

Year ended 31 December 2025

UK Tax Strategy – Prepared in accordance with the requirements of Schedule 19, Finance Act 2016.

We believe in responsible tax behavior as an essential part of our CARE strategy. The taxes we pay contribute to local economies and support the development of the many countries in which we operate. We support stable, transparent, and predictable tax regimes that incentivize long-term investment and economic growth.

Tax strategy

Our tax strategy is fully aligned with our business and organizational values. This strategy is annually reviewed and approved both by the Executive Board and the Audit Committee (part of the Supervisory Board). The tax strategy adheres to the following key principles:

- Our commitment to comply with relevant tax laws and international regulations, we aim to comply with the letter as well as the spirit of the law in compliance with the Caldic Code of Conduct.
- Expectation that we will pay tax in the country where our activities take place and not using tax haven jurisdictions for tax avoidance purposes;
- We fully support and follow the OECD transfer pricing guidelines whereby transactions between Caldic operating companies are based on the 'arm's length' principle;
- Open and constructive dialogue with tax authorities that is based on mutual respect, transparency and trust.

Tax governance

Risk profile

Caldic operates in over 40 countries around the world and is subject to diverse tax legislation. Tax legislation is often complex and subject to interpretation, meaning expert understanding and careful judgement is key. Failure to comply with applicable regulations could lead to fines, claims and reputational damage. Our tax principles provide guidance on exercising judgement and ensure consistent understanding of Caldic's position on risk.

Risk management

At Caldic, risk management is an integral part of doing business, supported by clear governance. We have an integrated approach to risk management whereby risks are identified, mitigated, and monitored on an ongoing basis, aligning with our risk appetite and supporting our business objectives.

The internal control activities of Caldic ensure accurate financial information, compliance with laws and policies, and effective internal processes. Controls are defined at operating entity and process level for key processes. Compliance is assessed periodically, deviations are monitored globally, and management addresses deficiencies through action plans.

We follow a "three lines of defence" model for risk management. Operational management takes ownership of risk assessment and mitigation, supported by second-line functions that oversee compliance and drive internal control improvements. Our internal audit function provides independent assurance based on group-wide reviews of key processes, projects and systems, including tax related matters.

Risk appetite and attitude to tax planning

Our business structures are driven by commercial considerations, reflect commercial and economic activity and have genuine substance. We do not engage in artificial tax arrangements. Our tax risk appetite is based on Caldic's financial and compliance risk appetite. While Caldic is committed to comply with the law, as a multinational operating in a large number of jurisdictions we are inherently exposed to a number of tax risks and in some cases significant judgement is required. We aim to minimize these risks to the maximum extent possible. We consider tax risks to be a reputational and compliance risk, as well as a financial risk.

Compliance with applicable tax laws and regulations is our overriding principle. We aim to comply with the letter as well as the spirit of the law. Where there is significant uncertainty or complexity in tax legislation, we seek advice from external experts to be confident that our tax returns are correct and, where deemed appropriate, obtain upfront certainty by reaching agreements with tax authorities.

We interpret UK tax law in a reasonable manner taking into account both the purpose and intent of the law. Where there is significant uncertainty or complexity in relation to tax, we may seek advice from external experts. This gives us confidence that our tax returns are correct.



Organisation

It is the main objective of the Group tax function that all Caldic operating companies are tax compliant. It manages relationships and communications with tax authorities and advises management on tax-related topics, including changes and developments. External advisors are involved in material transactions, or when a specific area of expertise is required.

Caldic operates a relatively decentralised business model. Every operating company maintains a certain level of control over its value chain, within the framework and principles determined by the Group.

The Group tax strategy is set by the Global Tax Director and approved by the Executive Leadership Team. The Audit Committee is updated on tax strategy and challenges annually and on uncertain tax positions and effective tax rate bi-annually.

Local Finance Directors execute the Group tax strategy locally. They are monitored and supported by the Global Tax team. We do not condone, encourage or support tax evasion. Any ethical and compliance concerns may be raised through Caldic's whistleblower channels. When facing a conflict, employees are bound by the Code of Conduct.

Approach towards dealings with HMRC

We seek to develop strong relations with HMRC based on respect, transparency and trust. Caldic is committed to paying the right amount of tax in the UK, and to work collaboratively with the tax authorities.

We take care to ensure that our tax affairs are reported accurately. We would seek to voluntarily disclose any errors found in a submitted tax return, quantifying the effect of any error and paying any additional tax, interest and penalties due as a result.

Updated in 2026.