



Ascona Group Holdings Limited '(AGH)' Tax Strategy

Introduction

AGH Ltd is an independent forecourt operator in the UK with around 61 stations operating under the BP, Shell, Esso, Texaco, JET, Texaco and Valero fuel brands.

The Finance Act 2016 requires the Group to set out the tax strategy of its UK companies. This strategy covers all taxes and relates to the year ending 31 December 2024.

This tax strategy document summarises the Group's policy and approach to managing its tax affairs and how it deals with tax risks. It was published on 26th March 2024 and will be reviewed annually by the Board and is made freely available to the public.

AGH LTD's Tax Mission Statement

The group aims to:

- Observe, at all times, relevant tax laws, rules, regulations, reporting and disclosure requirements;
- Apply diligent professional care and judgement to ensure all decisions are well-considered and evidenced;
- Ensure that the Group Tax Strategy and is aligned with the Group's business and commercial strategy;
- Develop a proactive, transparent working relationships with all tax authorities and government bodies to minimise the extent of disputes, to achieve early agreement on disputed issues when they arise, and achieve certainty, wherever possible;
- When considering tax ensure due consideration is given to the Group's overall strategy relating to corporate governance, internal risk management, social responsibilities and the value it places on engendering community trust;
- Act with integrity and transparency at all times and to be trusted by all our business partners and stakeholders.

AGH LTD uses reputable external tax advisors to provide technical expertise and additional resource, based on an assessment of risk and requirements, in the following areas:

- Advice on technical matters and uncertainties;
- Advice on the tax impact of any significant changes to the business;
- Assistance with tax filings including any relevant claims for tax incentives.

Relationship with HMRC

AGH LTD consistently applies the following approach:

- Aims to be open and transparent with tax authorities;
- Aims to ensure compliance with all relevant legal disclosure requirements;
- Aims to maintain a strong pro-active and collaborative relationship with tax authorities;
- Make accurate and timely disclosures in correspondence and returns and respond promptly to all information requests from tax authorities;
- Will disclose any material errors identified in tax filings to HMRC in a timely manner

Management of UK tax risk

Managing tax risk is important for the Group and a review is undertaken periodically to identify areas of focus for the coming year. In addition to this, as and when a potential risk is identified, measures are put in place to prioritise and remediate controls gaps quickly and effectively.

Tax risks are highlighted to the whole finance team and discussed at Director and Board level.

There are two key drivers of tax risk

1. Tax planning and advisory risk which requires judgement

The Group will not enter into transactions designed principally to give a tax advantage. Any tax reliefs and exemptions are claimed based on advice from external tax advisors and in accordance with the spirit of the tax legislation and HMRC guidance where relevant.

2. Tax compliance risk relating to the processes, people and systems in place to manage tax risk

The group seeks to reduce the level of tax risk arising from operations as far as reasonably practicable by ensuring that reasonable care is applied in relation to all processes which could materially affect our compliance with tax obligations.

Acceptable levels of tax risk

The Board is ultimately responsible for monitoring and identifying risks, including tax risks, and determining how these risks should be mitigated and managed depending on their nature and materiality. The level of risk accepted by the Group is consistent with its overall objective of achieving certainty in its tax affairs. The Group seeks to operate on a low-risk basis in respect of its tax matters and fully comply with its regulatory obligations. Working with tax authorities The Group aims to engage in open, constructive and honest dialogue with HMRC in a professional manner. The Group aspires to respond to enquires in a timely manner and resolve any queries as quickly as possible. Where appropriate, the Group will also engage professional advisors to assist with more complex tax matters.

Approved by Shane Higgon, Group Finance Director On behalf of the Board of Directors 26th March 2024.