

Quadiant UK's Tax Strategy

1 Introduction

1.1 Context

The purpose of this paper is to set out the tax strategy of the Quadiant UK Limited group of companies ("Quadiant UK"), consisting of Quadiant UK Limited and its subsidiaries (Quadiant Finance UK Limited, Data Capture Solutions Limited & Quadiant Solutions Limited).

1.2 Ownership

This document is owned by the Board of Directors of Quadiant UK Limited. It will be reviewed annually, updated as appropriate and approved by the Board. The Board is responsible for setting and monitoring the strategy. The finance team of Quadiant UK Limited are accountable to the Board for the implementation of the tax strategy and the management of tax and related risks.

1.3 Audience

This document has been made publicly available on Quadiant UK Limited's web site (www.Quadiant.co.uk) in order to fulfil Quadiant UK's responsibilities under Schedule 19 of the Finance Act 2016.

1.4 Scope

Quadiant UK pays a range of UK taxes including corporate income taxes, stamp duties, withholding taxes, employment and other taxes. Quadiant UK also collects and pays employee taxes as well as indirect taxes such as VAT and excise duties. For the purpose of Quadiant UK's tax strategy, tax is defined as all forms of direct or indirect tax charges or levies.

2 Tax Strategy

2.1 High Level Overview

The Quadiant UK Group is a global supplier of business communication solutions that optimise sending and receiving mail, parcels and emails. The role of Quadiant UK Limited, and its subsidiaries, is to supply those solutions to customers in the UK.

2.2 Business Strategy Statement

Quadiant UK Group has developed a Code of Ethics which defines the principles by which it conducts business worldwide. Quadiant UK Limited and its subsidiaries fully comply with the Code of Ethics. The code is firmly anchored in Quadiant UK's values: Focus on Customers, Promote Innovation, Foster Teamwork and Drive to Succeed. Quadiant UK pursues the highest standards of excellence in all its business practices, always acting with integrity and honesty, following the law and complying with the Code of Ethics.

2.3 Tax Strategy Statement

Overall tax strategy

- Meet all legal requirements and to make all appropriate tax returns and payments on a timely basis;
- Seek to utilise available tax reliefs and incentives as appropriate;
- Consider the tax impact in major or complex business decisions, for example acquisitions;
- Maintain tax accounting arrangements which are robust and accurate and comply with the Senior Accounting Office (SAO) provisions in the UK;
- Ensure that Quadient UK employees who are involved in tax processes are adequately resourced and supported; and
- Ensure that appropriate expert advice is taken in any case where Quadient UK employees do not possess the required level of knowledge themselves, and in all complex matters in any instance

Approach to tax planning

Quadient UK's approach to risk follows the same principles applied to the management of all business risks. There are no defined levels of risk. Issues are considered on a case by case basis and procedures are in place to ensure risk is considered.

Quadient UK will not engage in artificial transactions the sole purpose of which is to reduce tax. However, both Quadient UK Limited and the wider Quadient UK Group will consider undertaking a transaction in a way that gives rise to UK tax efficiencies providing this is aligned to Quadient UK's wider commercial objectives and complies with associated UK tax legislation. Quadient UK will not engage in tax efficiencies if the underlying commercial objectives do not support the position.

Risk management and governance arrangements

It is important to Quadient UK that it remains transparent in its tax affairs and compliant with tax legislation. Quadient UK also recognises that managing tax compliance is becoming increasingly complicated. Quadient UK ensures that:

- The Board understands the importance of tax compliance and how it is achieved;
- There is regular dialogue between the Board and those employees responsible for the operation of the finance function regarding management of tax risk;
- Quadient UK portrays a positive view towards tax compliance and the importance of meetings its obligations
- Quadient UK seeks external advice to ensure compliance with legal requirements and obligations

Working with HMRC

Quadient UK will comply with all relevant legal disclosures and approval requirements, and all information will be presented to HMRC as appropriate. In its dealings with HMRC, Quadient UK will act in an open, honest and transparent manner.

Quadient UK employs the services of professional tax advisers to act as our agents, and they will in many cases liaise with HMRC on its behalf.

Quadient UK's published UK tax strategy, which has been approved by the Board of Quadient UK Limited, satisfies Schedule 19 of the UK Finance Act 2016, in respect of the financial year ending 31 January 2020