

## J D Wetherspoon plc tax strategy

We try to manage our tax affairs in accordance with the letter and spirit of the law, so that we pay the right amount of tax on time.

### 1. How we manage tax risks

The company's tax affairs are managed by a small team at J D Wetherspoon, supported by external advisers. The team works closely with all departments across head office, so that the obligations of the business are understood and processed correctly.

The team and its advisers have the appropriate qualifications, so that the relevant tax legislation is communicated and the appropriate tax treatment adopted. The tax manager and finance director meet regularly to discuss tax matters; these are also raised with the management team and the board, as appropriate.

### 2. Our attitude to tax-planning

It is not our practice to implement complex arrangements. We do not put in place arrangements which are artificial. We try to manage our affairs within the letter and spirit of the law and to make decisions which achieve an equitable outcome.

### 3. Our tax risks

It is our aim to maintain a suitable risk rating from HMRC for our type of business. We try to ensure that there are tax processes and controls, so that we adhere to reporting and compliance requirements. Tax processes are reviewed as part of the internal audit programme. Where issues are identified, these are investigated and remedial action taken, where necessary.

Where errors occur, they are disclosed to HMRC at the earliest opportunity – and we seek to implement additional procedures to prevent recurrence.

### 4. Working with HMRC

We work with HMRC in order to pay the right amount of tax. We share information with HMRC and communicate in a timely manner.

A difference of opinion among the company, its advisers and HMRC, on the interpretation of complex tax legislation, may arise from time to time. In this event, we try to resolve matters through discussion and agreement, yet, on rare occasions, in some matters, we have sought a ruling from the relevant legal authorities.

By making this strategy available for the financial year ending 28 July 2019, we are complying with our duty under paragraph 16(2) and paragraph 25(1), Schedule 19 of the Finance Act 2016.