

Statements regarding S172(1) of the Companies Act 2006 pursuant to regulation 5 of the Companies (Miscellaneous Reporting) Regulations 2018 (amending the large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008) for the financial year commencing 1 July 2020 and ending 30 June 2021.

Pernod Ricard group companies covered: Chivas Brothers Limited, Chivas Brothers International Limited, Allied Domecq Limited, Allied Domecq (Holdings) Limited , Allied Domecq Spirits & Wine Holdings Limited, Chivas Brothers (Holdings) Limited, Chivas Brothers Pernod Ricard, Chivas Holdings (IP) Limited, Chivas Investments Limited, Goal Acquisitions (Holdings) Limited, Pernod Ricard UK Group Limited, World Brands Duty Free Limited.

Pernod Ricard group entity	S172(1) statement
Chivas Brothers Limited	<p>The Company recognises the importance that directors act both individually and collectively in good faith in a way most likely to promote the success of the Company and its members, consistent with the various factors set out under section 172(1) of the Companies Act 2006. The directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. The Company sets out below how it has approached each of the factors.</p> <p>(a) The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the board. As the major Pernod Ricard brand owning company in the UK, the Company follows and implements the overarching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. During the COVID-19 pandemic the directors and executive committee have continued to consider its impact daily in its relevant decision making and ensure this is aligned with the Pernod Ricard group’s overall approach to protect the health, safety and economic security of its people.</p> <p>(b) The interests of the Company’s employees Employee engagement is central to the Company and the Pernod Ricard group’s culture and values. This is demonstrated by the Company’s involvement in:</p> <ul style="list-style-type: none"> • a focus on talent in the Transform & Accelerate strategy. • the promotion of the core values of being bold, open and united through an established employee communications plan. • the Pernod Ricard employee share ownership plan and share bonus scheme. • peer-decided employee rewards scheme. • the bi-annual I-Say survey employee satisfaction survey undertaken by Pernod Ricard the results of which are considered by the board and detailed feedback sessions held. • regular Company-wide updates from the leadership team (pre and post pandemic). • regular leadership communications and live Q&As. • extensive pension and benefit provisions. • daily toolbox talks for operational workers on safe working and protecting employee and community health during the pandemic. • the continued operation of an internal diversity and inclusion council which ensures a range of voices and perspectives are heard from across the business. • the annual performance review process aligning with Group’s standards and ensuring fairness and talent conversations between managers and employees. • regular upskilling plans supporting employees’ development and career progressions. • an employee ‘Conviviality Squad’ and the ‘Dram Good Team’ online community as a means of supporting employee culture and wellbeing <p>During the COVID-19 pandemic the board and executive committee treated the health of the employees as a priority and implemented a number of measures targeted at safeguarding the interests of employees including:</p> <ul style="list-style-type: none"> • proactive monitoring of wellness by line managers. • provision of home working equipment. • provision of PPE, and rapid adoption of safe systems of work (developed in consultation with staff), safe return to work kits, investment in technology and fittings to allow covid secure working. • multiple safety initiatives including workplace testing.

Pernod Ricard group entity	S172(1) statement
Chivas Brothers Limited cont.	<ul style="list-style-type: none"> • enhanced and regular update meetings on developments, with Q&A available. • regular communications and leadership visibility. <p>(c) The need to foster the Company's business relationships with suppliers, customers and others Suppliers are systematically managed through regular review meetings, scoring, and tender processes. The board and executive committee are kept informed with developments with suppliers by the procurement, production and supply chain management teams.</p> <p>(d) The impact of the Company's operations on the community and the environment The Company through the board and executive committee follows and implements the Pernod Ricard group's sustainability and responsibility strategy, which is a key part of Transform & Accelerate. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • the group's overall sustainability strategy of "good times from a good place" tied to the United Nations sustainable development goals - refer to the Pernod Ricard SA annual report for more details. • Responsib'ALL day — an annual day of action when all employees take part in community activities ranging from social care to litter picking. • the Chivas Venture entrepreneurial initiative aimed at supporting responsibility focused start-ups. • promotion of responsible drinking and hosting. • community initiatives with our partners, such as the Boiler Room x Ballantine's True Music platform to support grassroots organisation actively working to achieve diversity and inclusion in music culture. • support for charities, including the Company's annual chosen charity MND Scotland. <p>During the COVID-19 pandemic the board was instrumental in decisions taken to:</p> <ul style="list-style-type: none"> • apply resources to the manufacturing of hand sanitizer that was donated to local social care providers, charities and the NHS. • donation of significant sums to NHS charities and UK organisations helping vulnerable groups. • protect communities by ensuring Covid secure workplaces. <p>(e) The desirability of the Company maintaining a reputation for high standards of business conduct The Company through the board shares one of the Pernod Ricard group's key values: doing business with integrity and acting with a strong sense of ethics. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • workforce participation in a mandatory open online training course regarding the Pernod Ricard Code of Business Conduct. • the implementation and maintenance of anti-bribery and corruption initiatives, including gifts monitoring and implementation of the Company's anti-bribery and corruption policy through contractual provisions and 3rd party due diligence systems. • the Company making available and implementing the Company's procurement code of ethics. • continued education, monitoring and investment on cybersecurity and data privacy. • the Company's participation in the Speak Up whistleblowing platform, allowing employees to anonymously raise concerns. • the roll out of a 3rd party due diligence tool to the entire business, capturing critical data. • annually publishing the Company's UK corporation tax strategy. <p>(f) The need to act fairly between members of the Company The Company's sole member is Allied Domecq Spirits & Wine Holdings Limited (02869879). The Company and its sole member are both members of the Pernod Ricard group.</p>

