

# UK TAX STRATEGY

*AMETEK is a U.S. based multinational group and leading global manufacturer of electronic instruments and electromechanical devices. AMETEK's corporate growth plan is founded on four key strategies: Operational Excellence, Strategic Acquisitions, Global and Market Expansion and New Product Development. In delivering this plan it is our responsibility to run the business in the long-term interests of all our stakeholders. As a group we understand and value the importance that all our stakeholders, internal and external, attach to tax compliance. This document sets out AMETEK's policy and approach to conducting and governing its UK tax affairs and dealing with tax risk management.*

## Overview

- ❖ AMETEK is a highly acquisitive multinational manufacturing group, comprised of a diverse collection of geographically distinct, autonomously run businesses, covering a variety of different markets and sectors;
- ❖ These businesses are brought together throughout by shared values and beliefs and a well-established system of financial controls that senior management actively monitor as well as additional safe guards to ensure the integrity and compliance of our business and financial systems;
- ❖ The group's tax team works closely with the business leaders to ensure that the highest ethical standards are maintained in all areas of compliance, reporting and planning and that the group's overall approach to corporate governance and risk management is understood and translated at every level of the business;
- ❖ We believe in responsible corporate citizenship and have a commitment to the highest standards of business behaviour. All AMETEK colleagues are required to adhere to a written code of ethics;
- ❖ We review incremental tax outcomes and tax is considered where needed to support the commercial and economic activity of the business that stem from the four key strategies;
- ❖ As a group we place significant emphasis on the importance of our reputation with tax authorities;

## Our aims

- ❖ To be a world class tax department that partners with all our stakeholders and empowers our business leaders;
- ❖ To deliver the highest quality global financial reporting and tax compliance for taxation in a cost efficient and timely manner;
- ❖ To engage in a constructive relationship with all Revenue authorities based on the guiding principles of mutual trust and transparency;
- ❖ To support the growth and development of the group's business activities by ensuring activities are performed in a tax efficient manner whilst complying with all applicable laws and keeping tax risk low;
- ❖ To maintain a reputation built on the highest standards of tax compliance through the continued review and development of appropriate policies and procedures and ensuring our businesses have the skills required to support that framework;
- ❖ To ensure our systems and controls are robust and continue to adapt and evolve as the group grows and new legislation comes into force, ensuring the integrity of all our tax numbers;

## Our approach

- ❖ A core framework of internal controls, Senior Accounting Officer (SAO) and Sarbanes Oxley (SOX) which supports and reinforces our policies and procedures;

- ❖ Support and buy in from the top down with oversight by the board on tax matters and tax risk management;
- ❖ An approachable, no blame culture to foster and encourage open dialogue at all levels of the organisation and early identification of any potential issues and opportunities;
- ❖ Regular and ongoing internal audit review of key internal controls, including tax, coordinated centrally by senior financial management the results of which are reported to the group's board of directors;
- ❖ Understanding and collaboration on the ground with proactive support and assistance sought and provided;
- ❖ Mantra - educate, train, control, review and support to empower our business leaders and provide our Businesses' with the skills to identify where support and advice is needed;
- ❖ Support, oversight and guidance provided centrally with more complex, group wide areas managed centrally;
- ❖ Tax updates, seminars, workshops and webinars rolled out regularly and external advice sought as necessary to ensure our people are kept up to date with changes in legislation and good practice;
- ❖ Open and proactive regular dialogue and review with the HMRC dedicated CCM team as new legislation comes in or uncertainties are encountered. Discussing issues in real time;

## Our attitude towards tax planning and tax risk management

- ❖ As a group, we consider ourselves a risk averse organisation with regard to the management of our tax affairs and this is supported by key management personnel;
- ❖ We strive for certainty on our tax positions but appreciate that at times, tax law can be unclear and therefore take every step to ensure our positions are reasonable and appropriately supported;
- ❖ We work closely with HMRC to minimise our tax liabilities by taking advantage of appropriate legislative concessions and reliefs but are always prudent in our interpretation of tax legislation, steering clear of aggressive solutions;
- ❖ We strive to keep HMRC informed of business activities and changes in the group as they arise and proactively engage in dialogue to disclose issues and uncertain tax positions as they are identified;
- ❖ Our decisions are focused on commercial drivers. The acquisitive nature of the group often results in the need for streamlining and restructuring our operations to maximise efficiencies and simplify administrative complexities. This is always performed having taken appropriate advice to ensure solutions comply with relevant legislation and do not challenge the boundaries;
- ❖ Advance clearances are sought when possible;

*We aim for a constructive relationship with all Revenue authorities based on the guiding principles of mutual trust and transparency.*

This document is on behalf of all qualifying entities in the AMETEK group pursuant to Paragraphs 19(2) and 22(2) Schedule 19, Finance Act 2016 and is intended to comply with all other obligations within Schedule 19 Finance Act 2016 for the December 2019 Financial Year End.