

UK Tax Strategy 2025

Scope

This tax strategy is published in compliance with the requirements of Schedule 19 of the UK Finance Act 2016 and in respect of the financial year ended 31 December 2025.

The document is published by deugro (United Kingdom) Ltd, (“the Company”).

Background

The deugro group is a privately-owned freight forwarding and logistics group operating in around 50 jurisdictions and with more than 1,300 employees worldwide. The group operates in the UK through UK companies.

This strategy sets out the group’s approach to the compliance, payment, and reporting of all UK taxes borne or collected by the UK Company. This includes corporate tax, value added tax, employment taxes and other taxes and levies. This approach is followed by the Company and as such, references below to “the deugro group” and “the group” shall be taken to include the Company.

Aim

The deugro group is committed to:

- Being a responsible taxpayer
- Paying tax in accordance with all relevant laws and regulations in the territories in which it operates
- Managing its business and tax affairs in such a way as to pay the right amount of tax in the right place at the right time
- Taking a zero-tolerance approach to tax evasion and the facilitation of tax evasion

Management of UK tax risks

Group tax governance sits within the responsibility of the Global Finance department. Day-to-day UK finance and tax activities are performed by the European Accounting Team, supported by the Global Tax & Transfer Pricing Team and external UK tax advisers.

The scale and complexity of the group’s business and tax law mean that tax risks inevitably arise. The group seeks to reduce the level of risk as far as practicable by:

- establishing robust finance processes
- ensuring that internal finance and tax functions are comprised of sufficiently qualified and experienced professionals, working with care and reasonableness
- engaging external tax advisers to assist in preparing tax returns and for advice on uncertain or complex topics
- monitoring new legislation and reporting thresholds to ensure timely compliance
- fostering a corporate culture of honesty and integrity, in accordance with the group’s Code of Ethics and Compliance (CoEC)

The Company only takes tax positions which it considers likely to be accepted by local tax authorities.

Approach to tax planning

The deugro group makes use of tax incentives, reliefs and exemptions in accordance with tax legislation and international tax treaties, and where aligned to commercial business objectives.

The group does not engage in tax planning or structures with no commercial purpose and seeks to align financial outcomes with the underlying commercial substance of the business operations.

Relationships with tax authorities

The group seeks to develop and maintain constructive relationships with tax authorities, including HM Revenue & Customs (“HMRC”) in the UK, by way of:

- ensuring the timely submission of tax returns and other filings;
- ensuring disclosures in tax returns are fair and reasonable;
- timely disclosure and correction of any inadvertent errors or omissions;
- responding to tax authority enquiries or requests for information in a fair, accurate and timely manner;
- generally interacting with tax authorities in a professional and collaborative way

The complexity of modern business and tax law mean that differences of opinion with tax authorities may arise from time to time. The Company strives to resolve any differences in an open, fair and reasonable manner.

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