



Tax Strategy

Keller Group plc – Tax Strategy

Introduction

Keller is the world's largest geotechnical contractor, providing technically advanced and cost effective solutions across five continents, with c.10,000 employees worldwide working on 5,500 projects.

The Group's business activities are subject to a range of taxes including corporate income taxes, employer related taxes and social security contributions, property taxes, customs and excise duties, transfer taxes and withholding taxes. Our contributions to the fiscal authorities in the communities where we operate also include income taxes and social security taxes from our employees, and value added tax, goods and services tax, and similar sales taxes collected from our revenues.

We have always seen our corporate social responsibilities as an important part of our approach to business. We recognise the critical role that taxation has in the wider communities where we conduct our business and are committed to applying our core values to the way we manage our tax affairs. In accordance with our Code of Business Conduct we conduct our tax affairs with honesty, fairness and integrity and are committed to following the law.

Tax strategy

The Group's strategy is to ensure that our tax affairs are appropriately managed in order to achieve the following objectives:

- To ensure that the Group is in full compliance with its statutory obligations to file complete and accurate tax returns, and to pay its tax liabilities on time in the jurisdictions in which it operates.
- When considering how to structure an investment or transaction, we will seek to implement the more tax efficient option and to take up available tax incentives where appropriate and in line with substantive business activities. Such decisions will be made in accordance with the Group's long term business strategy, corporate and social responsibility policies, and approach to risk management.
- To maintain necessary controls and procedures so that the tax risks associated with the Group's activities are properly identified, assessed, and managed in accordance with the Group's overall approach to risk management and its appetite for risk.
- To conduct the Group's tax affairs in an open, transparent and constructive manner with tax authorities in all jurisdictions in which the Group operates, consistent with the Group's Code of Conduct and its ethical values, and to apply the same principles to fulfil its obligations to report on tax matters to stakeholders generally.

How the strategy will be implemented

- The Group is committed to act responsibly in relation to the management of its tax affairs, to interpret relevant laws in a reasonable way consistent with the spirit as well as the letter of the law, and to consider the interests of all stakeholders in the countries in which we operate.
- Tax planning activities are subject to formal governance processes. All significant planning activity is supported by appropriate external tax advice and conducted on the basis that it does not expose the Group to material financial or reputational risk. The Group does not adopt positions that are expected to result in disputes with tax authorities and does not engage in artificial tax avoidance arrangements. Tax evasion and the facilitation of tax evasion by third parties is not tolerated.

- The Group Head of Tax ultimately reports to the Board in respect of the development of the overall approach and management of the Group's tax affairs. The tax strategy and approach to tax risk management are approved by the Audit Committee. The Audit Committee receives reports on material tax issues and reviews the Group's tax position on a regular basis.

The strategy is compliant with the publication requirements under paragraph 16(2) Schedule 19, Finance Act 2016. It was approved by the Audit Committee on 24 February 2025 and is applicable for the year ended 31 December 2025 and until superseded.