

Vision

Contango will manage its tax affairs with integrity to enhance and protect its reputation and shareholder value, in compliance with applicable laws and regulations and in accordance with the Contango Code of Conduct and the Contango Tax Strategy.

Commitment

The Contango Management has ultimate responsibility for the management of Contango's tax affairs. Contango and its divisions are committed to:

- Ensuring compliance with the tax laws and regulations of the countries in which we operate.
- Ensuring consistency of its tax affairs with the commercial and economic substance of its operations.
- Ensuring that management understands the application of tax laws and regulations and the nature and extent of tax risks before entering into material obligations.
- Identifying the tax risks to the business and managing them effectively.
- Ensuring that those who work with and for Contango understand and adhere to appropriate tax risk management practices.
- Maintaining effective and transparent processes for periodically reviewing and reporting tax risks across all aspects of operations.
- Seeking to establish and maintain collaborative, open and transparent relationships with all tax authorities.

Objectives

To meet this commitment Contango will:

- Maintain a company standard to support the effective implementation of this policy.
- Ensure there is sufficient capability across the company, or through the use of external support, to implement the policy.
- Ensure that all those who work with and for Contango are aware of the tax risk control procedures and of their own tax risk management responsibilities.

- Maintain procedures to support effective implementation of this policy and the associated standard.
- Maintain effective processes for monitoring and managing tax risks inherent in both new and existing contracts and changes in tax laws and regulations
- Implement this policy through their business management systems and conduct periodic reviews to verify compliance and promote continual improvement.

Responsibility

- Compliance with this policy is a line responsibility that starts with the management committee and Finance department.
- This policy applies to all company and service lines within Contango and all partnerships or joint ventures over which Contango has management control..



Matthew Norman
Chairman of M.C.