Pernod Ricard group entity	S172(1) statement
Chivas Brothers International Limited	<p>The Company recognizes the importance that directors act both individually and collectively in good faith in a way most likely to promote the success of the Company and its members, consistent with the various factors set out under section 172(1) of the Companies Act 2006. The directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. The Company sets out below how it has approached each of the factors.</p> <p>(a) The likely consequences of any decision in the long term</p> <p>Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the board. As the major Pernod Ricard company in the UK with responsibility for managing strategic whisky and gin brands, the Company follows and implements the overarching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan.</p> <p>During the COVID-19 pandemic the directors and executive committee have continued to consider its impact daily in its relevant decision making and ensure this is aligned with the Pernod Ricard group's overall approach to protect the health, safety and economic security of its people.</p> <p>(b) The interests of the Company's employees</p> <p>Employee engagement is central to the Company and the Pernod Ricard group's culture and values. This is demonstrated by the Company's involvement in:</p> <ul style="list-style-type: none"> • a focus on talent in the Transform & Accelerate strategy. • the promotion of the core values of being bold, open and united through an established employee communications plan. • the Pernod Ricard employee share ownership plan and share bonus scheme. • peer-decided employee rewards scheme. • the bi-annual I-Say survey employee satisfaction survey undertaken by Pernod Ricard the results of which are considered by the board and detailed feedback sessions held. • regular Company-wide updates from the leadership team. • regular leadership communications and live Q&As. • extensive pension and benefit provisions. • daily toolbox talks for operational workers on safe working and protecting employee and community health during the pandemic. • the continued operation of an internal diversity and inclusion council which ensures a range of voices and perspectives are heard from across the business. • the annual performance review process aligning with Group's standards and ensuring fairness and talent conversations between managers and employees. • regular upskilling plans supporting employees development and career progressions. • an employee 'Conviviality Squad' and the 'Dram Good Team' online community as a means of supporting employee culture and wellbeing. <p>During the COVID-19 pandemic the board and executive committee treated the health of the employees as a priority and implemented a number of measures targeted at safeguarding the interests of employees including measure relating to the return to the workplace for employees, such as:</p> <ul style="list-style-type: none"> • proactive monitoring of wellness by line managers. • provision of home working equipment. • provision of PPE, and rapid adoption of safe systems of work, safe return to work kits, investment in technology and fittings to allow covid secure working. • multiple safety initiatives including workplace testing. • enhanced and regular update meetings on developments, with Q&A available. • regular communications and leadership visibility. <p>(c) The need to foster the Company's business relationships with suppliers, customers and others</p> <p>Suppliers are systematically managed through regular review meetings, scoring, and tender processes. The board and executive committee are kept informed with developments with suppliers by the procurement, production and supply chain management teams.</p>

