

Special Committee on Financial Crimes, Tax Evasion and Tax Avoidance  
The Chair

Ms Sophie Maddaloni,  
Tax Director,  
Kering Group  
40 Rue de Sèvres  
75007 Paris  
France

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**Subject:** *Public hearing organised by the Special Committee on Financial Crimes, Tax Evasion and Tax Avoidance (TAX3) on "Alleged aggressive Tax Planning Schemes within the EU" on Tuesday, 27 November 2018*

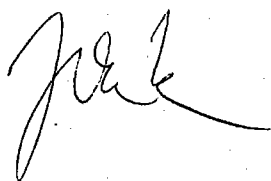
Dear Ms Maddaloni,

On behalf of the Special Committee on Financial Crimes, Tax Evasion and Tax Avoidance (TAX3), I would like to thank you for your participation in the public hearing on "Alleged Aggressive Tax Planning Schemes within the EU".

Your presentation and your answers to the questions put by the Members provided the committee with relevant information regarding the structure of the Kering Group and its tax policies.

Your contribution, in particular your input as regards the concept of value creation and its link with the place of taxation, was very useful for the work of the committee.

Yours sincerely,



Petr Ježek