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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 mission is to build a purely digital advertising and marketing services business, which disrupts analogue models by embracing content, data & digital media and technology services in an always-on 24-7 environment, for global, multinational, regional and local clients and for millennial-driven influencer brands.

As of 30 September 2023, the Company employed approximately 8,200 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 and M&A, 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 addressing the four main risk 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. The Company are committed to ensuring that it complies with all relevant tax laws and compliance matters. 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,

Working Relationship with HMRC and other tax authorities

The Company maintains a proactive and cooperative approach in its dealings with tax authorities, meeting all 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 29 November 2023