

UK TAX STRATEGY

In compliance with section 161 and section 19(2) of Schedule 19 Finance Act 2016, the Carlsberg UK group is publishing its tax strategy.

We confirm that this strategy is part of the Global Tax Policy published here and will apply for all Carlsberg UK group companies.

Please note that within the Carlsberg Group the term “policy” is interchangeable with the term “strategy” as defined by the requirements.

In addition to the Global Tax policy, the UK group also notes the following:

Managing Tax Risk

The UK Board is conscious of the negative publicity attracted by a poor attitude towards tax, and sees strong internal processes and a good relationship with HMRC and our professional advisers as the best way to manage this reputational risk.

A comprehensive tax risk and governance framework is in place that is supported by process documentation and a detailed tax risk register.

The monitoring of the Carlsberg UK group’s tax controls are embedded within the overall Carlsberg Financial Control Framework. The tax controls are monitored quarterly to ensure that they operate effectively.

External Advisors

Carlsberg have relationships with external advisers to allow us to seek expert advice on specialist areas of tax or in respect of material transactions, when the tax team do not have the necessary expertise.