLD

Growth more moderate yet still strong

Analysis by market

→ China:

- **Growth remains very dynamic (+18%⁽¹⁾) in a less favourable environment**
- Continued **excellent performance of Martell** (market share gains in a less dynamic yet still growing cognac market) and **new growth drivers** (Jacob's Creek, Absolut and Perrier-Jouët)
- **Difficult Q1 for Scotch whiskies:** in decline in line with the market

→ India:

- **Indian whiskies (+20%⁽¹⁾):** Group's very good performance outperformed market growth in value terms
- **Top 14 (+10%⁽¹⁾):** rapid development of international brands, driven by Chivas, The Glenlivet and Absolut

→ **Continued growth in Duty Free, Vietnam and Taiwan**, albeit at a more moderate pace than in FY 2011/12

ASIA - REST OF THE WORLD

Growth more moderate yet still strong

Analysis by market

- **South Korea (-4%⁽¹⁾):** structurally declining market (shift from traditional on-trade to modern on-trade): market share gains in Q1 2012/13
 - decline of Imperial
 - but growth of the Top 14
- **Thailand:** situation remains challenging for 100 Pipers
- **Japan:** good performance of the Top 14 (+8%⁽¹⁾) driven by Perrier-Jouët, Ballantine's and Martell and of Café de Paris
- **Australia:**
 - **market share gain** ⁽²⁾ (+7% in value in a market +3%) driven by the growth of Jacob's Creek (+8%⁽¹⁾)
 - but an **overall decline**⁽¹⁾ in sales mainly due to a difficult basis of comparison
- **Africa / Middle East (+5%⁽¹⁾):** slowdown in growth due to the challenging geopolitical climate in the Middle East

(1) Organic growth

(2) Aztec panel (wine & spirits) at 16/09/2012

AMERICAS

Solid growth driven by Premium brands

Analysis by category

(€ millions)	3 months 2011/12	3 months 2012/13	Δ	Organic Δ
SALES	508	579	+14%	+7%

→ **Top 14 (+8%⁽¹⁾):** primary growth driver

- particularly Jameson, The Glenlivet and Perrier-Jouët
- very favourable price/mix

→ **Priority Premium Wines (-2%⁽¹⁾):**

- growth of Jacob's Creek and Brancott Estate
- offset by the decline of Campo Viejo and Graffigna

→ **Key local brands (+7%⁽¹⁾):**

- double-digit growth of Passport and Something Special
- strong growth of Wiser's

Analysis by market: US



Double-digit growth⁽¹⁾ of Pernod Ricard shipments⁽²⁾

Improvement in Pernod Ricard's underlying trends

	Last 12 months	Latest period ⁽³⁾
Nielsen	+2,6%	 +4,1%
NABCA	+2,4%	+4,4%

Pricing acceleration

+3% in Q1 (Top 14)

Catch-up on shipments

during Q1 following excellent depletions in June 2012

Early order taking

ahead of price increases and the holiday season

Strong dynamism of the Premium brands

Absolut

Nielsen +2.5%

confirmation of positive trend since January

Jameson

Nielsen +25%

still the main growth driver

Malibu

Nielsen +6%

numerous innovations, notably Malibu Red

Perrier-Jouët

- (i) excellent volume growth
- (ii) highly favourable price/mix
- (iii) early order taking ahead of the holiday season

The Glenlivet

Nielsen +12%

sustained growth, in volume and price/mix

Analysis by market: other markets

→ **Brazil:**

- **reduced shipments in Q1 2012/13** primarily due to declines in wholesaler stocks, notably following (i) price increases as of 1st of July 2012 and (ii) the extension of a tax reform (prepayments of VAT)
- **underlying trends remain very positive:** strong double-digit growth of strategic brands (Absolut, Chivas) and Passport

→ **Mexico:** improved trends (sales virtually stable⁽¹⁾ vs. -12%⁽¹⁾ in FY 2011/12)

- first positive effects of the new business model
- strong growth of strategic brands (Top 14: +19%⁽¹⁾) essentially due to a price effect turned highly positive once again
- continued decline of non-strategic brands

