



A&M'S APPROACH TO TAX

YEAR ENDED 31 DECEMBER 2017

This statement applies with respect to Alvarez & Marsal Europe Holdings Limited and all UK entities that are direct or indirect subsidiaries of Alvarez & Marsal Holdings, LLC (together "A&M").

A&M is subject to a wide variety of taxes annually in the UK. We pay corporation tax, National Insurance Contributions, business rates, irrecoverable VAT and other taxes and duties. We also devote significant resources as an agent in the collection of indirect taxes such as VAT from our customers and employment taxes from our staff.

Tax Risk Management and Governance

A&M's approach to tax is supported by our core values, including Integrity, Quality and Objectivity. A&M intends to comply with tax laws and regulations while taking appropriate legal and business steps to minimize tax and other expenses in its business.

A&M manages tax risk in the same way that we manage other business risks. We develop and implement policies to identify, manage and mitigate tax and other risks. To do this, we engage suitably qualified and experienced business professionals within our Tax, Finance and Legal departments. Where necessary and in cases of uncertainty, tax advice and compliance services are obtained from external advisers. Clear reporting lines are established to enable identified risks to be escalated to the appropriate level of management.

Tax Planning

Where considered appropriate, A&M engages in responsible tax planning aimed at providing certainty

over the tax treatment and minimising taxes in compliance with all relevant laws and regulations. A&M will use incentives and other form of tax relief where they are available to our businesses. The tax implications of major business strategies are taken into account when making decisions about the direction of the Company.

Risk

A&M aims to ensure that we always comply with applicable laws and regulations and pay the appropriate amount of tax at the right time. A&M takes a zero tolerance approach towards criminal tax evasion. Where the tax effects of business decisions and transactions are unclear we seek professional tax and legal advice to minimise uncertainty over the amount and timing of any taxes that may be due.

Attitude to HMRC

A&M engages with HMRC and other tax authorities in a spirit of co-operation and on an open and transparent basis. We may nevertheless disagree with HMRC on matters of interpretation of tax law. In such cases, A&M will take external advice and pursue A&M's position where appropriate.

Compliance

A&M regards this statement as complying with its duty under para 16(2) and para 25(1) of Sch 19 Finance Act 2016.