Pernod Ricard group entity	S172(1) statement
Chivas Brothers International Limited cont.	<p>(d) The impact of the Company's operations on the community and the environment</p> <p>The Company through the board and executive committee follows and implements the Pernod Ricard group's sustainability and responsibility strategy, which is a key part of Transform & Accelerate. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • the group's overall sustainability strategy of "good times from a good place" tied to the United Nations sustainable development goals - refer to the Pernod Ricard SA annual report for more details. • Responsib'ALL day — an annual day of action when all employees take part in community activities ranging from social care to litter picking. • the Chivas Venture entrepreneurial initiative aimed at supporting responsibility focused start-ups • promotion of responsible drinking and hosting. • community initiatives with our partners, such as the Boiler Room x Ballantine's True Music platform to support grassroots organisations actively working to achieve diversity and inclusion in music culture. • support for charities, including the Company's annual chosen charity MND Scotland. <p>During the COVID-19 pandemic the board was instrumental in decisions taken to:</p> <ul style="list-style-type: none"> • apply resources to the manufacturing of hand sanitizer that was donated to local social care providers and others. • donate significant sums to NHS charities. • protect communities by ensuring Covid secure workplaces. <p>(e) The desirability of the Company maintaining a reputation for high standards of business conduct</p> <p>The Company through the board shares one of the Pernod Ricard group's key values: doing business with integrity and acting with a strong sense of ethics. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • workforce participation in a mandatory open online training course regarding the Pernod Ricard Code of Business Conduct. • the implementation and maintenance of anti-bribery and corruption initiatives, including gifts monitoring and implementation of the Company's anti-bribery and corruption policy through contractual provisions and 3rd party due diligence systems. • the Company making available and implementing the Company's procurement code of ethics. • continued education, monitoring and investment on cybersecurity and data privacy. • the Company's participation in the Speak Up whistleblowing platform, allowing employees to anonymously raise concerns. • the roll out of a 3rd party due diligence tool to the entire business, capturing critical data. <p>(f) The need to act fairly between members of the Company</p> <p>The Company's sole member is Allied Domecq Spirits & Wine Holdings Limited (02869879). The Company and its sole member are both members of the Pernod Ricard group.</p>
Allied Domecq Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p>

Pernod Ricard group entity	S172(1) statement
Allied Domecq Limited cont.	<ul style="list-style-type: none"> <p>• The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach.</p> <p>• The need to foster the company's business relationships with others The Company maintains close relationships with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group.</p> <p>• The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct.</p> <p>• The need to act fairly between members of the company The Company’s sole member is Goal Acquisitions (Holdings) Limited (05421315). The Company and Goal Acquisitions (Holdings) Limited are members of the Pernod Ricard group of companies.</p>
Allied Domecq (Holdings) Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> <p>• The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach.</p> <p>• The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company Pernod Ricard S.A (“PRSA”) to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group.</p> <p>• The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct.</p> <p>• The need to act fairly between members of the company The Company’s sole member is Allied Domecq Limited (03771147). The Company and Allied Domecq Limited are members of the Pernod Ricard group of companies.</p>
Allied Domecq Spirits & Wine Holdings Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p>

Pernod Ricard group entity	S172(1) statement
Allied Domecq Spirits & Wine Holdings Limited cont.	<ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach. • The need to foster the company's business relationships with others The Company maintains close relationships with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct. • The need to act fairly between members of the company The Company’s members are Allied Domecq (Holdings) Limited (00689729) and Chivas Holdings (IP) Limited (SC331555). The Company and its members are members of the Pernod Ricard group of companies.
Chivas Brothers (Holdings) Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach. • The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct. • The need to act fairly between members of the company The Company’s members are Pernod Ricard UK Group Limited (10702292) and Goal Acquisitions (Holdings) Limited (05421315). The Company and its members are members of the Pernod Ricard group of companies.

Pernod Ricard group entity	S172(1) statement
Chivas Brothers Pernod Ricard	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach. • The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct. • The need to act fairly between members of the company The Company’s sole member is Chivas Brothers (Holdings) Limited. The Company and Chivas Brothers (Holdings) Limited are members of the Pernod Ricard group of companies.
Chivas Holdings (IP) Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As an investment holding company whose principal activity is the ownership and management of a portfolio of intellectual property trademarks relating to the Pernod Ricard scotch whisky business and as a company with no employees, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. In its management of brand intellectual property assets, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the Pandemic in its relevant decision making and the impact on the royalty the Company could expect to receive from its principal licensee for the relevant period, Chivas Brothers International Limited. • The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company Pernod Ricard S.A. to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The need to foster the company's business relationships with suppliers, customers and others The Company, in its ownership and management of brand intellectual property assets, engages with its principal licensee, Chivas Brothers International Limited. Chivas Brothers International Limited is also a member of the Pernod Ricard group.

