

Helios Towers plc: Group 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 adopts a fair and reasonable approach to tax compliance obligations. Helios Towers operates to a high 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 tax risk.
- The Group Tax Manager, 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 Group Tax Manager works closely with the local Finance Directors, the Group Finance Director, 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 external advisors on a regular basis to assist in preparing tax returns and, where relevant, to obtain support with complex tax advisory matters.
- External specialist advice is actively sought on significant or more complex matters involving the Group.

2. Attitude to tax planning

- In the context of decision making for transactions and day to day business processes, we explore the potential tax consequences in order to assess risk and to support our commercial and economic activity. Our taxation approach includes the following guiding principles:
 - Respect, understanding and compliance with law and regulations consistent with our Code of Conduct.
 - Consistency with the values and ethics of the company.
 - Balancing stakeholder interests and optimising our exposure to tax risks relating to local and cross-border transactions.
 - Complying with the arm's length principle.
- The Group tax function works closely with the wider business including commercial, finance, legal and operations teams to provide pro-active support and advice in relation to decision making.
- Our policy is not enter into transactions with a tax planning motive. The Group avoids participation in structuring which may have artificial, aggressive or contrived features. The level of tolerable tax risk is considered by the Group CFO and the Board to be low.
- The Group Tax Manager regularly reviews the Group's key internal tax controls and collaborates with the risk and compliance teams.

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 dialogue, including follow-up of any outstanding issues, engagement or new regulations with the relevant tax office.
- Where advice from the external tax advisor is to challenge a tax authority's position and the company's position should be upheld, this will be escalated to the Group Tax Manager and the Group CFO. An assessment of appealing the tax judgement will be made, supported by external local tax advice.
- Upfront payments are not made in advance of any investigation.
- Where a tax assessment is raised which the operating company believes, based on the facts and the filing position, the claim is unfounded, a provision is raised at Group level to the extent the outcome is likely to be cash tax outflow.

4. Management Reporting

- Review of current or expected tax exposures in each jurisdiction is part of the month end reviews, which are attended by the Group CFO.

- On a monthly basis, each of the local jurisdictions will update their tax tracker, which includes summary of the current key tax issues, amount claimed, weighted tax risk and provision taken, and strategy to mitigate. The Group Tax Manager conducts monthly discussions with each local Finance Director on the status of tax provisions, assessments and uncertain tax provisions.
- 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.
- Any relevant tax exposure is reported to the Board in the monthly board pack discussing Monthly Management Accounts.

This tax strategy has been approved by the Board of Helios Towers Plc on 27 January 2021 and is published in compliance with Finance Act 2016, Schedule 19, Paragraph 16(2) and Paragraph 25(1). This tax strategy applies to the Group's UK companies in respect of the financial years ending 31 December 2021.