



Tax Strategy – May 2026

This document has been approved by the Board of SSP Group plc (the “Company”) and sets out the Company’s policy and approach to conducting its tax affairs and to dealing with tax risk. It has been published in accordance with the Company’s duty to publish a tax strategy under Schedule 19 of the Finance Act 2016. We will review our strategy annually and any amendments will be approved by the Board. This current strategy is effective for the year ending 30 September 2026.

The legislation requires the Company to set out its approach and attitude on a number of areas concerning UK taxation and its relationship with the UK tax authorities. Accordingly, this strategy focuses on the Company’s tax policy and to the Company’s dealings with HMRC. Wherever possible, the Company strives to apply the same principles and conduct to its dealings with overseas tax authorities.

Attitude Towards Tax Planning and Level of Tax Risk

The Company’s strategy is to deliver strong economic returns for its shareholders and long-term value for all its stakeholders in a sustainable way. As part of this strategy, the Company is committed to being a responsible business that listens to all its stakeholders, and to maintaining the standards its customers and other stakeholders expect from the Company. These commitments are outlined in more detail in the Company’s annual sustainability report published here: [Reports and presentations | SSP \(foodtravelexperts.com\)](https://www.sspfoodtravelexperts.com/reports-presentations)

The Company’s attitude towards tax planning is one of responsible compliance and low risk that creates value for all stakeholders by driving sustainable results and avoiding reputational risk. The Company aims to minimise risks which give rise to tax uncertainty by making reasonable interpretations of tax legislation which are in the spirit of the law and by pursuing a relationship of co-operative compliance with HMRC and, wherever possible, overseas tax authorities.

Tax planning is undertaken only to the extent that it is based on commercial and economic substance. Consistent with the commitment expressed in the Company’s Sustainability Report to supporting local communities, the Company does not pursue tax planning that creates abusive results or wholly artificial arrangements, but will respond to tax incentives, reliefs and exemptions to the extent they are available and commercially applicable.

Risk Management and Governance

The Company recognises the complexity and inherent risk that come with operating in an international environment and seeks to mitigate that risk by applying relevant OECD guidelines and principles, and by obtaining advice from reputable advisors on areas of significant complexity or uncertainty.

Overall responsibility for the Company’s tax strategy and tax risk management rests with the Board of the Company. Tax risks are assessed as part of the Company’s formal governance processes and key tax strategies and risks are presented regularly to both the Risk and Audit Committees.

Relationship with HMRC

The Company actively pursues a relationship with HMRC that is open and transparent. Members of the Company's tax department meet regularly with HMRC, working on a collaborative basis to achieve early agreement on any disputed issues. The Company welcomes the opportunity of working with HMRC on a real-time basis as it believes it helps reduce uncertainty and drives value for all stakeholders in the Company's business.