

## **Tax Strategy**

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### Introduction

This Tax Strategy applies to Forterra plc and its subsidiaries (“Forterra Group”) in accordance with paragraph 16 of Schedule 19 to the Finance Act 2016. All references to “tax” and “tax compliance” include all taxes and duties as set out in paragraph 15(1) of the schedule. This Strategy applies from the date of publication until it is superseded.

The Forterra Group is committed to being a good corporate citizen, abiding by the appropriate laws and regulations in relation to tax compliance and paying the right amount of tax at the right time. Our approach to tax compliance, management and risk, as set out below, is approved by our Audit Committee and has the full approval of the Board.

This Tax Strategy was last reviewed and published in December 2024.

### Risk Management and Governance

Tax is part of the finance function of our Group and it is the ultimate responsibility of the Chief Financial Officer (CFO), whilst the day to day tax management is the responsibility of the Head of Tax and Treasury who ensures that the policies and controls surrounding tax are adhered to. The CFO is also the Senior Accounting Officer (SAO) of the Group.

Our Tax Strategy is to effectively manage the tax cost and cash tax effect to the Group of doing business and to provide value to our shareholders whilst ensuring that our tax affairs are transparent and in compliance with all appropriate laws and regulations.

We seek to manage our exposure to tax risk through adherence to and monitoring of the SAO requirements, internal controls and the business wide risk management policy. We manage tax risk in such a way as to ensure that key risk areas are identified and monitored with any material risk minimised in line with the Group’s overall risk management strategy. The Board and Audit Committee are kept informed of all significant tax matters of the Group.

### Tax Planning

Our tax planning aims to support the commercial requirements of the business and is therefore driven by the commercial strategy of the Group. We will consider a range of tax outcomes based on the underlying commercial intention of any business activity or transaction.

Where appropriate we will claim any applicable reliefs and incentives that exist but will ensure that they are underpinned by commercial and economic substance.

### Level of risk

We aim to secure and maintain a low-risk rating as determined by HMRC under their Business Risk Review framework. We seek to achieve this by endeavoring to submit all returns and pay all taxes on time, complying with the SAO provisions, following relevant legislation and case law and applying professional care and judgement in approaching tax compliance. We seek advice from external advisors where necessary to support our decision making and where clarification is required over the application of tax law.

### Relationship with HMRC

The Forterra Group is based in the UK and the majority of our business is conducted there. We are committed to ensuring full and timely tax compliance and having an open, straightforward and proactive relationship with the tax authorities at all times.

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