Pernod Ricard group entity	S172(1) statement
Chivas Holdings (IP) Limited cont.	<ul style="list-style-type: none"> • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company and, in its management and ownership of brand intellectual property assets, the Company adheres to the Pernod Ricard group’s code of business conduct. • The need to act fairly between members of the company The Company’s members are Chivas Brothers Pernod Ricard (SC203488) and Chivas Brothers (Holdings) Limited (04248641). The Company and its members are members of the Pernod Ricard group of companies.
Chivas Investments Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach. • The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group’s key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group’s code of business conduct. • The need to act fairly between members of the company The Company’s sole member is Chivas Brothers Limited (SC268758). The Company and Chivas Brothers Limited are members of the Pernod Ricard group of companies.
Goal Acquisitions (Holdings) Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board. As a company with no employees and whose principal activity is that of an investment holding company, the Company sets out below the how it has had regard to the matters set out in section 172(1):</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. As an investment holding company, the Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. In respect of the period affected by the Covid19 pandemic (the “Pandemic”), the Company considered the impact of the Pandemic in its relevant decision making and was aligned with the Pernod Ricard group’s overall approach.

Pernod Ricard group entity	S172(1) statement
Goal Acquisitions (Holdings) Limited cont.	<ul style="list-style-type: none"> • The need to foster the company's business relationships with others The Company maintains close relationship with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The desirability of the company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group's key values: doing business with integrity and acting with a strong sense of ethics. In its role as an investment holding company, the Company adheres to the Pernod Ricard group's code of business conduct. • The need to act fairly between members of the company The Company's members are Pernod Ricard UK Group Limited (10702292) and AD Westport Limited (05117180). The Company and its members are all members of the Pernod Ricard group of companies.
Pernod Ricard UK Group Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and the directors continue to have particular regard to these matters, among others, as part of any decision making of the Board.</p> <p>The Company's intermediary subsidiary, Chivas Brothers Limited ("CBL"), which is a trading entity, has adopted the Wates Corporate Governance Principles as they are deemed fit for purpose for the size and complexity of CBL. As an intermediate holding company, with no employees or dealings with external stakeholders, the Company sets out below the how it has had regard to the matters set out in section 172(1) that are relevant to the nature of its business:</p> <ul style="list-style-type: none"> • The likely consequences of any decision in the long term Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. The Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. • The need to foster the company's business relationships with others The Company maintains close relationships with fellow Pernod Ricard Affiliates and the ultimate holding company PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group. • The need to act fairly between members of the company The Company's sole member is Lina 3 S.A. Both the Company and Lina 3 S.A. are members of the Pernod Ricard group of companies.
Pernod Ricard UK Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and continues to have particular regard to these matters, among others, as a part of any decision making of the Board. The Company's approach for each of the factors set out in section 172(1), including on employee and stakeholder engagement, is discussed below.</p> <p>The likely consequences of any decision in the long term</p> <ul style="list-style-type: none"> • Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. The Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. • In the period affected by the global COVID-19 pandemic (the "Pandemic") the Board was focussed on responding and adapting to a rapidly changing environment. A number of key commercial decisions were taken including revision of marketing activity, stock allocation, cost control and close monitoring of debt and receivables. <p>The interests of the company's employees Employee engagement is central to the Company and the Pernod Ricard group's culture and values. This is demonstrated by the Company's involvement in:</p>

