

Avolta UK Group Tax Strategy

This tax policy is approved and owned by the Board of Avolta UK operating as WDFG UK Holdings Ltd, WDFG UK Ltd, WDFG Ferries Ltd and HMSHost UK Ltd.

Ultimate responsibility for the tax strategy and compliance rests with the UK Executive board. Responsibility for day-to-day tax matters has been delegated to the UK Tax Department.

Responsibility for Avolta UK tax strategy lies with the UK Executive board. Ultimate responsibility for the tax strategy and compliance rests with the UK Executive board.

Day-to-day responsibility lies with the Group Tax Manager and Senior Accounting Officer, who are supported by the UK Group and Divisional Finance teams.

The Avolta UK Group is committed to:

- Following all applicable laws and regulations relating to its tax activities.
- Maintaining an open and honest relationship with the tax authorities based on collaboration and integrity.
- Applying diligence and care to our management of the processes and procedures by which all tax related activities are undertaken and ensuring that our tax governance is appropriate.
- Legally applying incentives and reliefs to minimise the tax cost of conducting our business while ensuring that these reliefs are not used for purposes, which are knowingly contradictory to the intent of the legislation.

This strategy applies to the compliance, payment and reporting of all taxes borne and collected by Avolta UK, the principal ones being corporate, employment & indirect taxes.

Risk Management

The UK Group manages tax risks via recognition and monitoring of the various types of risk, and in accordance with the Group's tax principles. Tax risks include the following risks:

- **Compliance risks** - careful attention is given to ensure that all tax returns are accurate and are filed on time. The Avolta UK Group's maintain robust financial systems which are regularly subject to internal and external audits. External compliance advisory services when required.
- **Operational risks** - finance teams across the organisation's trading operations work very closely with operational teams. As a result, commercial, financial and operational decisions are taken after proper cross-functional discussion and communication.
- **Transactional risks** - In addition to the more day-to-day compliance and operational risks faced, less routine transactional risks are faced from time to time. These primarily concern acquisitions. Tax risks of acquired businesses, both pre and post-acquisition are addressed via tax due diligence reviews and reports.

- Reputational risks - full compliance with our tax objectives and tax principles helps to ensure that we maintain high standards of corporate social responsibility and enhances our reputation in the communities and markets we serve.

Tax Planning

The Group's tax planning aims to support the commercial needs of the business by ensuring that the companies affairs are carried out in the most tax efficient manner whilst remaining compliant with all relevant laws. In cases where the tax guidance is unclear or the Group does not feel it has the necessary expert knowledge to assess the tax consequences adequately; external advice may be sought to support the Group's decision-making process.

Approach towards dealings with HMRC

Avolta UK Group aim to be collaborative, honest, open, timely and transparent in all of dealings with HMRC. The group seek to liaise with HMRC to discuss any tax issues or risks arising either directly or via external advisors.

Chris Bouttle

Chris Bouttle (Jan 12, 2026 12:43:34 GMT)

Chris Bouttle

Signed on behalf of the Avolta UK Group