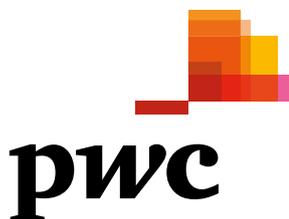




# A Blueprint for Responsible and Transparent Tax Behaviour



## COMPANY CASE Naspers



Naspers aims to be a committed member of the communities it serves and operates in. The company is committed to positive and constructive relationships with key internal and external stakeholders. These include tax authorities, and Naspers is committed to managing its tax affairs efficiently and effectively, with honesty and integrity.

In its publicly available [Group Tax Policy](#), Naspers communicates its principles on tax compliance. These include: **building a good, honest and open working relationship with tax authorities and disclosing information that is legitimately required**. Naspers proactively seeks to discuss its tax policy with tax authorities. The company has zero tolerance for non-compliance. The company considers tax authorities to be important stakeholders alongside (among others) investors, shareholders and employees and seeks to balance the needs of its many stakeholders.

The company strongly believes that its tax objectives align with those of the tax authorities. Both:

1. Believe that paying taxes locally is an important contribution to the societies in which they operate;
2. Aim to collect / pay the right amount of taxes due on time;
3. Want to improve the efficiency of the tax compliance processes; and
4. Want to increase public trust and decrease the reputational risk of non-compliance.

Though an effective and efficient cooperation between the company and tax authorities is not always easy in practice, Naspers believes that cooperation can be achieved through trust and transparency. That is why the company embraces the OECD's concept of co-operative compliance. In countries where such programmes are available, Naspers actively engages with local tax authorities to participate in them. In other countries where tax authorities have not yet introduced co-operative compliance, the company is in discussions with them on how to do so together. Naspers closely monitors the developments in this area with tax authorities in all key countries of its operations.

Naspers actively supports and participates in several international initiatives focused on capacity building of tax authorities, such as the [CapaBuild project](#) of the IBFD and initiatives by the African Industry Taxpayers Association (AITA). With the support of the other AITA member companies, Naspers took the initiative to draft a Model Tax Code of Conduct aimed at providing guidance on building better relationships and enhancing trust between companies and tax authorities. This Model Tax Code of Conduct specifies what a tax authority can expect from a multinational, and what a multinational can expect from a tax authority. Naspers believes that the Model Tax Code of Conduct is a great starting point in those countries where tax authorities do not have co-operative compliance models in place.

Naspers sees tax technology developments, increased tax data generation, and processing and changing compliance strategies by tax authorities as the biggest trends and challenges for the coming years. There is a growing number of compliance and reporting obligations focused on data in a digital format. The company recognises the tension for tax authorities between the focus on co-operative compliance models for tax, and the focus on technology and data. Naspers believes that automation efficiency is only achieved when context can be provided with the data, and that close co-operation in a co-operative compliance context can produce that context. This is why co-operative compliance combined with digitisation (with a focus on data) is a perfect marriage.

The company advises companies and tax authorities to closely work together to combine both trends – technology-driven data analysis and understanding the context in which the data must be seen. This is best achieved by open and transparent communication between parties who trust each other (a co-operative compliance model).