

## Marriot Motor Group Tax Strategy

This document sets out the tax strategy of Marriott Motor Group.

We regard the publication of this tax strategy as complying with Schedule 19 of the Finance Act 2016 in terms of content and meeting our responsibility to publish our strategy. The group operates wholly within the UK and all taxes are paid there.

We are committed to a tax strategy that is both open and compliant. As a large group we recognise the importance of being transparent regarding all the taxes we pay. The group's tax contribution includes corporate tax paid by the group on its profits and substantial payroll taxes incurred through being a large employer. In addition the group acts as a collector of taxes through the PAYE and VAT systems.

Our business has a strong focus on corporate responsibility and we see appropriate administration and payment of taxation as a key responsibility of our business. Overall our tax strategy is to:

- Act with integrity and transparency in all tax matters
- Make all appropriate tax returns and tax payments in accordance with the relevant legislation whilst applying a conservative approach to interpreting such legislation
- Consider the tax implications of our activities when making key commercial decisions
- Operate in an environment where we consider tax in the context of our reputation and brand
- Comply with appropriate tax risk governance processes ensuring there is Board oversight into this compliance

### Risk Management and Governance Arrangements

The Board is responsible for the group's tax strategy and compliance, with the day to day delivery of the tax strategy being the responsibility of the Group Finance Director who is the Senior Accounting Officer.

In meeting our tax compliance and reporting obligations the group aims to apply diligent professional care and judgement in meeting these requirements. As such we have internal policies, processes and systems in place to ensure correct tax accounting and for reviewing compliance. This control framework is subject to review throughout the year with the group using third party advisors to provide advice and guidance on any non-routine matters.

### Attitude towards tax planning and level of risk

The group wants to ensure that it pays an appropriate amount of tax in relation to its commercial activities. The group does not engage in any aggressive tax planning arrangements, and believes that it is conservative in its approach to tax planning, applying the tax rules and regulations in a way that we consider is consistent with government legislation and intention.

The Board sees compliance with tax legislation as key to managing our tax risk. As tax legislation is often complex and subject to interpretation the group seeks to minimise the level of risk caused by any uncertainty of interpretation by seeking professional independent advice or through liaison with HMRC. We understand the importance of tax in the wider context of business decisions and have processes in place to ensure tax is considered as part of the decision making process.

We have relationships with professional advisors that allow us to seek expert advice on all areas of tax. Our approach is to ensure we are compliant and understand our responsibilities with regards to tax, rather than pursuing ways to aggressively avoid the payment of tax. The Board is conscious of the negative publicity from a bad corporate attitude towards tax, and sees strong internal processes and a good relationship with professional advisors and HMRC as the best way to manage this reputational risk.

### Relationship with HM Revenue & Customs (HMRC)

The group seeks to adopt an open, cooperative and professional working relationship with HMRC. We are focused on making accurate and timely disclosure in all correspondence and returns, and respond to any queries raised by HMRC in a timely manner.

We employ the services of professional tax advisors to act as our agents, and in a number of areas they liaise with HMRC on our behalf. This is seen by the Board as a way to ensure we get the most out of our relationship with HMRC, thus reducing our tax risk.