

Ramboll Tax Policy

Our Approach to Tax

Our approach to taxes applies to all taxes, including all applicable direct taxes in the form of corporation taxes, employment related taxes and indirect taxes including VAT, GST, sales tax, use tax, excise tax, customs duties and similar.

At Ramboll, we want to be The Partner for Sustainable Change. To support that ambition, Ramboll is committed to acting with integrity and transparency in our tax affairs and to comply with all related taxation requirements, laws, and regulations.

We acknowledge that a responsible approach to tax is necessary to sustain our business in the countries and societies, where we operate. Paying taxes is a natural part of running our business.

Ramboll strives to comply with both the spirit and the letter of the law. Tax legislation is complex, and there may not be a generally accepted interpretation of the rules in all cases. In such cases, we will seek to clarify any uncertainties through expert advice and/or advance tax rulings to ensure a clear understanding of our obligations.

Tax Planning

We are committed to only using structures that are driven by commercial reasons and considerations, and we will not make use of artificial structures designed for the purpose of obtaining tax benefits.

We seek to be efficient in our tax affairs by avoiding unintended double taxation and we

ensure that any planning is based on sound commercial principles and in accordance with applicable tax laws. We have a low appetite for tax risks that can impact our earned trust. We consider the long-term effects of our tax decisions and ensure that all decisions are taken at an appropriate level and are supported with documentation that evidences the facts, conclusions, and risks involved.

Tax planning and use of tax incentives are only performed if they comply with relevant legislation and are based on a valid business purpose. It is Ramboll's Tax Policy not to engage in any form of aggressive tax planning or tax avoidance schemes to artificially reduce the amount of tax payable. Ramboll sees taxes as a positive consequence of commercial transactions and no transaction is initiated for tax reasons.

Transfer Pricing

We apply the arm's-length principle to all intercompany dealings and transactions in line with best practices and we document our transactions in accordance with applicable law.

Tax Exemptions and Tax Incentives

We pursue tax exempted projects financed by international aid organisations, donors, and banks if permitted and authorised by law. Such tender documents are examined for tax compliance requirements on a case-by-case basis to ensure that the projects are benefitting from internationally accepted tax exemptions. As examples, Ramboll supplies services to projects

financed by organisations such as The European Bank for Reconstruction and Development (EBRD), The European Investment Bank (EIB), The Asian Development Bank (ADB), and “Kreditanstalt für Wiederaufbau” (KfW).

Ramboll also considers and makes use of tax incentives in jurisdictions where such incentives are governed in accordance with applicable laws. As an example, Ramboll is making use of the increased deduction of research and development (R&D) costs at 108% in Denmark FY 2025.

Incentives may influence our business decision-making but are only one of many factors we consider. However, our approach is that we only use incentives applicable to our industry.

Tax Risk Management

The Group Chief Financial Officer (CFO) is a member of the Group Executive Board (GEB) and oversees the global finance function. Tax compliance and tax risk management lie within the area of responsibility of the Group CFO. Ramboll has a qualified in-house Group Tax team, which is part of the global finance function. Local tax compliance accountability and the related risk assessment and risk management is delegated to the local Finance Directors. Local tax compliance responsibility is delegated to the Global Finance & Accounting Department.

The Group Tax team assists the business globally in clarifying corporate tax, withholding tax and VAT obligations in connection with international projects and prepares the Danish tax returns and transfer pricing documentation. Furthermore, the Group Tax team assists the Local Finance Directors and employees in the Global Finance & Accounting Department with local tax compliance, corporate tax reporting, transfer pricing, forecasting, tax audits, and in assessing tax risks.

Head of Group Tax convenes quarterly tax update meetings with the Group CFO.

We seek to minimise or eliminate tax risks where possible and we manage our tax matters in a manner that ensures that relevant stakeholders are involved when making significant business decisions with a tax impact.

Tax Compliance and Controlling

Ramboll collects and pays substantial amounts of corporate taxes in jurisdictions where profitable including employee taxes, national insurance contributions, and indirect taxes.

Ramboll runs robust processes and controls to ensure that its books and records form a valid and complete basis for the correct reporting, collection, and payments of taxes. The processes and controls are regularly reviewed by internal controllers and external auditors in accordance with legislative requirements.

The Group Tax team is working closely with the business and other support functions on a day- to-day basis in order to ensure compliance with the Tax Policy. In this respect, Ramboll has an anonymous whistleblower scheme available for all employees in Ramboll.

Approach to Dealings with Tax Authorities

Ramboll is committed to the principle of openness and transparency in its communications with tax authorities, which means that:

- We make accurate and timely disclosures in respect of tax returns.
- Ensuring all queries are responded to in a timely, open, and professional manner.
- Acting in accordance with tax legislation and ensuring the legal requirements are interpreted in a reasonable and fair way.

Ramboll also engages with governments on proposed changes to tax legislation where appropriate e.g. The Head of Group Tax is a Member of the Tax Panel of the Federation of Danish Industries in Denmark.

Supporting Sustainable Development

17 Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015. They recognise that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth –all while tackling climate change and working to preserve our oceans and forests.

Apart from providing several advisory services supporting the SDGs in general, Ramboll is a world-wide taxpayer and a responsible approach to tax plays a vital role in Ramboll. This commitment to timely payment of all taxes due is supporting SDG #16 in developing effective, accountable, and transparent institutions at all levels.

Approach to Tax Havens

Ramboll applies the EU definition of Tax Havens latest updated 10 October 2025. Ramboll has no registered companies in any EU defined Tax Havens.

Ramboll has engineering consultancy and architecture projects for clients based in the following Tax Havens:

- Fiji
- Palau
- Panama
- Trinidad and Tobago
- Virgin Islands U.S.

All projects are driven by commercial needs and requests and no profits associated with our services are recognised or otherwise registered in any local taxable presence in these Tax Havens. The services supplied are solely desktop work performed from locations outside of the listed Tax Havens and are similar to any other projects carried out in other countries within the area of engineering consultancy and architecture. Any profit related to the projects for clients located in the listed Tax Havens is taxed in the tax jurisdiction of the contracting Ramboll company.

Tax Governance

The Board of Directors (BoD) of the ultimate parent company Ramboll Group A/S acknowledge their responsibility to ensure that Ramboll complies with the tax laws in all its jurisdictions.

Ms Anne Broeng is Member of the BoD and Chairperson of the Audit & Risk Committee (ARC). She has been appointed by the BoD as the overall responsible for the preparation, compliance, and control of Ramboll's Tax Policy.

Ramboll's Tax Policy applies to all tax entities within Ramboll Group and is annually reviewed and approved by the Group Executive Board (GEB) and the ARC.

Approved on 12 January 2026.