

2025 Group Tax Strategy

Introduction

Cretaceous Topco Limited and its subsidiaries including ContourGlobal Limited (together 'the Group') operate in a variety of jurisdictions where they are subject to a wide range of taxes, including corporate income tax, real estate tax, customs duties, employment taxes, and indirect taxes such as value added tax (VAT).

Approach

The Group is committed to complying with all applicable tax-related laws, rules, and regulations in these jurisdictions, including those related to reporting and disclosure. The Group's approach to tax is consistent with its commitment to compliance with all applicable laws and its ethical standards.

Governance

The Group's Tax Compliance is under the responsibility of the Chief Financial Officer, supported by the Senior Vice President Tax and a team of dedicated in-house professionals with the required expertise and qualifications. The Group supplements its internal support for Tax Compliance with external professional advice as required.

The Group has appropriate processes, procedures, and controls designed to ensure compliance with applicable tax laws.

Approach to tax risk management and tax planning

The Group's management of tax risk and tax governance is supported by appropriately trained people responsible for identifying, analysing, and managing tax risk. In addition, the in-house tax team advises on business risk areas that may have an impact on the Group's tax position.

For transactions, the tax risk is evaluated at the commencement of the transaction and relevant advice is provided by the tax team. Transactions are assessed individually; this may include seeking advice from external advisers. The Board or subsets thereof is informed of any notable tax matters and provides guidance and advice as necessary.

Level of acceptable tax risk

The Group proactively seeks to manage and monitor tax risks to ensure that they remain in line with the Group's overall approach to risk.

Tax incentives and exemptions are sometimes implemented by governments in order to promote investment in strategic sectors such as power generation. Where they exist, and where eligible, the Group may seek to apply such incentives and exemptions in an appropriate manner.

Approach to dealing with tax authorities

The Group endeavours to maintain a cooperative and constructive working relationship with tax authorities including HMRC, including providing timely information in response to requests for information or clarification of tax position or treatment.

Advanced rulings, where available, may be used to clarify uncertainties and questions about tax treatment.

Note

The publication of this strategy statement is regarded as satisfying the Group's statutory obligation under Schedule 19, Finance Act 2016, in relation to the year ended 31 December 2025.