



UK TAX POLICY

Since Amazon was founded in 1994, we have strived to continuously invent for customers - we have grown from a small start-up, to serving hundreds of millions of customers around the world. Each year we invest billions of dollars to serve our customers, support the economy, and help the small businesses that use our tools and services succeed. We know taxes are an important part of Amazon's economic impact, and these tax principles are the foundation to our approach to tax globally.

In the UK we are subject to a range of taxes including corporation tax, digital services tax, stamp duties, employment and other taxes. We also collect and remit employee taxes and indirect taxes such as VAT and excise duties. The board of Amazon UK Services Ltd. oversees our UK group tax policy (based on the global tax policy below) and its delivery is supported by various teams including tax, legal, accounting, finance and trade compliance teams.

Amazon sets its tax principles at a global level and we consider that these principles appropriately align with the requirements of Schedule 19 Finance Act 2016, as these principles cover:

- *Our approach to tax governance and tax risk management*
- *Our attitude to tax planning and tax risk*
- *Our relationship with HMRC*

Amazon Tax Principles:

- **Principle 1:** Our business structure reflects operational considerations. We weigh all relevant costs—including taxes—and only take well-supported tax positions when deciding where and how we operate. Our intellectual property is held in the United States, and we do not artificially shelter profits in tax havens.
- **Principle 2:** We are committed to complying with all applicable tax laws and to making timely and accurate tax filings in every country. When needed, we seek advice from outside experts to ensure compliance. We follow internationally accepted transfer pricing principles, including the arms-length standard from the Organisation for Economic Co-operation and Development (OECD)—or relevant local laws—to price our intercompany transactions.
- **Principle 3:** We are collaborative with tax authorities. We understand the need for scrutiny. We are cooperative when engaging with tax authorities to explain our business, provide more transparency, seek certainty, and respond to inquiries, disclosing relevant facts and circumstances in those conversations.
- **Principle 4:** We invest in systems and people to facilitate global tax collection. We collect sales taxes, value added taxes, goods and services taxes, and other indirect taxes globally, on behalf of governments and our selling partners, using industry-leading tax collection and compliance systems. We recognize that the taxes

we pay, and the taxes we collect, are an important part of Amazon's economic impact in the communities we serve.

- **Principle 5:** We support tax systems that are stable, principled, and administrable. We believe that tax codes should foster innovation, investment, job creation, and growth. We believe that tax laws should support a level playing field and fair competition among businesses in the consumer interest, and should not discriminate against specific industries. We believe that sound tax policy ultimately taxes every dollar of profit only once. We engage and collaborate with relevant policymakers to share knowledge and experiences across omnichannel retail, cloud computing, media content, devices, and many other relevant areas.

This UK tax policy applies to all Amazon UK group entities that regard Amazon.com, Inc. as their ultimate holding company, and to actions taken by our employees in the management of tax in the UK. The boards of directors for each of our UK group entities have reviewed and approved this UK tax policy. Our UK tax policy will be reviewed annually and we regard publication of our UK tax policy as complying with Schedule 19 Finance Act 2016.