



TAX STRATEGY

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Introduction

Nielsen was founded on the principles of integrity, honesty, fairness, respect and reliability. Nielsen provides to clients a comprehensive understanding of what consumers watch and what they buy and how those choices intersect. We deliver critical media and marketing information, analytics and manufacturer and retailer expertise about what and where consumers buy (referred to herein as “Buy”) and what consumers read, watch and listen to - consumer interaction across the television, radio, print, online and mobile viewing and listening platforms - (referred to herein as “Watch”) on a local and global basis. Our information, insights and solutions help our clients maintain and strengthen their market positions and identify opportunities for profitable growth. We have a presence in more than 100 countries and our services cover more than 90 percent of the globe’s GDP and population. We have significant investments in resources and associates all over the world, including in many emerging markets, and hold leading market positions in many of our services and geographies. Based on the strength of the Nielsen brand, our scale and the breadth and depth of our solutions, we believe we are the global leader in measuring and analyzing consumer behavior in the segments in which we operate.

Ensuring that we pay the right amount of tax, in the right place, at the right time is one of our core commitments to being a responsible business. Nielsen is committed to complying with tax laws in a responsible manner and to having open, constructive and transparent relationships with tax authorities. This Policy applies to Nielsen Holdings plc and to all UK entities in its group. Our tax policy is made up of five key components:

1. Tax planning

Overarching our code of conduct, our policies and our own good judgment are the laws, rules and regulations of all the places where we do business, with which we must comply and which take priority over everything else. We adhere to relevant tax law and seek to minimize the risk of uncertainty or disputes. We conduct transactions between Nielsen group companies on an arm’s-length basis and in accordance with current OECD principles. Any tax planning that is undertaken supports our business, reflects commercial and economic activity and takes into account the potential impact on our reputation and broader goals.

2. Relationships with governments

We seek to build and sustain relationships with HMRC that are constructive and based on mutual respect. We work collaboratively wherever possible with HMRC to resolve disputes and to achieve early agreement and certainty.

3. Transparency

We support the multilateral initiatives towards greater transparency that increase understanding of tax systems and build public trust.

4. Tax risk management

We identify, assess and manage tax risks and account for them appropriately. We implement risk management measures including controls over compliance processes and monitor their effectiveness. We report on a quarterly basis to the audit committee on tax matters.

5. Governance

The group head of tax owns and implements our approach to tax. On a quarterly basis all material transactions and their tax consequences are reported to the audit committee and, to the extent necessary, the audit committee and then the main board have to approve them. The group head of tax is also responsible for ensuring that policies and procedures that support the approach are in place, maintained and used consistently throughout the organization, and that the global tax team has the skills and experience to implement the approach appropriately.

6. Further information

Nielsen regards this publication as complying with the duty under paragraph 16(2).