

Tax strategy - Financial year ended 31 March 2021

The Group is committed to paying the correct amount of tax, at the right time, in accordance with all relevant laws and regulations in the territories in which the Group operates.

Arranging its tax affairs

The Board adopts a responsible attitude to arranging the Group's tax affairs, aiming to ensure effective, sustainable and active management of tax matters in support of business performance. The Group seeks to maximise shareholder value whilst being committed to complying with tax laws and regulations. Any structuring of business activities that is undertaken will have commercial and economic substance.

Approach to tax planning and level of risk

The Group seeks to protect its reputation as a responsible taxpayer. The level of risk which the Group accepts in relation to taxation is consistent with its overall objective of paying the correct amount of tax, at the right time and in accordance with the relevant laws and regulations. The Group considers that it has a low risk appetite in relation to tax matters and utilises relevant tax reliefs and allowances in the manner intended by the legislation.

In relation to any specific issue or transaction, the Board is ultimately responsible for identifying the risks, including tax risks, which need to be addressed and for determining what actions should be taken to manage those risks, having regard to the materiality of the amounts and obligations in question.

Tax risk management

Tax risks are assessed as part of the Group's formal governance process and are reviewed by the Chief Financial Officer and reported to the Audit Committee and Board on a regular basis. The Board is responsible for the Group's internal control procedures and processes and for reviewing the effectiveness of such systems. The systems used to determine tax liabilities are subject to regular review by Internal Audit and the findings are reported to the Audit Committee. Tax risks, implications arising from these risks and potential mitigating actions are considered by the Board in line with the Group's governance process.

Tax governance

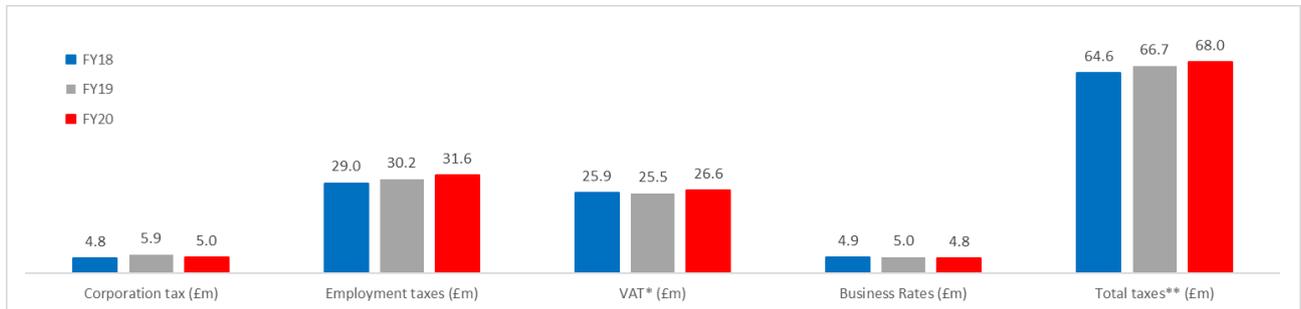
The Board is responsible for the Group's tax strategy and policies and has delegated responsibility for the implementation within the Group to the Chief Financial Officer. The Group engages professional advisors to assist with any complex areas of its tax affairs particularly in relation to international tax matters. As part of the annual financial reporting process the Chief Financial Officer, who is also the Group's Senior Accounting Officer, reports to the Board and Audit Committee on the Group's tax compliance.

Approach to dealing with the tax authorities

The Group's policy is to deal with all tax authorities in an open, honest, professional and mutually respectful manner. The Group aims to work collaboratively, and on a timely basis, with the tax

authorities in the spirit of cooperative compliance. The Group meets with HM Revenue and Customs in the UK annually to discuss the Group's risk rating and ensure it is being maintained at an appropriate level.

Analysis of Group tax paid by category (£m):



Speedy Hire Plc and its UK subsidiaries regard this publication, which was approved by the Board on 21 January 2021, as complying with the duty under para 16(2) and para 25(1), Schedule 19 FA16.