Andrew Marr International Limited

Livingstone Road, Hessle, HU13 0EE, England
Tel: +44 (0)1482-642304. Fax: +44 (0)1482-643525

INTRODUCTION
This document, approved by the Board of Andrew Marr International Limited, sets out the Andrew Marr International Group's (Andrew Marr International Limited and subsidiaries, "AMI") policy and approach to conducting its tax affairs and dealing with tax risk for the year ending 31 March 2027. The strategy complies with the UK tax strategy publication requirement set out in Part 2 of Schedule 19 Finance Act 2016.

AMI is a family run business and the family board members are involved with the subsidiaries; the ethos of AMI has always been one of meeting the Group's tax obligations in line with relevant tax law and regulations.

STRATEGY

Tax Compliance
AMI recognises that compliance with tax regulations is a key responsibility and whilst AMI recognises that eliminating tax risk entirely is not possible it is committed to conducting its tax affairs to be consistent with the following objectives:

- To comply with all relevant laws and regulations in the spirit in which they were intended and not to engage in aggressive or artificial tax arrangements;
- To ensure that appropriate levels of tax are paid and in a timely manner;
- Maintain a constructive, professional and transparent relationship with HMRC and engage in the ethos of real time working;
- Apply professional diligence and care in the management of tax risk.

Working with Tax Authorities
AMI have a professional and courteous relationship with HMRC. AMI is committed to engaging with HMRC in an open manner and build on this relationship through proactive engagement on a real time basis.

Tax Risk Management and Governance
The overall responsibility for compliance with the tax strategy rests with the AMI Board. The AMI Board would like to remain a low risk business with HMRC and this is communicated to subsidiaries; any tax planning matters would need to be approved by the Senior Accounting Officer and the AMI Board.

Individual subsidiary finance functions are responsible for day to day tax compliance matters for those businesses. The subsidiary finance functions are required to report, to the Senior Accounting Officer, any areas of uncertainty, the discovery of any errors relating to tax matters as they occur and to provide an annual sign off on tax compliance in their areas of responsibility. Significant tax issues or developments are reported to the AMI Board via the Senior Accounting Officer.

Both the subsidiaries and the AMI Board will engage with professional advisors on any areas of significant uncertainty or complexity to ensure that AMI receives the highest level of tax expertise and to remain compliant with the relevant laws and regulations.

Tax Planning
As part of its duty to stakeholders AMI will utilise tax reliefs and allowances available. AMI will do so in the spirit intended by the tax authorities and statute and will not engage in artificial or aggressive tax arrangements that run contrary to the intention of tax legislation.

Signed:
P M FARRAR
Senior Accounting Officer
On behalf of the Board.