

Pernod Ricard UK Limited - statement 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.

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.

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 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:

- 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 on company engagement with departmental action-planning on feedback

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 Company has engaged with the various stakeholder groups over the course of the year in the following ways and in relation to certain principal decisions, as outlined below.

- Customers - The Company has continual engagement with customers and the executive takes part in customer review and sales performance analysis throughout the year.
- 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.
- 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 good working relationships with the Advertising Standards Authority and Clearcast

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:

- The Company's 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

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 the Company's involvement in:

- 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

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.