→ **Duty Free:** significant sales decline⁽¹⁾ (largely due to technical factors)

- very high comparatives (business recovery in Q1 2011/12)
- shipments postponed to Q2 2012/13

→ **Venezuela:**

- volume declines, partially technical (delay in obtaining fiscal stamps), somewhat offset by favourable price
- positive depletions for the Q1 2012/13

EUROPE (EXCLUDING FRANCE)

Strong growth in the East and softness in the West

Analysis by category

(€ millions)	3 months 2011/12	3 months 2012/13	Δ	Organic Δ
SALES	524	524	0%	-1%

→ **Top 14 (+1%⁽¹⁾):**

- still growing thanks to Jameson, Chivas, Beefeater, Havana Club and Royal Salute
- decline of Ballantine's in Spain in a whisky market that remains very challenging

→ **Priority Premium Wines (-6%⁽¹⁾)**

→ **Key local brands (+2%⁽¹⁾), with good performances from:**

- ArArAt and Olmeca in Russia
- Seagram's Gin in Spain
- Wyborowa in Poland

EUROPE (EXCLUDING FRANCE)

Strong growth in the East and softness in the West

Analysis by market

→ Eastern Europe: continued sustained growth (+14%⁽¹⁾)

- **Russia:** main market contributing to growth (Top 14: +18%⁽¹⁾) driven by Jameson, Chivas, ArArAt, Olmeca and Ballantine's
- **Ukraine** (+8%⁽¹⁾): growth driven by Jameson, Becherovka, ArArAt, Absolut, Ballantine's and Chivas
- **Poland** (-4%⁽¹⁾): decline in Q1 (adversely affected by a commercial dispute, now resolved), but improved trend for local vodkas, especially Wyborowa: +27%⁽¹⁾
- **Czech Republic:** decline⁽¹⁾ due to temporary outright ban⁽²⁾ on spirits sales following a health issue related to illicit products

→ Western Europe (-6%⁽¹⁾): softness

- limited decline of the Top 14 (-2%⁽¹⁾) and slower growth of key local brands (-14%⁽¹⁾)
- situation remains challenging in Spain (-5%⁽¹⁾), particularly for Ballantine's
- decline in Germany (-6%⁽¹⁾) and Duty Free, primarily due to technical effects (end of certain promotions and difficult comparatives)

FRANCE

Decline in consumption and residual destocking

Analysis by category

(€ millions)	3 months 2011/12	3 months 2012/13	Δ	Organic Δ
SALES	162	149	-8%	-8%

- **Decline in consumption** following the excise duty hike (+14% on average as of 1 January 2012):
 - decline in spirits market: -2.5%
 - aniseed category even more significantly affected: -5.2%
- Against this backdrop, **Pernod Ricard gained market share**
 - Nielsen: -2.1% since 1 January 2012
 - continued excellent performance by Havana Club and Absolut
- Over Q1 2012/13, **shipments posted a significant decline (-8%⁽¹⁾)**, largely amplified by technical effects:
 - remainder of destocking (representing approx. half of the decline over the quarter)
 - non-renewal of certain promotional activities