Pernod Ricard group entity	S172(1) statement
Pernod Ricard UK Limited cont.	<ul style="list-style-type: none"> • The Pernod Ricard employee share ownership plan. • The bi-annual I-Say survey employee satisfaction survey undertaken by Pernod Ricard the results of which are considered by the Board. • Regular Company-wide updates from the Executive Committee (pre and post pandemic). • A series of interaction Livestream meetings held by the Executive Committee with question and answer sessions for all employees. <p>In the period affected by the Pandemic, the Company implemented a number of measures targeted at safeguarding and taking care of the interests of employees including:</p> <ul style="list-style-type: none"> • Proactive monitoring of wellness by line managers. • Provision of home working equipment. • Provision of PPE, and rapid adoption of safe systems of work. • Enhanced and regular update meetings on developments, with Q&A available. <p>In the period following the Pandemic the Company implemented an agile 'Smart Working' policy allowing employees to work remotely on an ongoing basis combined with physical in office presence.</p> <p>The need to foster the company's business relationships with suppliers, customers and others The Company acknowledges the value in effective stakeholder collaboration and engagement. The ways in which the Company has engaged with the various stakeholder groups over the course of the year in relation to certain principal decisions is detailed below.</p> <ul style="list-style-type: none"> • Customers - The Company has continual engagement with customers and the executive takes part in customer review and sales performance analysis throughout the year. Further, periodic engagement with customers through face-to-face meetings and video conferencing is a routine activity for the Company. IN the period affected by the Pandemic, the Company worked with customers on stock allocation to find mutually supportive solutions. • Suppliers - Suppliers are systematically managed through regular review meetings and scoring. • Employees - Please refer to the strategic report for detail on engagement with employees. • Partners - The Company maintains close relationships with Pernod Ricard Affiliates, in particular brand companies, across the globe who support the overall business strategy and growth. In the period affected by the Pandemic, the Company worked closely with other group companies in co-ordinating actions in response to the Pandemic. • Others - The Company is an active participant in a number of trade associations and industry bodies including the Portman Group and the Wine and Spirits Trade Association. In addition, the Company has strong channels of communication with industry marketing regulatory bodies such as the Advertising Standards Agency, and Clearcast. <p>The impact of the company's operations on the community and the environment The Company follows and implements the Pernod Ricard group's sustainability and responsibility strategy. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • The Company's roll out and implementation of a mandatory open online training course about responsible drinking and learning about alcohol use. • The Company's establishment of a Sustainability Steering Committee internally to implement the Pernod Ricard roadmap. • The establishment by the Company of an internal sustainability and responsibility website to identify and advocate projects to promote sustainability with the business and provide resources for employees to drive sustainability in business practices. • The Company's participation in a mentoring programme which gives employees the opportunity to use their skills and experience to support social entrepreneurs. <p>In the period affected by the Pandemic, the Company was cognisant of its role as an employer and member of the community and acted accordingly to provide support to its stakeholders during extremely challenging circumstances.</p>

Pernod Ricard group entity	S172(1) statement
Pernod Ricard UK Limited cont.	<p>The desirability of the Company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group's key values: doing business with integrity and acting with a strong sense of ethics. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • The Company's workforce participation in a mandatory open online training course regarding the Pernod Ricard Code of Business Conduct. • The implementation and maintenance of anti-bribery and corruption initiatives, including gifts monitoring and implementation of the Company's anti-bribery and corruption policy through contractual provisions. • The Company's implementation and maintenance of anti-bribery and corruption initiatives, including gifts monitoring and implementation of the Company's anti-bribery and corruption policy through contractual provisions. • The Company making available and implementing the Company's procurement code of ethics. • Continued education and monitoring on cybersecurity and data privacy. • The Company's participation in the Speak Up whistleblowing platform, allowing employees to anonymously raise concerns. <p>In the period affected by the Pandemic, the Company took part in the group's efforts to maintain the highest standards of business conduct.</p> <p>The need to act fairly as between members of the Company The Company's sole member is Chivas Investments Limited (SC126369). Both the Company and Chivas Investments Limited are members of the Pernod Ricard group of companies.</p>
World Brands Duty Free Limited	<p>The Company recognises the importance of the various factors set out under section 172(1) of the Companies Act 2006, and continues to have particular regard to these matters, among others, as a part of any decision making of the Board. The Company's approach for each of the factors set out in section 172 (1), including on employee and stakeholder engagement, is discussed below.</p> <p>The likely consequences of any decision in the long term</p> <ul style="list-style-type: none"> • Long term consequences, in line with Pernod Ricard group strategy, are central to all strategic decisions considered and made by the Board. The Company follows and implements the over-arching stated strategy of the Pernod Ricard group: to generate value over the long-term through our Transform and Accelerate growth plan. • In the period affected by the global Covid19 pandemic (the "Pandemic") the Board was focussed on responding and adapting to a rapidly changing environment. A number of key commercial decisions were taken including revision of marketing activity, stock allocation, cost control and close monitoring of debt and receivables. <p>The interests of the company's employees Employee engagement is central to the Company and the Pernod Ricard group's culture and values. This is demonstrated by the Company's involvement in:</p> <ul style="list-style-type: none"> • An initiative allowing colleagues to nominate others for showing Leadership attributes. • The Pernod Ricard employee share ownership plan. • The annual I-Say survey employee satisfaction survey undertaken by Pernod Ricard the results of which are considered by the Board. • Regular Company-wide updates from the leadership team (pre and post pandemic). • A series of Townhall meetings with question and answer sessions for employees and the leadership team. • Regular breakfast sessions with leadership team, covering trading updates and developments. <p>In the period affected by the Pandemic, the Company implemented a number of measures targeted at safeguarding and taking care of the interests of employees including:</p> <ul style="list-style-type: none"> • Proactive monitoring of wellness by line managers.

