



S4 Capital plc

Tax Strategy

S4 Capital plc ('S4 Capital' or 'the Company') is a digital advertising and marketing services company established by Sir Martin Sorrell in May 2018. The Company's strategy is to build a purely digital advertising and marketing services business, by integrating leading businesses in three practice areas: Content and Data&Digital Media and Technology Services along with an emphasis on 'faster, better, more efficient' executions in an always-on consumer-led environment, and with a unitary structure.

As of 30 November 2022, the Company employed over 9,000 people in 32 countries, across The Americas, Europe, the Middle East & Africa, and Asia Pacific.

Tax Risk Management and Governance

The Company's Tax Team sits within the wider function of S4 Capital and reports directly into the Company's Chief Financial Officer who will in turn keep the Audit and Risk committee and the Board of S4 Capital apprised of key developments insofar as the Company's tax position is concerned. The Company's Tax Team, led by the global Head of Tax, is responsible for supporting the business with tax matters across the Company's activities.

The Company's Tax Team have established a Tax Control Framework across the four main areas listed below to meet the needs of all the Company's stakeholders:

- 1) Tax reporting;
- 2) Tax compliance;
- 3) Tax planning; and
- 4) Reputational.

S4 Capital as a responsible business operating at a global level is committed to complying with the tax legislation in all the relevant territories in which it operates.

Approach to Tax Planning

Fundamental to the Company's approach to tax planning is the principle that the Company's business structures are driven by good business practices and as such, the Company does not engage in any artificial tax arrangements. S4 Capital ensures that companies considered to be operating in low-tax jurisdictions have genuine commercial activities and operations and are not located in those tax jurisdictions to take advantage of its tax regime.

As a rapidly growing multinational company, the Company wants to ensure it has an approach to tax planning in place that supports the Company's strategy, sustainability and societal objectives. Accordingly, whilst the Company will seek to maximise shareholder value by managing its tax affairs in line with what is permissible by the tax legislation, the Company will not engage in any activities that would bring its businesses into disrepute. If any uncertainty arises in respect of its tax activities, the Company Tax team will seek support from external tax advisors and agreement from its external auditors on any approach that is taken to help resolve this uncertainty and provide comfort that the Company is meeting all relevant tax compliance requirements.



Working Relationship with tax authorities

The Company has a proactive and cooperative approach to its dealings with tax authorities and meeting all of its tax compliance requirements with the required level of disclosure and transparency.

This statement complies with paragraph 16(2) Schedule 19, Finance Act 2016 and was approved by the Board of Directors on 23 December 2022.