

Clarins UK Ltd Section 172 (1) statement

The directors consider, both individually and together that they have acted in the way they consider, in good faith, would be most likely to promote the success of the group for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term:

The group has a 5-year plan which is reviewed regularly against actuals. Decisions made fit within this plan. Strategy is reviewed in detail each year.

b. the interests of the company's employees:

The company places considerable value on the involvement of its employees and has continued its previous practice of keeping them informed on matters affecting them as employees and on the various factors affecting the performance of the company.

The company actively encourages employee career development through training, opportunities to gain relevant experience and internal promotion.

c. the need to foster the company's business relationships with suppliers, customers and others:

Key stakeholders have been identified to ensure adequate communication and engagement with each group. Among the group's stated pillars are to be Consumer Obsessed, to ensure it continues appealing to its clients. Supplier payment days are also monitored.

d. the impact of the company's operations on the community and the environment,

The group takes its responsibility within the community and wider environment seriously using recycled and recyclable materials where possible. It also engages through charity work.

e. the desirability of the company maintaining a reputation for high standards of business conduct

The directors and the group are committed to high standards of business conduct reflected in Human Resources policies. Where there is a need to seek advice on particular issues, the directors will seek advice from its lawyers and other advisors to ensure the consideration of business conduct and its reputation are maintained.

f. the need to act fairly between members of the company.

The group is fully controlled by its immediate parent company, Clarins SAS.

On the Clarins website the Entities to which this strategy applies:

Clarins (UK) Limited

Talza Limited

Parini Limited

Clarins UK Distribution Limited.