

## Envoy Group Tax Strategy

### Background

This Group Tax Strategy applies to Envoy Capital Management Limited together with its subsidiaries and its UK affiliates. This document sets out Envoy's Tax Strategy for the year ended 31 March 2024 and meets the requirements under Schedule 19, Paragraph 16(4), Finance Act 2016.

Envoy is a UK headquartered investment group with a reputation in forming market-leading organisations from the shoots of good owner managed companies.

We build highly entrepreneurial organisations by implementing leadership philosophies with a track record of winning.

Augmented by effective buy and build strategies, our goal is to invest in rich but often fragmented industrial markets; preparing investment cases for partners with the experience and capital to go to the next level.

We believe in the servant leadership movement as the cornerstone to winning in business. We draw our organisation charts upside down, to reflect our belief that leadership's role is to serve the business and to devolve power as close to the coal face as possible. By implementing this model, we multiply the leadership capability of the organisation, increase human potential, and serve the customer better than our competition.

### Aims

Our aims are:

- To pay the right amount of tax, in the right place at the right time
- To manage our tax affairs as efficiently as possible and by doing so supporting our subsidiaries to focus on their core business
- To maintain a low level of tax risk as instructed by our Board of Directors

### Managing UK Tax Risks

Envoy's core business is in the UK but we also have subsidiaries in Australasia, the United Arab Emirates and Singapore. The Group is subject to employment taxes (such as National Insurance), VAT and Corporate income tax on the profits made in various locations. We are also subject to withholding taxes, stamp duty and import duty.

Envoy have an in-house tax team who work closely with the finance teams in each subsidiary to ensure a consistent and compliant approach to all taxes. We rely on professional service firms for advice on more complex or larger transactions and to manage our overseas compliance.

The overall responsibility for taxation matters lies with the Chief Financial Officer, to whom the tax team report. The Board receives regular updates on tax matters including as part of the annual audit process and at other Board Meetings throughout the year. The Board also considers large projects and any other significant tax risks that may arise.

Our subsidiaries have all signed up to our policies on Tax Evasion and the Facilitation of Tax Evasion, which is reviewed annually.

### **Our attitude to tax planning**

Our focus is growth for our subsidiaries through their commercial activities. We will seek to reduce tax risk where possible by receiving external advice on any complex or large transactions required to help our subsidiaries.

We will not engage in any artificial tax avoidance agreements and we will use any legislative concessions, incentives and reliefs where available in the manner intended.

### **The level of risk our business is prepared to accept for UK taxation**

As mentioned above we aim to operate a low risk approach to tax which is consistent with our overall objective of achieving strong compliance and transparency in our tax affairs.

### **How we work with HMRC**

Our relationship with HMRC is open and transparent. If there are any issues or uncertainty, we would seek to be proactive when engaging with HMRC and work collaboratively.