

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 2021 and ending 30 June 2022.

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 and 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 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.</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 and improvement plans 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 progression • the launch of "FLUID", a new LGBTQ+ employee network to help create an inclusive, safe, and enjoyable space for everyone to be their authentic selves <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

Pernod Ricard group entity	S172(1) statement
CHIVAS BROTHERS LIMITED CONT.	<ul style="list-style-type: none"> • 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 • multiple environmental and community focussed actions taken at Company's distilleries, for example the instillation of Mechanical Vapour Recompression fan technology for pot distillation at Glentauchers distillery and a switch to a rapeseed residue bio-fuel at the Company's Braeval site, which is now the Company's first zero direct carbon distillery • a successful co-digestion trial to produce biogas in collaboration with Scottish Water and the Scottish Environment Protection Agency at Aberdeen's Nigg Waste Water Treatment Works. • support for charities, including the Company's annual chosen charity MND Scotland <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 continued implementation of a 3rd party due diligence tool for 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>
CHIVAS BROTHERS INTERNATIONAL 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 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. 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

Pernod Ricard group entity	S172(1) statement
CHIVAS BROTHERS INTERNATIONAL LIMITED CONT.	<ul style="list-style-type: none"> • 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 and improvement plans 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 progression • the launch of "FLUID", a new LGBTQ+ employee network to help create an inclusive, safe, and enjoyable space for everyone to be their authentic selves. <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 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 Fund 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>(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

Pernod Ricard group entity	S172(1) statement
CHIVAS BROTHERS INTERNATIONAL LIMITED CONT.	<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>
ALLIED DOMEQC 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 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. • 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 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 Goal Acquisitions (Holdings) Limited (05421315). The Company and Goal Acquisitions (Holdings) Limited are members of the Pernod Ricard group of companies.
ALLIED DOMEQC (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. • 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. • 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.

Pernod Ricard group entity	S172(1) statement
ALLIED DOMEQCQ (HOLDINGS) LIMITED CONT.	<ul style="list-style-type: none"> 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.
ALLIED DOMEQCQ 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> <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. 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.

Pernod Ricard group entity	S172(1) statement
CHIVAS BROTHERS (HOLDINGS) LIMITED CONT.	<ul style="list-style-type: none"> 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.
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. 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 (04248641). 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. 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 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"> <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 and, in its management and ownership of brand intellectual property assets, 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 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.</p>
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"> <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.</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 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 Chivas Brothers Limited (SC268758). The Company and Chivas Brothers Limited are members of the Pernod Ricard group of companies.</p>
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"> <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.</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 PRSA to ensure all business decisions are mutually beneficial and promote the interests of the Pernod Ricard group.</p>

Pernod Ricard group entity	S172(1) statement
GOAL ACQUISITIONS (HOLDINGS) 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, 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 subsidiaries, Chivas Brothers Limited ("CBL") and Chivas Brothers International Limited ("CBIL"), which are trading entities, have adopted the Wates Corporate Governance Principles, as they are deemed fit for purpose for the size and complexity of those entities. 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 PRSA 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. <p>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"> • Regular live presentations and updates from the leadership team, including Q&A sessions to address questions from employees (which can be submitted anonymously) • The Pernod Ricard employee share ownership plan • Wellbeing initiatives • Annual I-Say survey on company engagement with departmental action-planning on feedback <p>The need to foster the company's business relationships with suppliers, customers and others</p> <p>Please refer to the statement on stakeholder engagement in the directors' report.</p>

Pernod Ricard group entity	S172(1) statement
PERNOD RICARD UK LIMITED CONT.	<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 continued roll out and implementation of a mandatory open online training course about responsible drinking and learning about alcohol use. • The establishment of a sustainability & responsibility taskforce working on implementation of sustainability objectives in all areas of the business • Continued partnership with the Drinks Trust <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"> • Adoption of a new code of business conduct • Adoption of a third party due diligence tool for background checking suppliers and customers • The Company's participation in a refresh of the Speak Up whistleblowing platform • New employee wide mandatory online training on health and safety <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 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.</p> <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"> • Introduction of a "first class lounge" employee recognition initiative • Regular leadership updates and Q&As • The Pernod Ricard share ownership plan • Leadership team sessions covering trading updates and development • Various wellbeing initiatives • Annual i-say survey on company engagement <p>The need to foster the company's business relationships with suppliers, customers and others Please refer to the statement on stakeholder engagement in the directors' report.</p>

Pernod Ricard group entity	S172(1) statement
WORLD BRANDS DUTY FREE LIMITED CONT.	<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"> • Responsib'ALL day, the Pernod Ricard global initiative on corporate social responsibility • Continuation of a sustainability & responsibility taskforce and various initiatives in sustainability • Introduction of sustainability criteria and monitoring for the carbon footprint of gifts with purchase <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"> • A new and updated code of business conduct • A refreshed initiative on the whistleblowing platform, Speak Up • Adoption and continued roll out of a third party due diligence tool for monitoring suppliers and customers <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>