

22 December 2020

To the Board of Directors of JCB Group of Companies

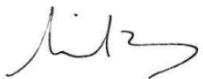
JCB Group of Companies Tax Strategy

On behalf of ASE Plc and ASE LLP, I wish to confirm the following in support of the JCB Group of Companies Tax Strategy;

1. On behalf of ASE Plc, I can confirm all of the tax and accounting professionals employed by ASE Plc who are currently engaged or who will be engaged on any matter concerning the JCB Group of Companies have been given a copy of the JCB Group of Companies Tax Strategy that you have published
2. On behalf of ASE LLP, I can confirm that a copy of the JCB Group of Companies Tax Strategy which you have published has been incorporated within audit procedures which will ultimately form part of the opinion of the Statutory Audit opinion of ASE LLP.

Accordingly, on behalf of ASE Plc and ASE LLP, I confirm that we understand and will fully cooperate with the JCB Group of Companies in the delivery of the objectives set out in the JCB Group of Companies Tax Strategy.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'MJ', is positioned below the 'Yours Sincerely' text.

Michael Jones
Chairperson
ASE Group Ltd