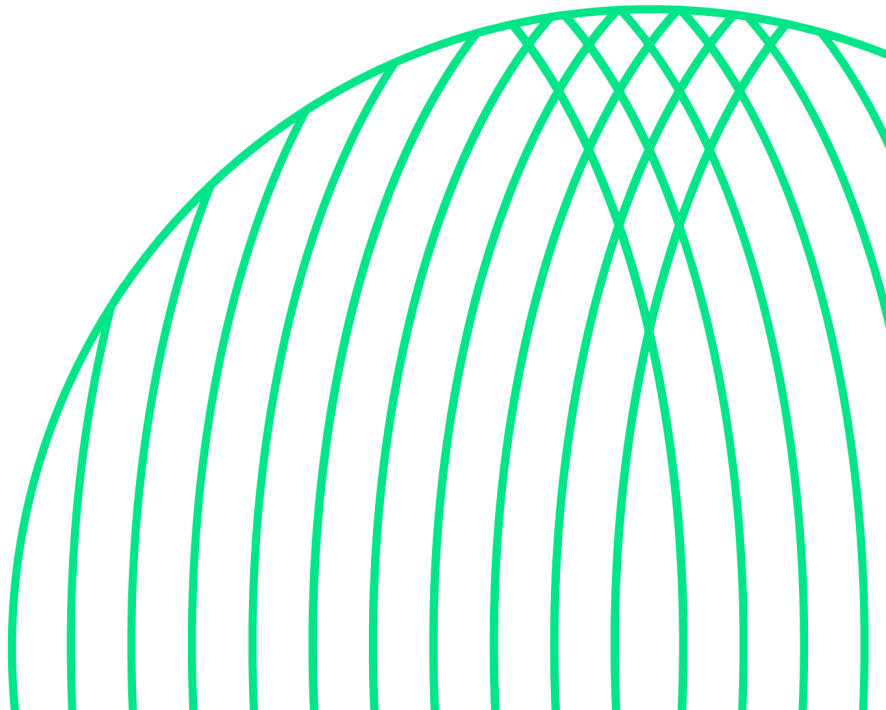

Tax Strategy

Published Global Tax Strategy

Last Updated: October 2025



HH Global Group Tax Strategy

Scope

This tax strategy applies to HH Global Enterprise Network Limited and covers all UK companies and non-UK companies within the HH Global Group (collectively referred to as “HH Global”), for the period from 1 April 2024 to 31 March 2025.

The publication of our tax strategy is intended to comply with the group’s statutory obligation under paragraph 19(2) of Schedule 19 of the Finance Act 2016.

Governance arrangements and risk management

Ultimate responsibility to determine and implement our approach to risk management and governance arrangements in relation to UK and relevant world-wide taxation resides with HH Global’s Board of Directors who are supported by the Global Management Board. The responsibility for implementing the UK and Group Tax Strategy is delegated to the Global Head of Tax, who is based in the UK and reports to the Group Chief Financial Officer and works alongside the group’s senior finance team leaders. The Group Chief Financial Officer reports regularly, or on an ad hoc basis if required, to the Board and Audit Committee on such matters.

HH Global maintains robust internal policies, procedures, training, and compliance which support its tax control framework and risk management. Our governance structure ensures that tax decisions are made by our in-house global tax team to ensure a consistent professional standard across our whole business, ensure the group tax strategy is applied consistently to all companies within the HH Global group, and to assess and manage our tax risks against developments within our business.

The Global Head of Tax and in-house tax team are responsible for monitoring and managing appropriate risk control procedures to ensure compliance processes are robust and adhere to internal and external requirements. We use external advisers to support our tax compliance processes, including the preparation of tax computations and returns. Tax sensitive judgments will be made based on a reasonable interpretation of relevant information, in full knowledge of relevant tax law and, where appropriate, take account of external tax advice.

When considering a specific tax risk, the tax team considers the following: The maintenance of the group’s corporate reputation, having regard to the way the group interacts with its stakeholders; the requirements of any related internal policies or procedures; and the legal and fiduciary duties of directors, executive officers, and employees.

Attitude towards tax planning

HH Global commits to high standards of personal conduct and business integrity around the world, governing itself with equally high standards, applying the HH Global Code of Business Ethics and Corporate Responsibility policies that enhance our corporate value.

We provide a global service to our clients, and our tax planning is centered around questioning the business to establish transaction facts and working with global finance teams to ensure consistency in our approach across the Group. We believe that paying the right amount of tax is part of building sustainable growth for us, and the wider society. We are fully committed to complying with the applicable legal and regulatory requirements in the areas in which we operate.

We conduct transactions between group companies on an arm's length basis in accordance with OECD principles. In the context of an increasingly complex international tax environment, our tax planning aims to support the commercial needs of the business by ensuring that companies' affairs are undertaken in the most tax efficient manner while remaining compliant with all relevant laws. The in-house tax team is therefore involved in the commercial decision-making processes and provides appropriate input into business proposals to ensure a clear understanding of the tax consequences of decisions made.

Whilst we may seek tax relief in accordance with the applicable tax legislation, our tax affairs are structured in a way which ensures that we never engage in artificial transactions, or transactions that lack commercial substance. We always fully consider the impact our actions may have on our brand, our relationships with key stakeholders, such as the tax authorities, and the wider community.

Our business is constantly evolving, and we have an experienced internal tax team to provide guidance to the business but in the event of tax uncertainty or where the group feels it does not have the necessary expert knowledge to assess the tax consequences adequately, external advice will generally be sought from the tax authorities or advisors to support the groups decision-making process.

Level of risk in relation to taxation the group is prepared to accept

HH Global aims to always minimize the level of risk in relation to UK and non-UK taxation. We are not prepared to accept a level of risk that exposes us to reputational harm, or which could adversely impact our relationship with HMRC or other tax authorities. However, given the scale of our business and the complexity of tax legislation, it is inevitable that tax risks will arise. To ensure that the level of risk is kept as low as possible, risk management policies and governance arrangements are in place, including policies specifically relating to tax that must be adhered to for all tax types.

Specifically, we do not have any formal tax risk thresholds and each transaction is assessed on a case-by-case basis to ensure each individual risk is managed appropriately in line with the expectations of our key stakeholders. These include our shareholders, investors, customers, suppliers and employees, all wanting consistent predictable tax liabilities and no negative impact to our reputation or operation of our business. We are therefore committed to ensuring full tax compliance across the HH Global Group.

Relationship with HM Revenue & Customs

HH Global believes in having an open, professional and constructive working relationship with HMRC and other tax authorities and will work collaboratively to build a position of mutual trust.

We always seek to co-operate with HMRC and to deal with issues in a timely and collaborative manner. Should conflicts in opinion occur with HMRC regarding the application of the law, HH Global's primary objective is to resolve such issues in an efficient manner, through open and honest professional fact-based dialogue, with reference to relevant legislation and case law.

This is our same approach for all tax authorities in the jurisdictions we operate in.

Criminal Finance Act 2017 – Failure to prevent the facilitation of tax evasion

HH Global is committed to ensuring it has suitable procedures in place to prevent or minimize the risk of its employees, agents, suppliers or other third parties associated with HH Global facilitating tax evasion as reflected in the Criminal Finance Act 2017. HH Global has undertaken, and periodically refreshes, a risk-based assessment of its business activities to identify such risks and ensure that the procedures put in place are, and continue to be, sufficient.

Approved by the Board of Directors: 7th October 2025