

Tax Strategy

This document has been approved by the Board of Young & Co.'s Brewery, P.L.C. as of 11 March 2026. This strategy has been published in accordance with paragraph 16(2), Schedule 19 of the Finance Act 2016 and relates to the accounting period ending 30 March 2026.

Introduction

Our primary objective is to pay the right amount of tax at the right time and the Board views taxation as an important element of the group finance function.

The business activities of Young & Co.'s Brewery, P.L.C. ("Young's") and its subsidiaries (together "the Group") are operated entirely in the UK; they generate a variety of taxes, including corporation tax, stamp duty, alcohol duty, VAT and PAYE. The Group's responsibility in respect of taxation is to ensure compliance with UK tax law.

The Group's pubs operate at the heart of their respective communities and as such the Group has a social duty to run a sustainable business and to pay a fair share of tax for the good of the local economy and the UK as a whole. The Group does not engage in any activities that would result in unethical tax avoidance or that it deems against the spirit of the law from a tax perspective.

Risk Management and Governance

The Chief Finance Officer is responsible for the Group tax strategy, including the effectiveness of all tax risk processes, risk management and the transparency of compliance and reporting disclosures.

The Group employs a Head of Tax to oversee all areas of taxation to ensure all tax obligations are met and areas of risk are identified and addressed where possible.

The Group complies with internally set policies and procedures in relation to tax risk management and conducts risk assessments before entering into any material ventures or initiatives. External advice is sought, where appropriate.

The Head of Tax builds relationships across the business at all levels of seniority to communicate the tax strategy, promote good governance around tax decisions and provide updates and information on new tax developments.

The Head of Tax is involved in assessing plans for any significant business activity to ensure that tax impacts are recognised and understood. This helps the group monitor and manage tax compliance obligations.

Compliance with this strategy is monitored and reported to the Audit Committee where a material risk of non-compliance is identified. This tax strategy is approved by the Board of Directors on an annual basis and updated to address any significant tax matters as they arise.

Accepted levels of Tax Risk

It is the Group's policy that all tax positions taken are supported and consistent with the Group's core principles which include taking a considered attitude to risk in order to protect its stakeholders. We do not take tax positions that are not defensible.

The objective of the Group is to minimise any key tax-related risks by means of appropriate mitigation measures. More detailed information on the Group's risks can be viewed in the "Principal risks and uncertainties" section of the latest Annual Report.

The Group's Head of Tax will actively consider the tax implications of any major transaction and constantly works to mitigate any risks of the ongoing business. All major tax issues will be reported to the Group's Chief Financial Officer as they arise and, if appropriate, the matter will be escalated to the executive board of Young's and/or the audit committee of Young's.

We will also factor in the reputation of the Group and corporate and social responsibility when considering tax matters and have a zero-tolerance attitude towards tax evasion

Tax Planning

The Group undertakes tax planning to support the commercial needs of the business by ensuring that the Group's affairs are carried out in a tax efficient manner whilst remaining compliant with all relevant laws. The Head of Tax is therefore involved in commercial decision-making processes and provides appropriate input into new ventures and initiatives to ensure a clear understanding of the tax consequences of any decisions made.

In instances where the tax legislation and guidance is considered to be unclear, or the Group does not feel it has the necessary expertise to assess the consequences adequately, external advice is sought to support the decision-making process from suitably qualified advisors.

We seek to ensure that any tax planning is within the true spirit of the law and as such we will not take part in aggressive tax planning or artificial transactions with the sole purpose of tax avoidance.

Working with HMRC

The Group recognises the importance of maintaining a good working relationship with HMRC. Therefore, the Group aims to ensure transparency is maintained by:

- Engaging with HMRC in an open, constructive and professional manner.
- Delivering information through the normal compliance processes in a timely manner.
- Seeking to resolve any queries raised by HMRC by providing readily available supporting information.
- Providing full disclosure in respect of any material or tax sensitive aspects of any tax submission.