Tax Strategy

Introduction

LRG is committed to adhering to all applicable tax laws and regulations in the United Kingdom and other jurisdictions where it operates. This tax strategy is published in compliance with the Schedule 19 of the Finance (No.2) Act 2016 and applies to LRG and its subsidiaries for the reporting period ended 31 December 2025. It outlines our approach to tax governance, risk management, planning, and our relationship with tax authorities.

Approach to Tax Governance and Risk Management

LRG manages its tax affairs within a robust governance framework that aligns with its overall business strategy. Tax compliance is overseen by the Board of Directors, with day-to-day management delegated to the Senior Accounting Officer. Key aspects include:

- Ensuring compliance with all relevant laws, regulations, and reporting requirements.
- Maintaining effective systems, processes, and policies to manage tax risks.
- Regular review and monitoring of tax-related activities by the Chief Financial Officer.
- Proactively identifying and mitigation inherent tax risks arising from business complexity or changes in legislation.

Attitude Towards Tax Planning

LRG views taxation as a business expense that must be managed responsibly. Our approach to tax planning is guided by the following:

- Supporting commercial objectives while ensuring compliance with legislative intent.
- Utilising available incentives and reliefs responsibly to reduce tax costs without engaging in aggressive or artificial tax avoidance strategies.
- Aligning tax planning decisions with ethical standards and corporate values.

Levels of Tax Risk and Acceptance

LRG adopts a conservative approach to managing tax risks. We aim to minimise uncertainty by:

- Maintaining transparent and cooperative relationships with HMRC.
- Ensuring timely and accurate submission of all tax filings.
- Avoiding high-risk or speculative tax positions that jeopardise compliance or reputation.

Relationship with His Majesty's Revenue and Customs (HMRC)

LRG values a positive working relationship with HMRC based on mutual respect and transparency. This includes:

- Open communication to resolve any queries or disputes promptly.
- Proactive engagement on matters affecting our tax affairs.
- Commitment to paying the correct amount of tax at the right time.

LRG is a trading name for the group of companies owned by The Leaders Romans Midco Limited. Registered Office: Building 1, Meadows Business Park, Blackwater, Camberley GU17 9AB

Publication and Updates

This strategy will be reviewed annually by the Board of Directors and updated as necessary to reflect changes in legislation or business operations. It will remain publicly accessible on LRG's website until superseded by a subsequent version.

By adhering to this strategy, LRG demonstrates its commitment to responsible corporate citizenship and sustainable business practices.

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