

Söderberg and Partners UK Tax Strategy

Söderberg & Partners UK Tax Strategy Financial Year Ending 31 December 2025

This tax strategy sets out the Group's tax approach in accordance with the wider Group strategy seen within the Nordics and Europe.

This UK Tax Strategy applies to all UK resident entities within the Söderberg & Partners UK Group ("the UK Group") and covers the areas required by Paragraph 17 of Schedule 19, Finance Act 2016. The strategy is aligned with overall group tax principles and day to day operations, while responsibility for adoption and oversight rests with each company's individual Board of Directors.

Tax Governance & Risk Management

Söderberg & Partners UK Group is committed to robust governance and transparent management of UK tax affairs. While day-to-day compliance is managed at the entity level, the Board of Directors of the Group retains ultimate responsibility for tax governance. Day-to-day management for UK tax affairs is delegated to the Group finance function, who reports to the Group CFO. There is open dialogue between the Financial Controller and the Group CFO to ensure alignment with the Group's objective and culture. The Financial Controller reports quarterly to the Board and escalates any issues in relation to tax if required. In addition to the Financial Controller, support is provided externally by tax assurance partners.

Given the Group's rapid expansion and acquisition strategy, we are committed to continuously reviewing and strengthening our governance framework. This ensures that new entities are integrated into the Group's tax policy and that best practice is promoted through the organisation.

Tax risks are identified, assessed, and documented as part of the Group's wider risk management framework, consistent with HMRC expectations for large businesses.

The key risk identified by the UK Group is the reporting and compliance risks that routinely occur as a consequence of day to day operations within each business. The UK group uses established financial systems to ensure timely and correct submissions in accordance with HMRC's reporting requirements. Through using compatible systems the Group is able to minimise manual error or inaccuracies in reporting that may arise with multiple data entry points. The UK group has a low appetite for tax risk and will utilise technology where possible to reduce the opportunities for failures or errors. The UK Group operates under the wider Group Transfer Pricing Policy to ensure consistency and control across all acquired entities. Intra-group transactions are conducted on an arm's length basis in accordance with OECD Transfer Pricing Guidelines.

Where there are significant transactions, complex filings or where additional support is required for overseas transactions, professional external advice is sought where uncertainty exists.

Attitude Towards Tax Planning

The UK Group's attitude towards tax planning is to ensure that tax arrangements are consistent with the commercial substance of our business activities. We seek to pay the correct amount of tax in accordance with the letter and spirit of UK tax law. We do not engage in artificial tax arrangements or aggressive tax planning where the sole purpose is to obtain in tax advantage. Reputationally, the UK Group has no appetite to engage in activities that could hinder or cause detriment to its clients, investors, or stakeholders.

The Group creates value through providing services to its clients, not through tax planning. We may utilise tax incentives or exemptions made available by government legislation, but only where we have necessary commercial substance and, in the manner, intended by the law.

Attitude to Tax Risk

The UK Group adopts a low-risk tax strategy, consistent with the expectations for large UK businesses under Schedule 19. The objective is certainty in tax positions wherever reasonably achievable. Where the tax position is uncertain due to interpretation or evolving legislation, the Group seeks independent professional advice to minimise risk. The UK Group recognises the financial and reputational importance of sound tax compliance and therefore aims to avoid unnecessary tax disputes.

Working with HMRC

The UK Group is committed to maintaining a transparent, professional and collaborative relationship with HMRC. All dialogue and communication with HMRC is conducted in an open, honest and timely manner. Where relevant, all necessary information is disclosed to HMRC to help them understand the Group's tax profile and positions. The Group seeks to resolve issues promptly, with proactive engagement where appropriate. In line with the risks identified within the business noted above, the UK Group complies fully with all filing, reporting and payment deadlines across all relevant taxes.