



Danish Crown

UK Tax Policy

Danish Crown Tax Policy is to act as a dedicated global corporate member of the community and ensure tax compliance based on commercial driven decisions made within Danish Crown.

September 2021



The Danish Crown Group operates within the meat industry handling almost all activities in the value chain starting from slaughtering of pigs, sows and cattle ending up with trading of meat products and processing activities. Danish Crown Group ranks in the top end of the industry with sales to more than 100 countries worldwide.

The ultimate parent company of the Danish Crown Group is a Danish cooperative. The mission of the cooperative is to ensure the highest value for the farmer's meat while creating opportunities for growth. Danish Crown's earnings are transferred to the farmers as payment for meat and thereby subject to income tax at the level of the farmers. Only a minor part of earnings are consolidated in the Danish Crown Group for future operations and business.

In accordance with Paragraph 16 (2), Schedule 19, Finance Act 2016, Danish Crown sets with this Tax Policy forward, the principles by which we manage our tax affairs in the UK companies within the

Danish Crown Group (hereafter "Danish Crown"). This Tax Policy is relevant for the period October 1st, 2021 - September 30th, 2022.

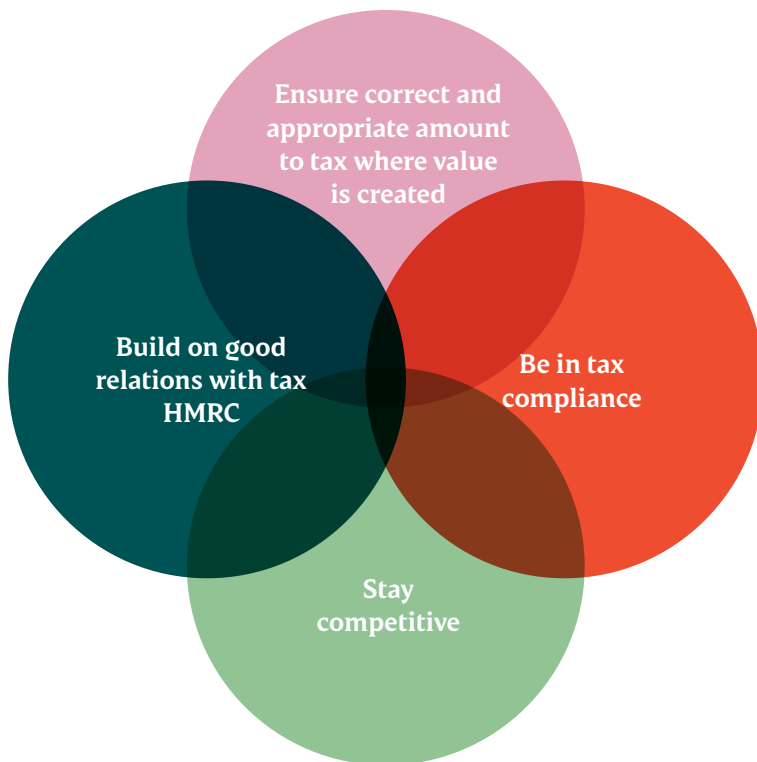
It's all about food... and responsibility

In all parts of the value chain, we always ask ourselves whether the production conditions are decent for animals, humans and the environment. With global presence follows the responsibility to actively focus on tax management.

The nature of our business implies that a number of different direct, indirect and employee taxes apply and that there are many transactions between our business units across borders and between different tax regimes.

It's all about the right balance

Danish Crown has set four key principles by which we manage our tax affairs. The principles are founded on the basis that the business of Danish Crown is driven by commercial decisions.



Danish Crown Tax Policy is to act as a dedicated global corporate member of the community and ensure tax compliance based on commercial driven decisions made within Danish Crown.

We must ensure fulfillment of the tax obligations in the jurisdiction where we operate balancing tax cost in a responsible way.



Ensure correct and appropriate amount to tax where value is created

It is important for Danish Crown to report and pay the correct and appropriate amount of tax to where value is created.

As mentioned, our tax policy is founded on the principle of Danish Crown business being driven by commercial decisions. This means we place our activities and investments where they make sound commercial sense and allow us to compete on equal terms in the industry. Further, we do not arrange legal structures solely for the purpose of reducing the tax liabilities and all tax planning is done for business reasons. No activities, including investments, will be structured or initiated purely for tax reasons.

Be in tax compliance

Danish Crown is committed to comply with national and international tax legislation and tax obligations both in regard to the letter of the law as well as the legislators' intention with the law. Paying the right amount of tax at the right time is fundamental to us. Danish Crown does not tolerate avoidance of any taxes.

We strive to apply best practice and act in accordance with applicable national and international tax rules on tax computation as well as tax reporting. We evaluate our processes and controls to ensure compliance with national as well as international tax standards relevant to our business.

Stay competitive

We recognize tax as a business cost to be managed in line with all other business costs. Therefore, we make tax a part of every important business decision as well as we identify, address and mitigate potential tax risks.

We pursue a reasonable level of tax payments for Danish Crown and we strive to limit double taxation to the extent possible. In conjunction hereto, we adopt a conservative approach on tax planning and will only be involved in tax planning if based on supporting commercial business.

Build on good relations with tax authorities

We believe in an open and continuing dialogue with HMRC. We aim to build and maintain a good relationship with HMRC to ensure compliance and to minimize the risk of disagreements and time consuming tax audits.

**Her Majesty's Revenue and Customs UK*



Roles and responsibilities

The overall segregation of roles and responsibilities in relation to tax in UK is illustrated below.

