

Tax Strategy

Our vision for tax

Our vision is to be the leading African telecom tower company, whilst complying with all relevant tax rules and requirements in all jurisdictions in which we operate. Helios Towers takes its responsibility to pay tax seriously and takes a fair and reasonable approach to tax and operates to a standard consistent with FTSE 250 groups, in pursuit of generating sustainable shareholder value.

We will achieve our vision by adhering to the below tax principles.

Our tax principles

1. Effective tax governance and tax risk management Governance

- The Board's Audit Committee approves the Group's tax strategy. The Audit Committee has implemented criteria to assess authority levels in relation to tax decisions, including when issues should be escalated to the Group CFO or to the Audit Committee. In addition, four times a year a summary of the current key Group tax issues will be presented to the Audit Committee, including our strategy to mitigate.
- The Head of Corporate Finance, based in the UK as part of Group Finance, has the overall tax responsibility including the monitoring, managing and where appropriate the escalation of tax risk.
- The Head of Corporate Finance works with the local Finance Directors, the Group Finance Operations Director and the Group Financial Controller to prepare the Group's consolidated tax position.
- Each of the local jurisdictions have their own Finance Directors responsible for the day to day management of local taxes, utilising local advisors to assist in preparing tax returns and where relevant to obtain support with complex matters.
- External specialist advice is actively sought on significant or more complex matters involving the Group.
- Review of the relevant tax exposure in each jurisdiction is part of the month end reviews, which are attended by the Group CFO.
- Any relevant tax exposure is reported to the Board in the monthly board pack discussing Monthly Management Accounts.

2. Tax planning

We engage in appropriate tax planning that supports its business and reflects commercial and economic activity. Our taxation approach includes the following guiding principles:

- Respect and compliance with law and regulations consistent with our Code of Conduct.
- Consistency with the values of the company.
- Balancing stakeholder interests and optimising our tax exposure.
- Comply with arm's length principle.

3. Effective stakeholder management – including tax authorities

- We seek to maintain an open and constructive relationship approach with tax authorities, disclosing all relevant facts in all countries we operate in. We keep an informed and cordial relationship via ongoing dialog, including follow-up of any issues, concerns or new regulations with the relevant tax office.
- Where advice from the external tax advisor is to challenge the tax authorities' position and the company's position should be upheld, this will be escalated to the Head of CF and the Group CFO. An assessment of appealing the tax judgement will be made.
- Upfront payments are not made in advance of any investigation.
- Where there is a tax risk which the OpCo believes is unfounded, but is unlikely to win the provision is raised at Group level.
- Our policy is to not undertake contrived, artificial or aggressive transactions.

4. Management Reporting

- A new tax risk or a change in a tax risk where management have assessed the risk to be more than USD 0.25 million will be disclosed in the monthly management report.
- On a quarterly basis, each of the local jurisdictions will update their tax tracker, which includes a summary of the current key tax issues, amount claimed, weighted tax risk and provision taken, and strategy to mitigate.

This tax strategy has been approved by the Board of Helios Towers Plc and is published in compliance with Finance Act 2016, Schedule 19, Paragraph 16(2). This tax strategy applies to the Group's UK companies in respect of the financial years ending 31 December 2019 and 2020.