



A Yokogawa Company

KBC Tax Strategy

This tax strategy is published in accordance with the relevant provisions of Schedule 19 of Finance Act 2016, and is relevant for the year ending 31 March 2021.

KBC regards this publication as complying with the duties set out under paragraph 19 (2) of that Schedule.

All references to tax are in relation to UK taxation.

KBC's strategy is to be compliant with the applicable laws and regulations in the countries in which it operates, to mitigate inherent tax risks and to enhance and protect its reputation.

This tax strategy was approved by the Board of KBC Advanced Technologies Limited on 31 March 2021.

Approach of the UK Group to risk management and governance arrangements in relation to tax

The Board takes compliance with tax regulations seriously and is responsible for ensuring that the Group's governance achieves this, while remaining efficient.

Ultimate responsibility for taxes, including this tax strategy, the supporting governance framework and management of tax risk is delegated to the Chief Financial Officer (CFO). Day to day responsibility for compliance with local tax laws and regulations, and the active monitoring and management of tax risks, is delegated to the Group Tax and Treasury Manager, who reports to the CFO, and is supported by tax professionals and Finance Managers employed by KBC's operating companies as well as the wider business and commercial teams.

The Group maintains a global code of conduct and control standards. The Group performance against the standard is tested annually by the Group's Internal Audit Department; with the results and any required action plans being reviewed by the KBC Board.

The teams are sufficiently trained/qualified and have the necessary skills and experience to apply the approach set out in the tax strategy and follow the processes and procedures in place to mitigate risk.

Where KBC's tax position is unclear or complex, advice from external professional advisors is obtained. Such advisors are also used to aid those charged with tax governance and ensure that they

are kept abreast of any change in tax legislation that affects the group.

The tax strategy is aligned with the Group's risk management framework. Key risks and issues are escalated to KBC's Global Leadership Team on a regular basis.

Attitude of the UK Group towards tax planning

It is recognised as a matter of principle that KBC has a responsibility to pay an appropriate amount of taxes in each of the jurisdictions in which it operates.

This is balanced with the overarching objective to derive sustainable economic value from the business activities of the group.

Where applicable KBC will seek to utilise tax incentives and reliefs which are statutorily available, e.g. R&D credits, to support the long-term development of the group.

KBC does not participate in any marketed tax avoidance schemes or any arrangements which have no commercial basis.

Level of risk in relation to UK taxation that the UK Group is prepared to accept

KBC has a conservative attitude to tax planning. The tax risks (both operational and transactional) are considered as part of the Group's broader risk management framework.

KBC will not adopt a tax position which is analogous with an aggressive interpretation of the tax laws.

The approach of the UK Group toward dealings with HM Revenue & Customs

KBC aims to fully comply with all tax filing, reporting and payment obligations. It is KBC's intention to maintain good effective working relationships with HM Revenue & Customs through a collaborative approach which is open, honest and transparent.

The appetite for risk is low and KBC seeks to fully engage in respect of any enquiries/investigations through timely and complete information flows and communication.



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