

## **Zenkyoren Europe Limited – UK Tax Strategy**

Zenkyoren Europe Limited (“ZEL”, “we” or “our”) is principally an investment manager and conducts UK insurance business presentations to Japanese visitors as well as performing general research on behalf of its parent company. Its ultimate parent company is National Mutual Insurance Federation of Agricultural Cooperatives (“Zenkyoren Japan”) which was founded in Japan in 1951 to insure members of the farming community as a cooperative insurance organisation under the motto of “One for all, all for one”.

### **Approach to compliance**

ZEL engages in open and transparent business activities and strives to fulfil its corporate responsibilities. We recognise the necessity of being compliant and consider compliance as the foundation of conducting our business.

This strategy sets out the UK company’s approach to tax and its publication is regarded as complying with Part 2 of Schedule 19 of the 2016 Finance Act for the period ended 31 December 2017. This UK tax strategy statement has been approved by Zenkyoren Europe Limited’s Board of Directors.

### **Tax governance and risk management**

ZEL has autonomy for the UK operations and the local team are responsible for decision making. The UK board of directors have oversight of the day-to-day risk management. Although we are not consolidated with our parent’s financial activities, we report back to our parent on a regular basis on performance including tax matters, risks and controls.

Our Corporate Governance Policies include our Risk Management Strategy which underpins our approach to tax risk management. ZEL operates a comprehensive risk management framework and internal control system that are appropriate and proportionate to the complexity of the business. We ensure that suitable senior management are involved in all tax related process and our procedures are designed to pursue compliance. We consult with external advisors in cases of any UK tax issues or queries, these are documented and signed off by the directors. ZEL also outsources tax related calculations to external advisors in order to minimise tax risks.

Our staff involved in compliance activities are appropriately experienced and knowledgeable. Our staff are encouraged to proactively attend to external training and seminars to ensure we are up to date with changes to tax legislation.

### **Tax risk appetite**

We take a conservative approach to tax risk and seek to minimise tax risks should they arise. In cases of material uncertainty and complexity we liaise with external advisors to ensure risks are mitigated.

### **Tax planning**

Our focus is on paying the right amount of tax rather than carrying out any aggressive tax planning. Any activities undertaken by ZEL are purely for the purpose of business.

### **Relationship with HMRC**

ZEL focuses on compliance and seeks to avoid any disputes with tax authorities. We have limited interaction and communication with HMRC. However, if required, we are open for transparent and collaborative contact.