

GROUP TAX STRATEGY

Introduction

The Group for this purpose consists of Kajima Europe Limited (a wholly-owned subsidiary of Kajima Corporation, a company listed on the Tokyo stock exchange), which is registered in the UK and has various UK and continental European subsidiaries.

Tax policy, governance and risk

The Group's policy, which is overseen by the Group Chief Financial Officer, is to minimise tax costs whilst complying with the laws in the various jurisdictions in which it operates. The Group manages its tax affairs in a proactive manner that seeks to maximise shareholder value. However, it does not enter into artificial arrangements that lack commercial purpose in order to secure a tax advantage. If a position is unclear, the Group may obtain third party advice to gain clarity or support for a particular stance, the aim being to ensure full compliance with all statutory obligations and as a consequence attempt to minimise risk as far as possible.

Relationship with tax authorities

The above approach is supported by an open, honest and positive working relationship with HMRC and the other European tax authorities. The intention is that all dealings with the tax authorities should be conducted in a collaborative, courteous and timely manner with the aim of achieving early agreement on any disputed matters and to achieve certainty wherever possible.

Tax contributions

The Group makes appropriate contributions to the tax revenues of governments in the countries in which it operates. For example, the Group's contributions extend beyond corporation tax and the collection of substantial amounts of income tax and value added tax and include the payment of significant employer national insurance contributions or equivalent.

Compliance

The strategy is compliant with the UK tax strategy publication requirement set out in Part 2 of Schedule 19 FA 2016.