

AKO Capital LLP Tax Strategy

The tax strategy of AKO Capital LLP (the Firm) is set out below. The strategy has been approved by the Managing Board and will be reviewed by the Board on a regular and at least annual basis. The Firm aims to be a responsible taxpayer fulfilling its obligations in a timely and accurate manner.

The Firm considers that the above strategy fulfils its obligation for the year ended 28 February 2019 under paragraph 25 of Schedule 19 of Finance Act 2016.

The Firm's approach to risk management and governance arrangements in relation to UK taxation

The Managing Board are responsible for ensuring adequate risk management in each area of the business and have ultimate oversight for risk management at the Firm. Regular management information is reviewed by the Managing Board detailing the risks to which the firm is exposed. Particular responsibility for tax matters is delegated to the Chief Financial Officer (CFO). The CFO is responsible for ensuring staff have appropriate tax knowledge to carry out their duties including providing training where necessary. It is also expected that external assistance from specialists will be sought where required. Tax compliance is outsourced to external advisors and overseen by the CFO.

The Firm's attitude towards tax planning

The Firm is mature and has a straightforward structure where tax responsibilities and liabilities are well established and understood. The Firm considers tax issues where appropriate and will avail itself of tax reliefs available but does not actively seek to structure transactions to gain tax advantages.

The level of risk in relation to UK taxation that the Firm is prepared to accept

The Firm will accept a low level of risk. The nature of the firm's business does not give rise to high levels of tax risk. Before entering into transactions the Firm will seek to resolve tax uncertainties utilising external advisors where appropriate. The intention of the firm is to minimise tax risk through effective and timely compliance and ensuring there is sufficient knowledge both internally and externally, as relevant to identify tax risk.

The Firm's approach towards its dealings with HMRC

Transparency is one of the Firm's core business principles and it applies to all our relationships including our dealings with HMRC. We aim to ensure our dealings with HMRC are fair, consistent, open, and positive. We accept that given the complexity of tax laws there may be occasions where disagreements can arise and we seek to resolve such disagreements in a timely and effective manner.