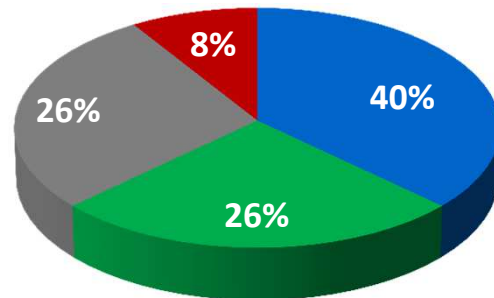
(1) Organic growth



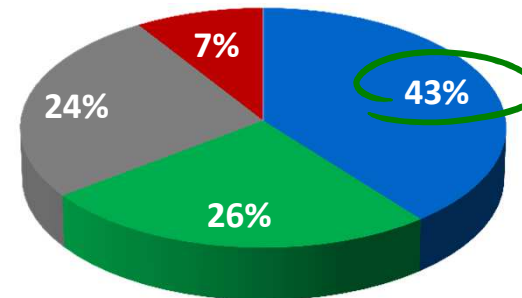
Sales analysis by region

Increase in relative significance of Asia-RoW and emerging markets⁽²⁾

3 months 2011/12⁽¹⁾

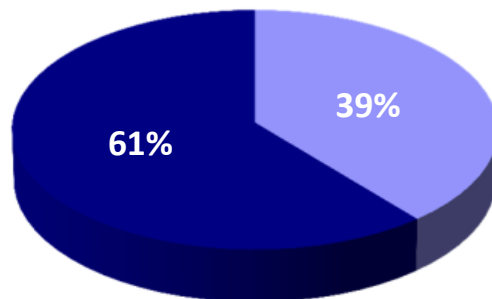


3 months 2012/13⁽¹⁾

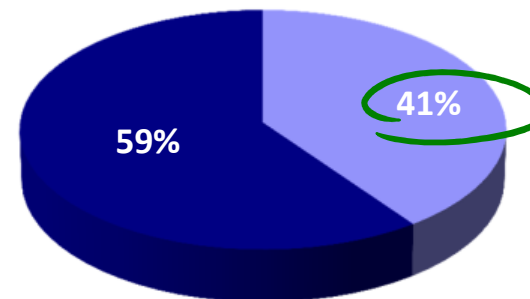


■ Asia-RoW ■ Americas ■ Europe (excluding France) ■ France

3 months 2011/12



3 months 2012/13



■ Mature markets ■ Emerging markets⁽²⁾

(1) Data may be subject to rounding

(2) List of emerging markets available in the appendix



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- Marketing initiatives and innovation
- Conclusion and outlook
- Appendices



Organic sales growth by category

Growth driven by the Top 14

3-month trend vs. 12-month prior year trend	% total 3-month sales 2012/13	FY 2011/12 ⁽¹⁾	3 months 2012/13 ⁽¹⁾
TOP 14 SPIRITS & CHAMPAGNE	65%	+10%	+7%
PRIORITY PREMIUM WINES	5%	+4%	0%
18 KEY LOCAL BRANDS	16%	+8%	+6%
OTHER	15%	+2%	-2%
TOTAL	100%⁽²⁾	+8%	+5%

- **Positive growth mix** with Top 14 brands continuing to grow at a more rapid pace than the Group's portfolio as a whole
- **Premium brands⁽³⁾** represent **76%** of sales at 30 September 2012

Top 14: Stronger price/mix

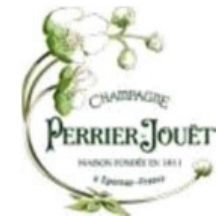
CHIVAS

Top 14
Spirits & Champagnes

ABSOLUT®
Country of Sweden
VODKA



Volume: -1%
Sales: +7%⁽¹⁾
% of Group sales: 65%



(1) Organic growth



Top 14 Spirits & Champagnes

Good value growth for the Top 14 with highly favourable price/mix

TOP 14 ⁽²⁾	Sales growth ⁽¹⁾	Volumes	Price/mix ⁽¹⁾
ABSOLUT	1%	-2%	3%
CHIVAS REGAL	0%	-6%	6%
BALLANTINE'S	-10%	-8%	-2%
RICARD	-13%	-14%	2%
JAMESON	17%	12%	6%
MALIBU	2%	1%	0%
HAVANA CLUB	2%	-1%	3%
BEEFEATER	9%	5%	4%
KAHLUA	19%	8%	11%
MARTELL	23%	10%	13%
THE GLENLIVET	24%	20%	4%
MUMM	-6%	-6%	1%
PERRIER-JOUËT	43%	33%	10%
ROYAL SALUTE	2%	-3%	5%
TOP 14	7%	-1%	8%

