

## **Introduction**

We are committed to high standards of corporate governance, transparency and responsibility in supporting the execution of our global business strategy which is to drive profitable growth in our businesses and deliver sustainable returns for our shareholders. Our approach to tax supports this strategy.

### **Our tax strategy and its application:**

Our UK tax strategy for the year ended 30 September 2020 applies to all UK entities that are part of The Walt Disney Company group (including the UK entities acquired by The Walt Disney Company as part of the acquisition of Twenty-First Century Fox Inc. on 20 March 2019), and will be reviewed on a regular basis. This tax strategy and its underlying principles guide the decisions we make relating to UK tax matters.

### **Governance and management of tax risk**

The Board of The Walt Disney Company Limited oversees the UK tax strategy. The delivery of the strategy is supported by the EMEA (Europe, Middle East & Africa) tax, finance and accounting teams.

We operate a tax control framework which focuses on having a sound control environment, including effective risk identification, communication channels and monitoring of compliance with relevant legislation and guidance and compliance with our UK tax strategy.

To this end, we require adherence to our Standards of Business Conduct which set out the behaviours expected of our employees and compliance with applicable laws and regulations. Furthermore, we operate with a zero tolerance approach to tax evasion and the facilitation of tax evasion.

### **Attitude to tax planning and the level of tax risk**

We aim to ensure that all tax positions are built on sound commercial business activity. Where eligible, we claim the benefit from credits, incentives and elective provisions that are intended to lower the cost of doing business or otherwise encourage investment.

In appropriate circumstances we seek certainty on inherently uncertain tax positions by obtaining external advice or by seeking advance clearance with the relevant tax authority. This can include obtaining agreement on a unilateral or bilateral basis with respect to transfer pricing positions to ensure agreement that the amount of profit reported is aligned with where value is created. We do not engage in aggressive tax planning schemes, and our appetite for risk is low in this regard.

### **Working with Tax authorities**

We work in a collaborative, transparent and proactive manner with revenue authorities and policy makers and interact with these bodies in a professional, courteous and timely manner.

We consider that the publication of this statement complies with the duty as set out in Paragraph 19(2) Schedule 19 Finance Act 2016.