

VGL INVESTMENTS Ltd Tax Strategy

In accordance with Paragraph 16(2), Schedule 19, Finance Act 2016, VGL INVESTMENTS LTD sets out below its UK tax strategy. This strategy applies from the date of publication, on the website of the associated company Twin Plus One Ltd, until it is superseded.

This document sets out the Company's approach to conducting its tax affairs and dealing with tax risks.

This strategy is applicable to all UK entities owned by VGL INVESTMENTS LTD (the Group), which are listed in the attached appendix.

The VGL INVESTMENTS LTD is committed to:

- Following all applicable laws and regulations relating to its tax activities.
- Filing timely and accurate tax returns.
- Paying timely any taxes, if due.
- Maintaining an open and honest relationship with the tax authorities based on collaboration and integrity.
- Applying diligence and care in the management of the processes and procedures by which all tax related activities are undertaken, and ensuring that the tax governance is appropriate.
- Using incentives and reliefs to minimise the tax cost of conducting the business while ensuring that these reliefs are not used for purposes which are knowingly contradictory to the intent of the legislation.
- Retaining of appropriate documentation in relation to tax compliance filings and support transactions for the required statutory time limit.

Risk management

Eliminating tax risks entirely is impossible, therefore the Group's attitude towards the level of control required over the processes designed to reduce these Tax Risks is driven by the likelihood of occurrence and scale of impact of each Risk.

The identified Tax Risks are then assessed on a case by case basis, allowing the Group to arrive at well-reasoned conclusions on how each individual Risk should be managed. Where there is uncertainty in how the relevant tax law should be applied, external advice may be sought to support the Group's decision-making process.

When reviewing the Tax Risks associated with a specific decision or action, the Group ensures that the following are considered:

- The legal and fiduciary duties of directors and employees.
- The requirements of any related internal policies or procedures.
- The maintenance of the Group's corporate reputation, having particular regard to the way we interact with the communities around us.

Tax planning

The Group has clearly defined lines of responsibility for its tax affairs, with decisions being taken in line with the Group's tax authority thresholds, ensuring that they are taken at an appropriate level.

The Group's tax planning aims to support the commercial needs of the business by ensuring that the companies affairs are carried out in the most tax efficient manner whilst remaining compliant with all relevant laws. The tax function is therefore involved in commercial decision-making processes and provides appropriate input into business proposals to ensure a clear understanding of the tax consequences of any decisions made.

In cases where the tax guidance is unclear or the Group does not feel it has the necessary expert knowledge to assess the tax consequences adequately, external advice may be sought to support the Group's decision making process.

Approach towards dealings with HMRC

The Group's aim is to minimise the level of risk in relation to UK taxation at all times. The Group is not prepared to accept a level of risk that exposes it to reputational harm or which could adversely impact its relationship with HMRC.

The Group is committed to the principles of openness and transparency in its approach to dealing with HMRC, and in particular the Group commits to:

- Make fair, accurate and timely disclosure in correspondence and returns, and respond to queries and information requests in a timely fashion.
- Seek to resolve issues with HMRC in a timely manner, and where disagreements arise work with HMRC to resolve issues by agreement where possible.
- Be open and transparent about decision-making, governance and tax planning.
- Reasonably believe that transactions are structured to give a tax result which is not inconsistent with the economic consequences (unless specific legislation anticipates that result).
- Interpret the relevant laws in a reasonable way, and ensure transactions are structured consistently.
- Ensure all interactions with HMRC are conducted in an open, collaborative and professional manner.

Finally, should the Group identify any errors in information submitted to HMRC either directly or through third parties, the Group seeks to inform HMRC and rectify these errors as soon as it practicably possible.

Signed on behalf of
VGL INVESTMENTS LIMITED

APPENDIX TO VGL INVESTMENTS LTD TAX STRATEGY

Members of the group covered by the Tax Strategy:

PEGASO LTD
TWIN PLUS ONE LTD