(1) Organic growth

(2) Data may be subject to rounding



Top 14 Spirits & Champagnes

→ The Top 14 remains the main growth driver

- **Price/mix** remains **highly favourable** overall
- Continued **exceptional performances** of **Martell (+23%⁽¹⁾)** and **Jameson (+17%⁽¹⁾)**
- **Growth⁽¹⁾ of white spirits:**
 - Absolut: continued recovery in the US
 - Havana Club: improved trend
 - Beefeater: outstanding growth, particularly in Spain and the US
 - Malibu: driven by innovations
- **Difficult Q1 2012/13 for Scotch whiskies**, due to:
 - slower growth in Asia (short-term in China, structural in Korea)
 - difficulties in the Spanish market
 - certain unfavourable technical effects (significant Duty Free shipments in Q1 2011/12, residual destocking in France, etc.)
- **Decline⁽¹⁾ of Ricard** due to depressed consumption in France (excise duty hike), magnified by technical effects (remainder of destocking, promotional phasing)
- **Strong performance** overall for **champagnes**

18 key local brands and Priority Premium Wines

18 key local brands

Volume: +7%

Sales: +6%⁽¹⁾

% of Group sales: 16%

Strong performance overall

- ✓ Continued **dynamism of Indian whiskies** (+21%⁽¹⁾) which outperformed the market
- ✓ **Passport** (+19%⁽¹⁾)
- ✓ **ArArAt** (+40%⁽¹⁾)
- ✓ **Olmecca** (+34%⁽¹⁾)

Priority Premium Wines

Volume: -3%

Sales: stable⁽¹⁾

% of Group sales: 5%

Continuation of high-value strategy and geographic diversification

- ✓ Price/mix: +3%⁽¹⁾
- ✓ Asia: sales +25%⁽¹⁾



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- **Marketing initiatives and innovation**
- Conclusion and outlook
- Appendices

ABSOLUT TUNE – a Sparkling Fusion of ABSOLUT vodka and crisp white wine



An unexpected fusion for a new sparkling drink experience

The name refers to its distinctive taste experience: dual notes combining the energy of ABSOLUT vodka with the sophistication of a crisp Sauvignon Blanc wine. The taste is well balanced, fresh, rich, floral and fruity with a very clean premium vodka note in the finish

Enjoy chilled!

On-trade visibility and event tools

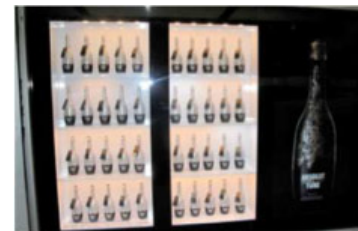


Super-premium look and feel

Glass, ice-bucket, champagne stopper, gift bag

Using the logo and the unique gold pattern as a brand signifier

On and off-trade activation, digital and PR



Sparkle & Spirit

Full BTL package, digital media, social media, PR, product video
Sparkle & Spirit in one – highlighting the product – introducing and educating the consumer on ABSOLUT Tune

Dedicated new TVC and print campaigns for Chivas Regal 18



Every taste a new experience

Focus on luxury of taste in line with leadership of ultra premium Scotch

On-trade visibility programme



Unique Night Magnum

New limited edition collectible



Made for Gentlemen

Global gift tin highlighting Chivas' appreciation of heritage, craftsmanship and luxury
Collaboration with British luxury shoe designer Tim Little will appeal to successful, modern gentlemen who seek style and substance in the brands they connect with

Highly innovative t-shirtOS



World's first wearable, programmable t-shirt

Share your Facebook status, tweets, photos and favourite songs
>2m views of sponsored films of the prototype in action

Adapt to new regulations



Plan Ballantine's - Leave an Impression

Campaign continues to evolve, especially where there is a need to adapt to new regulations (e.g.: Russia)



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- Marketing initiatives and innovation
- Conclusion and outlook
- Appendices



Conclusion and outlook FY 2012/13

Macro-economic scenario

Less buoyant environment than in 2011/12

Market trends

Overall, expected to remain in line with those of Q1 2012/13

In this environment, Pernod Ricard remains confident in its capacity to continue to grow

FY
2012/13
guidance

Organic growth in
profit from recurring operations
close to +6%

Next communications

DATE	EVENT
Friday 9 November 2012	Annual General Meeting
Thursday 13 December 2012	Americas conference call



