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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 for global, multinational, regional, and local clients, and millennial-driven influencer brands. This is achieved by integrating leading businesses in two synchronised practices: Marketing services and Technology services, along with an emphasis on 'faster, better, cheaper, more' execution in an always-on consumer-led environment, with a unitary structure. As of November 2025, the Company employed approximately 6,500 people in 33 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 finance function and reports directly to the Company's Chief Financial Officer. The Tax & Treasury Director provides regular updates to the Chief Financial Officer and ensures that the Audit and Risk Committee and the Board are informed of all material tax developments, risks and exposures. The Tax & Treasury Director leads the Tax Team and is responsible for overseeing tax matters across the Company's global operations.

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 is 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 multinational, 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.

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 8 December 2025.