MANUTAN UK GROUP

UK TAX STRATEGY

FINANCIAL YEAR ENDING 30 SEPTEMBER 2026

Introduction

This document sets out the approach of the Manutan UK Group to the management of its UK tax affairs for the financial year ending 30 September 2026.

It is published in accordance with Part 2 of Schedule 19 to the Finance Act 2016 and applies to the UK operations of the Manutan group, including Manutan UK Limited, Rapid Racking Limited, Findel Education Limited, IronmongeryDirect Limited and other UK entities within the Group as applicable.

The Manutan group is an international distributor of products and services for businesses, individuals and institutions. Its UK operations include the supply of workplace equipment, industrial and trade supplies, storage and racking solutions, and educational resources.

The Group is committed to complying with its UK tax obligations and to managing its tax affairs responsibly, with appropriate governance, controls and oversight. This strategy is reviewed annually and has been approved by the boards of the relevant UK entities.

1. Approach to tax risk management and governance

The boards of the relevant UK entities have ultimate responsibility for UK tax risk and compliance. Day-to-day responsibility is delegated to appropriately qualified and experienced members of the UK finance function, supported by the wider Group finance and tax teams where appropriate.

The Group maintains processes and controls designed to support accurate and timely tax accounting, filing and payment. Tax risks are considered as part of the Group's wider financial and risk management framework and are reviewed having regard to the nature, scale and complexity of the UK operations.

The Group seeks to identify and assess tax implications at an early stage when considering significant or non-routine matters, including changes in business activities, acquisitions, reorganisations, cross-border transactions and changes in tax law.

Where specialist knowledge is required, or the application of the law is uncertain, the Group obtains advice from appropriately qualified external advisers.

The Group's tax governance applies across the taxes relevant to its UK operations, including corporation tax, VAT, employment taxes, customs duties and other business taxes.

2. Attitude to tax planning

The Group does not seek to enter into artificial arrangements that lack commercial substance or are primarily designed to obtain a tax advantage. It may claim reliefs, allowances and incentives that are available under UK law where these are consistent with the Group's genuine business activities and the purpose for which the relevant provisions were introduced.

Transactions between group companies are intended to be undertaken on an arm's-length basis, in accordance with applicable UK legislation and relevant OECD principles. The Group seeks advice where necessary to ensure that material transactions are appropriately structured, documented and reported.

3. Level of tax risk the Group is prepared to accept

The Group has a low appetite for material tax risk and seeks to achieve reasonable certainty in its UK tax affairs. It recognises that tax legislation can be complex and that uncertainty may arise as to the correct application or interpretation of the law.

In deciding how a tax matter should be managed, the Group considers the strength of the technical position, the commercial substance of the transaction, the amounts involved, the adequacy of supporting documentation, and any financial, operational or reputational consequences.

Where uncertainty is material, the Group seeks appropriate professional advice and considers whether engagement with HM Revenue & Customs is appropriate. Tax positions should be supportable, consistent with the facts and capable of being explained transparently.

4. Approach to dealings with HM Revenue & Customs

The Group seeks to maintain an open, professional and constructive relationship with HM Revenue & Customs, based on transparency, good faith and mutual respect.

The Group aims to meet its UK tax filing, reporting and payment obligations accurately and on time. In its dealings with HM Revenue & Customs, it seeks to provide clear and timely information, respond constructively to enquiries and disclose relevant facts when discussing material tax matters.

Where significant transactions or areas of material uncertainty arise, the Group will consider early engagement with HM Revenue & Customs where this is appropriate and may help to obtain clarity or resolve matters efficiently.

Board approval

This UK Tax Strategy was approved by the boards of the relevant UK entities.

It is intended to satisfy the requirements of Part 2 of Schedule 19 to the Finance Act 2016 for the financial year ending 30 September 2026.