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Growth by region
- Growth by brand
- Marketing initiatives and innovation
- Conclusion and outlook
- Appendices

Emerging markets



Pernod Ricard

Créateurs de convivialité

Asia-Rest of World	Americas	Europe
Algeria	Argentina	Albania
Cambodia	Bolivia	Armenia
Cameroon	Brazil	Azerbaijan
China	Caribbean CESAM	Balkans
Egypt	Chile	Belarus
Gabon	Colombia	Bosnia
India	Costa Rica	Bulgaria
Indonesia	Cuba	Croatia
Iran	Dominican Republic	Georgia
Iraq	Ecuador	Hungary
Ivory Coast	Guatemala	Kazakhstan
Jordan	Honduras	Latvia
Laos	Mexico	Lithuania
Lebanon	Panama	Macedonia
Madagascar	Paraguay	Moldova
Malaysia	Peru	Poland
Maldives	Puerto Rico	Romania
Mauritius	Uruguay	Russia
Morocco	Venezuela	Ukraine
Persian Gulf		
Philippines		
Saudi Arabia		
Senegal		
South Africa		
Sri Lanka		
Syria		
Thailand		
Tunisia		
Turkey		
Vietnam		

Organic Growth Top 14

	Net Sales organic growth	Volume growth	Price/mix
Absolut	1%	-2%	3%
Chivas Regal	0%	-6%	6%
Ballantine's	-10%	-8%	-2%
Ricard	-13%	-14%	2%
Jameson	17%	12%	6%
Malibu	2%	1%	0%
Beefeater	9%	5%	4%
Kahlua	19%	8%	11%
Havana Club	2%	-1%	3%
Martell	23%	10%	13%
The Glenlivet	24%	20%	4%
Royal Salute	2%	-3%	5%
Mumm	-6%	-6%	1%
Perrier-Jouët	43%	33%	10%
Top 14	7%	-1%	8%

Sales Analysis by Region

Net Sales (€ millions)	Q1 2011/12		Q1 2012/13		Change		Organic Growth		Group Structure		Forex impact	
France	162	8.1%	149	6.8%	(12)	-8%	(12)	-8%	0	0%	0	0%
Europe excl. France	524	26.4%	524	23.8%	0	0%	(8)	-1%	(2)	0%	10	2%
Americas	508	25.6%	579	26.3%	71	14%	32	7%	(16)	-3%	54	11%
Asia / Rest of the World	794	39.9%	951	43.2%	158	20%	83	11%	(1)	0%	76	10%
World	1,987	100.0%	2,203	100.0%	216	11%	95	5%	(19)	-1%	140	7%

Foreign Exchange Effect

Forex impact Q1 2012/13 (€ millions)		Average rates evolution			On Net Sales
		2011/12	2012/13	%	
US dollar	USD	1.41	1.25	-11.4%	61
Chinese yuan	CNY	9.07	7.95	-12.3%	41
Pound sterling	GBP	0.88	0.79	-9.8%	10
Canadian dollar	CAD	1.38	1.25	-10.0%	6
Australian dollar	AUD	1.35	1.20	-10.4%	6
Korean won	KRW	1.53	1.42	-7.5%	5
Japanese yen	JPY	109.82	98.38	-10.4%	4
Taiwan dollar	TWD	41.18	37.29	-9.4%	3
New Zealand dollar	NZD	1.70	1.55	-8.8%	2
Russian ruble	RUB	41.15	39.99	-2.8%	2
Mexican peso	MXN	17.38	16.48	-5.2%	2
Hong Kong dollar	HKD	11.01	9.71	-11.8%	2
Malaysian ringgit	MYR	4.27	3.91	-8.5%	2
Brazilian real	BRL	2.31	2.54	10.1%	(2)
Indian rupee	INR	64.67	69.01	6.7%	(9)
Other currencies					7
Total					140

Group Structure Effect

Group structure Q1 2012/13 (€ millions)	On Net Sales
Canadian activities	(7)
Other	(12)
Total Group Structure	(19)