

## **Introduction**

This group tax strategy is prepared and published in accordance with the requirements of Schedule 19 of the Finance Act 2016. It relates to Azzurri Group Limited and its subsidiaries (the “Group”). Following first publication in 2018, it is confirmed that the strategy remains appropriate and is effective for the year ended 30<sup>th</sup> June 2019.

The Azzurri Group comprises subsidiaries of Azzurri Group Limited including Azzurri Restaurants Limited which operates the ASK Italian and Zizzi businesses; a controlling interest in CDM Group, which operates the quick service restaurant brand “Coco di Mama”; and a controlling interest in 8 Slices Limited, which operates the “Radio Alice” restaurant brand. Azzurri Group has three tax groups: one for the Azzurri group of companies, one for 8 Slices Limited, and one for CDM Group of companies.

The groups business activities generate a significant contribution to HMRC through a wide range of taxes.

## **The approach of the group to risk management and governance arrangements in relation to UK taxation**

The Azzurri Group is committed to diligent tax compliance in all jurisdictions that we operate in. Inherent tax risks arise from the group’s operations, due to the high volume of transactions, number of processes involved and industry specific regulations. To ensure compliance with these regulations the group seeks to maintain adequate systems and processes, which are monitored by experienced staff.

To reduce the risk relating to interpretation of tax law when more complex or judgemental areas of taxation are involved, the group consults with external advisers as appropriate. An example would be when entering a new market.

The Azzurri Group is committed to strong governance in relation to all its tax affairs. Day to day management of tax affairs is the responsibility of the Group Finance team. This team is staffed with appropriately qualified individuals who proactively monitor the tax environment and are provided with support and training to keep their knowledge up to date. Any changes or complexities are escalated to the Group Chief Financial Officer (CFO) who has the ultimate responsibility and authority to ensure compliance with tax legislation. The CFO regularly reports to the Group’s Board, ensuring any key tax matters arising are brought to the Board’s attention.

## **The attitude of the group towards tax planning (so far as affecting UK taxation)**

When making commercial business decisions the Group considers the tax laws of all countries in which we operate, seeking external advice where appropriate. The group seeks to comply with the tax legislation and act in a manner which upholds our socially responsible reputation and wider goals.

The group's tax affairs are structured in a straightforward and transparent way, as would be expected to ensure commercial effectiveness. The structure maximises tax efficiency without use of any aggressive tax planning strategies.

## **The level of risk in relation to UK taxation that the group is prepared to accept**

The overall risk appetite is set at Board level in the context of the wider business strategy, taking into account the views of the different stakeholders involved.

Azzurri's tax affairs are relatively straight forward, given that it is UK domiciled and that it operates in a sector which does not have inherent complexity – i.e. consumer-facing, with no long-term or complicated revenue streams and relatively predictable cost structures.

Therefore in managing its affairs, the Group's aim is to limit tax related uncertainty. Our approach is to discuss significant transactions and disclosures openly with the tax authorities in 'real time', as far as is commercially practicable. Where there is uncertainty in relation to a material tax issue, we will seek to obtain tax authority agreement/clearance in advance.

When assessing tax issues each area of potential tax risk is considered separately, and the associated controls and processes are critically appraised to determine the risk level and mitigation options. The group closely monitors all risks identified, and recommendations made for any medium or high risks are actioned.

## **The approach of the group towards its dealings with HMRC**

The Group strives to be designated as “low risk” by HMRC, and as such ensures it maintains a transparent and constructive relationship with HMRC. We endeavour to provide advance notice of any significant or potentially contentious voluntary disclosures and share with HMRC our approach to identifying and managing tax compliance risk across the business.

The group seeks to ensure that it pays all taxes which are due on a timely basis, and if material errors are noted in submissions made to HMRC they are disclosed as soon as reasonably possible in the spirit of honesty.