Contents

1	Presentation	_	6	Annual consolidated	004
	of the Group	5		financial statements	201
1.1	World No. 2 in wine & spirits	7	6.1	Annual consolidated income statement	20
1.2	Our history	10	6.2	Consolidated statement of comprehensive income	20
1.3	Our business	12	6.3	Consolidated balance sheet	20
	Our governance and organisational structure Our strategy and associated targets	18 19	6.4	Annual consolidated statement of changes in shareholders' equity	20
1.5	Our strategy and associated targets	19	6.5	Annual consolidated cash flow statement	20
9	Corporate		6.6	Notes to the consolidated financial statements	20
<u> </u>	governance	23	6.7	Statutory auditors' report on the consolidated financial statements	25
	Our governance	24			
	Financial authorisations and delegations	55	7	Pernod Ricard SA separate financial statements	OE(
	Share buyback programme	57		imanciai statements	259
2.4	Factors liable to have an impact in the event of a public offer	59		Pernod Ricard SA income statement	26
2.5	Shareholders' Meetings and attendance procedures	60		Pernod Ricard SA balance sheet	26:
2.6	Compensation report	62		Pernod Ricard SA cash flow statement	26
2.7	Non-discrimination policy and diversity in Top Management	82		Analysis of Pernod Ricard SA income statement and balance sheet	26
2	Sustainability			Notes to the Pernod Ricard SA separate financial statements	26
J.	& Responsibility	83		Other items relating to the financial statements	28
31	Our Sustainability & Responsibility (S&R) strategy			Five-year financial summary	28:
0.1	at a glance	85		Dividends paid over the last five financial years	28
3.2	Our grain-to-glass strategy in line with our vision			Inventory of marketable securities	28
	"Créateurs de convivialité"	86	7.10	Statutory auditors' report on the financial statements	28
	Non-financial performance statement	89	7.11	Statutory auditors' special report	20.
	Our environmental sustainability	95	,,,,,	on regulated agreements	28
	Our social sustainability	122			
	Our sustainable governance	142	8	Annual Shareholders' Meeting	287
	Regulated information	147		Shareholders Meeting	40
	Cross reference tables	158	8.1	Agenda – Annual Shareholders' Meeting	
3.9	Methodology & third-party verification	160	8.2	of 10 November 2023 Presentation of the resolutions for the Annual	28
4	Risk	100		Shareholders' Meeting of 10 November 2023	28
	management	169	8.3	Proposed resolutions for the Annual Shareholders' Meeting of 10 November 2023	29
	Internal control and risk management	170	8.4	Statutory Auditors' reports	30
	Risk factors	172		Information on the Company	
	Insurance and risk coverage	187	9.	and its share capital	31!
	Risks and litigation: provisioning procedure	188		and its share capital	
4.5	Financial and accounting information	188	9.1	Information on Pernod Ricard	31
E	Management		9.2	Information on the share capital	31
D.	Report	189	10	Additional information in the	
5.1	Key figures from the consolidated financial statements for the year ended 30 June 2023	100	10.	Additional information in the Universal Registration Document	32
5.2	Analysis of business activity and results	190		Persons responsible	32
	Analysis of business activity and results Net debt	191	10.2	Documents available	32
	Outlook	194 195	10.3	Cross-reference tables	32
	Definition of alternative performance measures	195			
5.5	and reconciliation to IFRS measures	196			
5.6	Significant contracts	197			