

# TERADYNE

24 November 2025

In compliance with section 161 and section 19(2) of schedule 19 Finance Act 2016, this Tax Strategy sets out Teradyne's ("Teradyne" the "Company" or "We") approach and strategy for handling its tax affairs and managing tax risk of its United Kingdom companies. This Tax Strategy applies to the following United Kingdom companies that form a part of the Teradyne group (the "Group") and is applicable for the Financial Year ended December 31, 2025:

- Teradyne International UK Holdings Ltd.
- Teradyne Limited
- Universal Robots (UK) Ltd

The Company is a responsible taxpayer, with a strong focus on corporate responsibility, and we see responsible administration and payment of taxation as a responsibility of our business. Specifically, Teradyne's Code of Conduct reflects our commitment to honest and ethical business practices. The Code provides standards and guidelines of conduct for all Teradyne employees, officers and directors, and for others doing business with the Company, such as customers and suppliers. Teradyne, like all businesses that are successful over a long term, is built on a foundation of honesty and integrity. This principle has guided us throughout our history and we remain committed to it.

## **Company Tax Strategy**

The Company's overall tax strategy, applied consistently and throughout the Group, is to:

- Meet all legal requirements and to make all appropriate tax returns and tax payments correctly and on time.
- Seek to utilize available tax reliefs and incentives where available in a manner which is consistent with the government's policy objectives.
- Consider the tax impact of major or complex business decisions - examples are acquisitions, mergers, and divestitures.
- Operate in an environment where we consider tax in the context of our reputation and brand.
- Comply with appropriate tax risk processes and ensure there is Board oversight into this compliance.

The tax strategy is reviewed regularly and updated where necessary.

## **Risk management and governance arrangements**

Responsibility for tax governance and strategy lies with the Chief Financial Officer, with oversight of the Board and the Audit Committee.

The day to day responsibility for the application of the Tax Strategy and the management of the Group's tax affairs is delegated to the Global Tax Director. That individual is required to report regularly to the Audit Committee on compliance with the Tax Strategy.

The Global Tax Director is supported by a team of appropriately qualified in-house tax professionals. The Group's tax team identifies, manages and mitigates tax risks in line with our tax risk appetite. The Global Tax Director, working in conjunction with the European Controller, external advisors and United Kingdom staff, is responsible for the identification of tax risks and reporting those risks to the Group's CFO. The tax risk identification and reporting process is tested periodically by Teradyne's Internal Audit Department.

The Company seeks its tax affairs to be open and compliant with tax legislation and recognizes that managing tax compliance in a global environment is complex and growing increasingly complex. The Company's internal structure is set up to ensure:

- The Board of Directors understands the importance of tax compliance and how it is achieved.
- There is constant dialogue between the Board and those individuals tasked with the operation of the finance function with respect to the way the Company manages its tax risk.
- The Company portrays a positive view towards tax compliance and the importance of meeting its obligations.

Teradyne regularly reviews how it satisfies its tax obligations by seeking external tax advice, investing in tax training and detailed and up to date technical tax resources for staff, and by maintaining an open, communicative and positive relationship with HMRC.

The Company also maintains internal systems and controls to manage risk, including that applicable to tax risk. Changes to relevant tax legislation, case law and practice are actively monitored on an ongoing basis. Company tax policy is considered and reviewed regularly by the Chief Financial Officer.

## **Tax planning**

The Company structures transactions in a cost-effective manner in line with our obligations to our shareholders, with tax being one of many factors considered. Professional advice is sought on a transactional basis, with the depth of such advice being driven by an assessment of the risk presented.

Teradyne's tax planning is aimed at efficiently structuring commercially driven transactions, in

line with the objectives of our business. Furthermore, the Company does not enter into artificial arrangements in order to avoid taxation nor would Teradyne enter into a transaction that is not in the spirit of the law. The Company has an affirmative responsibility to minimize tax risk in addition to any exposure to negative publicity. Teradyne seeks to efficiently and appropriately structure all commercially relevant transactions from a tax perspective.

Teradyne does not undertake any transactions which lack commercial substance beyond tax planning. Where a commercial result is sought, the most tax efficient route will be taken but decisions are not based on aggressive interpretations of the tax legislation.

Teradyne aims to claim tax reliefs and exemptions where the conditions to be entitled to them are met and where claiming them is within the spirit of the tax legislation as intended by Parliament.

Where new tax legislation is introduced and it is of relevance to the Company, Teradyne will work with external professional advisors to clarify and understand the intended interpretation of the law.

No tax planning is undertaken which Teradyne would not be willing to disclose to HMRC.

### **Acceptable level of risk**

Tax risk is one of the commercial risks to which the Group is exposed as a result of its worldwide activities. Compliance with tax legislation represents a key aspect to managing tax risk. In this context management of tax risk means the Group pays and collects the correct amount of tax and meets local reporting and disclosure requirements in alignment with business objectives. In addition, the Company understands the importance of tax in the wider context of business decisions and maintains processes in place to ensure tax is considered as part of the business decision making process.

The Group's appetite for tax risk is low and it seeks to avoid all unnecessary tax risk. This does not mean the Group's intention is to avoid all tax risk which would be unlikely to be compatible with the aim of enhancing shareholder value.

Under the Board's supervision, the CFO is accountable for ensuring the Group has implemented an appropriate tax governance and control framework. The Group looks to manage its key UK tax risks in line with other commercial and operational risks and has established tax risk management processes to enable such tax risks to be identified, assessed and mitigated to an acceptably low level.

### **Relationship with HM Revenue & Customs (HMRC)**

Communication with HMRC consists of timely tax compliance, including relevant filing and payment deadlines. The Group maintains a respectful and constructive relationship with HMRC. Where compliance checks are undertaken by HMRC, Teradyne seeks to engage with HMRC

in a helpful, open and communicative manner, in order to demonstrate transparency and a willingness to work with HMRC in a harmonious manner. Teradyne intends to seek early agreement with HMRC on its taxation position where applicable.

As needed, Teradyne employs the services of professional tax advisers to act as our agents and, in a number of cases, these advisers liaise with HMRC on our behalf regarding current, future, and past tax risks, important tax events, and interpreting the law. Teradyne views this communication as a way to optimize the Company's relationship with HMRC, consequently reducing tax risk.

In the event a tax matter is unable to be resolved and the Company believes that its position in relation to a tax dispute is defensible, the Company is prepared to consider litigation. However, given the Group's low risk profile for tax purposes, it is expected that the vast majority of disputes can be resolved by open and honest dialogue with HMRC.

This Tax Strategy was formally approved on 24 November 2025 by the Board of Directors of each of the entities listed below:

- Teradyne International UK Holdings Ltd.
- Teradyne Limited
- Universal Robots (UK) Ltd