Pernod Ricard group entity	S172(1) statement
World Brands Duty Free Limited cont.	<ul style="list-style-type: none"> • Provision of an allowance for home working equipment. • Provision of PPE, and rapid adoption of safe systems of work. • Enhanced and regular update meetings on developments, especially with regards to the reopening of the office and safe systems of work such as desk and meeting room bookings to allow for social distancing. <p>As the impacts of the Pandemic have slowly begun to recede, the Company has developed its SMART Working policy which provides its employees greater flexibility in finding the right balance of home an office working.</p> <p>The need to foster the company's business relationships with suppliers, customers and others The Company acknowledges the value in effective stakeholder collaboration and engagement. The ways in which the Company has engaged with the various stakeholder groups over the course of the year in relation to certain principal decisions is detailed below:</p> <ul style="list-style-type: none"> • Customers - the Company has continual engagement with customers and the executive takes part in customer review and sales performance analysis throughout the year. The Company is represented by key employees at the Annual Travel Retail Conference in Cannes. Further, periodic engagement with customers through face-to-face meetings and video conferencing is a routine activity for the Company. In the period affected by the Pandemic, the Company worked with customers on stock allocation to find mutually supportive solutions. • Suppliers - suppliers are systematically managed through regular review meetings and scoring. • Partners - the Company maintains close relationships with Pernod Ricard Affiliates, in particular brand companies, across the globe who support the overall business strategy and growth. In the period affected by the Pandemic, the Company worked closely with other group companies in co-ordinating actions in response to the Pandemic • Others - the Company is an active participant in a number of trade associations including the UK Travel Retail Forum, the European Travel Retail Confederation and the Irish Duty Free Alliance. <p>The impact of the company's operations on the community and the environment The Company follows and implements the Pernod Ricard group's sustainability and responsibility strategy. In particular this is demonstrated by:</p> <ul style="list-style-type: none"> • The Company's roll out and implementation of a mandatory open online training course about responsible drinking and learning about alcohol use. • The Company's purchasing policy which explains, advocates and enables responsible procurement. • The involvement of the Company in the Green Hustle initiative, promoting sustainability amongst bartenders. • The establishment by the Company of a sustainability and responsibility taskforce sponsored by VPs for HR and Marketing to identify projects to promote sustainability with the business. • The Company's commitment to reach net zero in our operations and to reducing by 50% the intensity of our overall carbon footprint by 2030, with a target to reach net zero overall by 2050. • The launch of an industry-first life cycle analysis tool for retail merchandising, helping brand owners assess the potential environmental impact of their short and long-term retail activations with the ultimate objective of reducing carbon footprint and minimising waste. • The Company's new sustainable packaging and point-of-sale guidelines have enabled it to phase out all single use plastic POS by 2021. <p>In the period affected by the Pandemic, the Company was cognisant of its role as an employer and member of the community and acted accordingly to provide support to its stakeholders during extremely challenging circumstances.</p> <p>The desirability of the Company maintaining a reputation for high standards of business conduct As a Pernod Ricard group company, the Company shares one of the Pernod Ricard group's key values: doing business with integrity and acting with a strong sense of ethics. In particular this is demonstrated by:</p>

Pernod Ricard group entity	S172(1) statement
World Brands Duty Free Limited cont.	<ul style="list-style-type: none"> • The Company's workforce participation in a mandatory open online training course regarding the Pernod Ricard Code of Business Conduct and annual refresher trainings on Compliance made available to all employees. • The implementation and maintenance of anti-bribery and corruption initiatives, including gifts monitoring and implementation of the Company's anti-bribery and corruption policy through contractual provisions. • The Company making available and implementing the Company's procurement code of ethics. • Continued education and monitoring on cybersecurity and data privacy. • The Company's participation in the Speak Up whistleblowing platform, allowing employees to anonymously raise concerns. <p>In the period affected by the Pandemic, the Company took part in the group's efforts to maintain the highest standards of business conduct.</p> <p>The need to act fairly between members of the Company The Company's sole member is Chivas Brothers (Holdings) Limited (04248641); Both the Company and Chivas Brothers Holdings are members of the Pernod Ricard group of companies.</p>