

Emirates Group Tax Strategy

About us

The Emirates Group (the Group) holds some of the largest travel, retail, aviation, education and hospitality brands in the world. Primarily this comprises our international airline, Emirates, dnata and dnata World Travel, together with subsidiaries and joint ventures across the Group.

Emirates is a global airline, serving over 140 destinations in over 80 countries from its hub in Dubai, United Arab Emirates (UAE).

dnata and dnata World Travel, also headquartered in Dubai, UAE, operates in over 36 countries. It's one of the largest combined air services providers in the world and the largest travel management company in the UAE. Its main activities are the provision of cargo and ground handling, catering and travel services.

Our Group tax strategy - proactive, global and impactful

Inspired by our commitment towards responsibility and transparency, we have developed a tax strategy that is in line with the Group's business strategy and objectives.

Our objective is to ensure compliance with all relevant tax laws and regulations while managing the Group's tax position responsibly to maximise shareholder value and support the Group's global growth plans.

The Group takes a proactive approach to managing tax risks. It works closely with business teams and external authorities and uses available tax incentives to achieve sustainable tax rates across all the countries in which it operates.

Our tax strategy is divided into four guiding principles: compliance, tax transparency, risk management and tax governance.

Our guiding principles

1) Compliance

Adhering to tax laws - The Group is committed to full compliance with all applicable tax laws and regulations in the jurisdictions in which it operates. This includes the accurate preparation and timely filing of tax returns, as well as the prompt payment of all taxes due in accordance with relevant domestic legislation and applicable international standards, including those issued by the [Organisation for Economic Co-operation and Development](#) (OECD) and other competent authorities.

Transfer pricing - The Group handles transactions between its companies to ensure all parties are appropriately and fairly compensated. Where required, the Group prepares detailed documents to support and substantiate how those prices were set.

The Group's transfer pricing approach is governed by a global transfer pricing policy established in alignment with the principles set out in the OECD Transfer Pricing Guidelines. These guidelines are applied consistently across the Group and are subject to regular review to ensure continued compliance with evolving regulatory requirements and best practices.

2) Tax transparency

Relationship with governments - The Group respects the sovereign right of governments to establish and administer their own tax regimes, including determining applicable tax rates, granting

exemptions, and implementing systems to monitor and regulate taxpayers. The Group recognises that the taxes it collects and remits on behalf of relevant governments play a vital role in funding public expenditure and supporting society. Accordingly, the Group regards the timely and accurate remittance of taxes as an important contribution to the communities in which it operates.

The Group has established constructive and professional relationships with the UAE Ministry of Finance and the Dubai Department of Finance, maintaining an open and transparent dialogue on matters of mutual interest.

Relationship with industry bodies and authorities - The Group maintains strong, collaborative relationships with key organisations representing the airline industry, including the International Air Transport Association (IATA) and the UAE General Civil Aviation Authority (GCAA). Through open dialogue and mutual cooperation, the Group actively engages on taxation matters affecting the aviation sector.

Relationship with tax authorities - Trust, mutual respect and transparency underpin the Group's approach to engagement with tax authorities. The Group seeks to engage proactively and openly with relevant tax authorities to minimise disputes and, wherever possible, obtain upfront certainty on tax positions.

In managing tax matters, including disputes, the Group adopts a proactive and constructive approach. It has developed a professional working relationship with the UAE Federal Tax Authority and maintains regular contact with its dedicated relationship manager, engaging in technical discussions and seeking clarification on areas of uncertainty as appropriate.

3) Risk management

Tax risks - The Group maintains a low tax risk appetite and is committed to identifying, preventing and mitigating significant tax risks across its operations. The Group seeks to ensure that its overall tax burden is aligned with the structure, nature and geographic location of its activities, as well as with the applicable legal and regulatory frameworks and the Group's broader business risk appetite.

Tax planning - The Group does not establish or utilise artificial tax structures that lack commercial substance or that are designed primarily to secure a tax advantage. Furthermore, the Group does not enter into intercompany arrangements with the principal purpose of eroding the tax base of any Group entity or shifting profits to low-tax jurisdictions. Entities incorporated in jurisdictions commonly described as 'tax havens' or secrecy jurisdictions are not used unless there is a clear and demonstrable commercial rationale for their existence and operation.

4) Tax governance

Tax governance framework - The Group's Tax Strategy is aligned with the strategic direction and objectives established by the Chairman and Executive Management, as well as with the Group's overarching governance policies and framework.

The Group Taxation function operates as a Centre of Excellence, with responsibility for overseeing tax matters across the organisation. This includes the development and implementation of tax policies and processes to ensure compliance and effective tax risk management. The function is supported by local finance managers and Chief Financial Officers (CFOs) or Finance Directors globally and engages external advisors where appropriate. Roles and responsibilities are defined in accordance with the Group's policies.

The Group Taxation function reports to senior leadership and provides regular reporting on tax risks and related matters to senior management.

The principles outlined in this Tax Strategy apply equally to Group subsidiaries and joint venture entities.

Monitor and control - The implementation of the Group's Tax Strategy is supported by its Tax Compliance and Control Framework. Detailed Tax Control Frameworks (TCF) have been established to monitor and manage the Group's tax positions on an ongoing basis.

These frameworks are designed to ensure compliance with applicable tax laws and regulations in the relevant jurisdictions, as well as adherence to the principles set out in the Group's Tax Strategy. In addition, the TCFs serve to identify, monitor and mitigate actual and potential material tax risks across the Group.