



Tax Strategy

This document has been approved by the Board of Young & Co.'s Brewery, P.L.C. as of March 2017 and will be reviewed as necessary.

Introduction

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, 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 risky from a tax perspective.

Risk Management

It is the Group's policy that all tax positions taken are conservative and consistent with the Group's core principles which include taking a considered attitude to risk in order to protect its stakeholders.

The Group employs a tax manager to oversee all areas of taxation. The tax manager's role is to assist in ensuring all tax obligations are met and areas of risk are identified and mitigated 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, to support conclusions reached by the tax manager once agreed by the board of directors.

The objective of the Group is to minimise any tax-related risks by means of appropriate mitigation measures. More detailed information on the Group's risks can be viewed in the "Principle risks and uncertainties" section of the Annual Report 2017.

Tax Risks

The Group's tax manager 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.

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 tax manager 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.

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 promptly providing readily available supporting information.
- Providing full disclosure in respect of any material or tax sensitive aspects of any tax submission.