



## Why

As a family business, we feel a social responsibility to contribute our fair share to society through taxation. We strive for a transparent relationship with the tax authorities at home and abroad. This transparent attitude towards taxation also applies to the relationship with all our other stakeholders.

## How

All transfer prices of Royal Swinkels are at arm's length and adequately documented on the basis of the transfer pricing principles established by the OECD\*.

In the Netherlands, Royal Swinkels participates in the Tax and Customs Administration's 'Horizontal Supervision' programme. Mutual trust and transparency are prerequisites for such programmes. There is an effective tax risk management framework (Tax Control Framework) in place.

Responsible for the implementation and maintenance of the tax policy is the internal tax team of Royal Swinkels. They have extensive knowledge and experience. In the event of specialist advice or material transactions, Royal Swinkels makes use of external tax consultants. External tax consultants also provide compliance services to Royal Swinkels group companies.

Royal Swinkels will not enter into any artificial or solely tax-motivated transactions whose sole purpose is the avoidance of tax. We make use of tax credits in the field of innovation or, for example, additional depreciation possibilities for energy-saving investments. We use these only on the condition that there is a commercial and economic reality present in the spirit in which these tax credits are intended.

\* Organisation for Economic Cooperation and Development

## What

Royal Swinkels is determined to comply with its global tax obligations based on country-specific tax legislation. We also subscribe to the Base Erosion and Profit Shifting (BEPS) programme of the OECD. Royal Swinkels strives to pay the right amount in taxes at the right place and the right time.

This policy is intended for all employees of Royal Swinkels who (may) influence taxes as a result of their work. It is intended as a guideline for conduct, responsibilities and interaction with external parties such as tax authorities, external tax consultants and other involved parties.

Our tax policy applies to all taxes we pay worldwide, including income tax, excise duties, labour-related taxes and other indirect taxes. The level of the tax burden isimportant to the competitive position and continuity of our family business. Within this context we, for Royal Swinkels as well as our certificate holders, strive for a fitting fiscal treatment that ensures the continuity of the family business without adversely affecting the company's competitive position.

This tax policy was commissioned and approved by the Board of Directors of Royal Swinkels.

