

H&K Group

UK Tax Strategy

This document sets out the tax strategy of the H&K UK entities in compliance with section 161 and section 19 (2) of schedule 19 Finance Act 2016 for the year ending 31 December 2025.

- All references to “the Group” refer collectively to the group parent entity, H&K International Limited and its subsidiaries.
- All references to “the UK Group” refer collectively to the following entities:
 - H&K UK Limited
 - H&K Equipment Limited
 - H&K Distribution Limited
 - Integrated Restaurant Solutions Limited
 - LAUK Lighting Limited

This UK Tax Strategy applies to all UK taxes as set out in s15 of Schedule 19 Finance Act 2016 and any reference to ‘tax’, ‘taxes’, or ‘taxation’ are to all taxes as defined within. This UK Tax Strategy is subject to review annually.

This UK Tax Strategy was approved for publication by the board of H&K UK Limited on 10 December 2025 and applies thereafter until it is superseded.

Overview

The Group’s entities manufacture and distribute industrial kitchen equipment to restaurant chains.

The board of directors of the Group (“the Board”) is responsible for ensuring there is appropriate governance around the implementation of the UK Tax Strategy. The Board is supported by finance teams who have responsibility for implementing the UK Tax Strategy, the identification and management of tax risk, and implementing new controls where material risks are identified.

Performance of the finance teams is reportable to management of the Group’s European operations and the Chief Financial Officer of the Group.

The UK Group:

- pays corporate tax on profits, social taxes on employee remuneration and other taxes;
- collects taxes on behalf of tax authorities, including payroll taxes, withholding taxes, and indirect taxes such as excise duties and VAT; and
- pays tax due in accordance with relevant laws and regulations in the territories in which it operates.

Tax objectives

The Board’s governance includes supporting the implementation of the UK Tax Strategy to meet the following core tax objectives:

- support the UK Group’s business strategy through the management of its tax affairs in line with the UK Group’s commercial activities;

- implement and maintain controls and procedures relating to taxes;
- ensure compliance with applicable laws and regulations; and
- seek to utilise available tax reliefs and incentives in a manner which is consistent with the legislative provisions.

Risk management and governance arrangements

The Board has established that the following principles will form the basis of the UK Tax Strategy:

- Good governance: seeking to comply with relevant tax legislation;
 - Internal control: implementing a system of internal controls in order to support compliance;
- and
- External advice: seeking specialist external tax advice where required.

The UK Group is committed to ensuring that its tax affairs are appropriate to the commercial activities of the business and compliant with tax legislation.

The UK Group internal structure is set up to ensure:

- the Board understands the importance of tax compliance, and how it is achieved; and
- there is appropriate dialogue between the Board and those individuals tasked with the operation of the finance and tax function.

Tax planning & attitude towards risk

Tax decisions and planning are undertaken as part of the overall business strategy and the services of professional advisers are engaged to assist with major or complex business decisions in order to fully understand any associated tax risks.

The UK Group implements a tax strategy that is aligned with its commercial substance and activities and supports the overall business strategy. The UK Group takes no pre-determined level of risk as its position is to comply with relevant tax legislation.

Relationship with HMRC

The UK Group seeks to have an open and co-operative relationship with tax authorities, including HMRC. The UK Group engages with tax authorities in a professional and constructive manner that aims to bring matters to a timely conclusion.