Victor Products Limited, Victor Products Holdings Limited, and Federal Signal UK Holdings Limited

UK Tax Strategy Statement

Financial Year Ending: 31 December 2026

Publication Date: 1 September 2026

1. Scope & Objective

This tax strategy document sets out the policy and approach to UK taxation for **Victor Products Limited, Victor Products Holdings Limited and Federal Signal UK Holdings Limited** (collectively, the "UK Sub-Group"). The UK Sub-Group comprises of subsidiaries within the Federal Signal Corporation group. The ultimate parent company is Federal Signal Corporation, a corporation based in the United States. This statement applies only to UK taxation and UK activities of the UK Sub-Group.

This statement is published in compliance with the statutory obligations set out under **Schedule 19 of the UK Finance Act 2016**. The strategy applies to all relevant UK taxes, including Corporation Tax, Value Added Tax (VAT), Pay-As-You-Earn (PAYE), National Insurance Contributions (NIC), and Stamp Duty Land Tax.

2. Tax Risk Management & Governance

- **Global & Local Governance:** Overall responsibility for the UK Sub-Group's tax strategy sits with the Board of Directors of UK Sub-Group. Day-to-day management of tax compliance and reporting is delegated to qualified finance professionals in the UK, working in close coordination with the Vice President - Tax and Chief Financial Officer of our ultimate US parent entity, **Federal Signal Corporation.** The UK tax strategy will be reviewed annually, updated as appropriate and approved by the relevant governance committee. Federal Signal Corporation is committed to complying with all tax laws in the jurisdictions where it operates, including the UK.
- **Internal Controls:** We maintain robust internal control frameworks, including Corporate Controller oversight and documented financial workflows, to ensure accurate accounting records and timely tax filings.
- **Cross-Border Alignment:** Local finance and US tax teams regularly review intercompany transactions and tax positions to align UK GAAP/IFRS statutory requirements with US GAAP consolidation and SEC reporting obligations.
- **External Expertise:** Where UK tax legislation is complex, ambiguous, or involves significant technical uncertainty, we engage reputable independent UK professional advisors to validate positions and ensure statutory compliance.

3. Attitude Towards Tax Planning & Intra-Group Transactions

- **Commercial Substance:** The UK Sub-Group does not enter into artificial or contrived tax arrangements designed solely for the purpose of tax avoidance. Tax planning is strictly aligned with genuine economic and commercial substance. Federal Signal Corporation complies with all tax rules and regulations on a worldwide basis and engages in tax planning that is aligned with our business operations.
- **Transfer Pricing:** As part of a US multinational group, intercompany transactions—including global management fees, intellectual property licensing, goods supply, and intra-group financing—are conducted on an **arm's-length basis** in strict compliance with OECD Transfer Pricing Guidelines and UK Transfer Pricing legislation.
- **US & Global Tax Alignment:** In evaluating tax efficiency, we ensure full alignment with relevant US international tax provisions (such as GILTI and BEAT) and global minimum tax frameworks (OECD Pillar Two / GloBE Rules).

4. Target Level of Tax Risk

- **Low Risk Tolerance:** The UK Sub-Group operates with a **low risk appetite** regarding UK tax matters.
- **Mitigation Strategy:** We proactively monitor changes in UK tax legislation, case law, and HMRC administrative guidance to identify and mitigate operational, financial, and reputational risks before they materialize.

5. Relationship with HMRC

- **Open & Transparent Engagement:** We seek to maintain a transparent, professional, and collaborative relationship with HM Revenue & Customs (HMRC) and, where assigned, our Customer Compliance Manager (CCM).
- **Proactive Disclosure:** We fulfill all reporting and filing obligations within statutory timeframes. Should any inadvertent errors or technical uncertainties arise, we disclose them to HMRC proactively and constructively to resolve matters in good time.

The strategy will be reviewed and, where required, updated annually. Unless replaced earlier, the statement will remain available online until the next updated strategy is published.