

Futaba Manufacturing UK Ltd

Liverpool Road, Rosegrove, Burnley, Lancashire BB12 6HJ, England, Telephone: - 44(0)1282 433171



UK Tax Strategy

This document is produced in accordance with the requirement under Section 161 and paragraph 22(2) Schedule 19 Finance Act 2016 for Futaba Manufacturing UK Ltd ("Futaba") to publish its UK tax strategy for the year ended 31st March 2025 and applies to all UK taxes.

It was approved by the board of directors on 7th November, 2025.

Approach to risk management and governance arrangements

Futaba is committed to complying with all applicable tax laws and regulations. Futaba's board of directors has overall responsibility for tax governance and risk management to meet this objective, with daily operational responsibility falling to the senior management team (Managing Director, Deputy Managing Director, General Finance Manager).

The senior management team is responsible for identifying the tax risks which need to be addressed and for determining what actions should be taken to manage those risks, including escalating matters to the main board where necessary.

Our tax risk management and governance arrangements include the following elements:

- Reporting lines with appropriate delegated authorities and responsibilities to provide for clear accountability.
- Regular weekly meetings of the senior management team to discuss business issues that may have a tax impact.
- Competent and qualified internal finance resource.
- Board level commitment to making the appropriate external resource available to the finance function to supplement internal resource to ensure specific tax advice can be obtained when needed. This external resource includes appointing appropriate professional advisers to prepare and submit relevant tax returns to ensure our tax compliance obligations are met.
- End to end processes to identify, collate, reconcile, review and communicate to our advisers the necessary information to support accurate tax filings.
- Periodic communication with external advisers so that updates on any potential developments in the business and changes in the external tax environment that could have an impact on tax risk can be shared and addressed.
- With regards to specific tax matters in relation to transfer pricing, an external specialist is engaged to ensure profits are recognized in the correct territories based on arms-length principles.

The above approach enables Futaba to identify tax risk arising from the commercial transaction activity it undertakes and ensure the correct treatment is applied.

Attitude towards tax planning (so as affecting UK taxation)

Futaba's focus is on its commercial operations, if tax reliefs are available, our approach is claim these in accordance with the legislation, with advice taken if required to confirm their availability. The company refers to the Futaba Management Standard for guidance on establishing the company's operating framework and designing its rules and procedures. Futaba do not enter into any aggressive or marketed tax avoidance strategies or artificial structures. Futaba has a zero-tolerance approach to the facilitation of tax evasion. Futaba's tax planning aligns with its commercial and economic activities. No offshore tax structures that lack commercial substance are used.



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The level of risk in relation to UK taxation that the group is prepared to accept.

Futaba seeks to correctly apply the tax legislation to its business operations and, in so doing, strives to minimise tax risk. Futaba recognises that tax legislation can be complex and sometimes subject to interpretation and this uncertainty could give rise to tax risk. In the event of such uncertainty arising we would always take expert independent advice to reduce any potential risk as far as possible. Futaba adopts a low risk approach to UK tax.

The group's approach towards its dealings with HMRC

We adopt an open, honest, and professional approach towards HMRC through full disclosure and clear presentation of information as appropriate. Should a disagreement over tax arise, we would endeavour to work collaboratively with HMRC to seek to resolve the matter by agreement where possible. The group seek to resolve tax queries proactively.

The tax strategy is approved by the Board of Directors and is publicly available on the company website and is reviewed annually and updated where appropriate.



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