



# Mortgage Advice Bureau

## Tax Strategy

This document sets out the UK tax strategy of Mortgage Advice Bureau (Holdings) plc and its UK group companies for the financial year ended 31 December 2025. The Group regards this publication as complying with its duty, under paragraph 16(2) of Schedule 19 to the Finance Act 2016, to publish a UK group tax strategy for the financial year ended 31 December 2025. This strategy was approved by the Board of Mortgage Advice Bureau (Holdings) plc prior to publication.

## Purpose and scope

This UK Tax Strategy applies to Mortgage Advice Bureau (Holdings) plc and the UK companies included within its group for the financial year ended 31 December 2025. References in this document to "MAB", "the Group", "we", "us" and "our" are to Mortgage Advice Bureau (Holdings) plc and its UK group companies, unless the context requires otherwise.

For the avoidance of doubt, this strategy applies only to Mortgage Advice Bureau (Holdings) plc and its UK group companies. It does not apply to independently owned appointed representative firms, brokers, advisers, introducers, franchisees or other commercial partners that are not members of the Group.

The strategy covers the Group's approach to UK taxation, including corporation tax, employment taxes, PAYE, National Insurance contributions, VAT, stamp taxes and other taxes and duties administered by HM Revenue & Customs where applicable.

The purpose of this strategy is to explain the Group's approach to tax governance, tax risk management, tax planning and its relationship with HMRC. The strategy is reviewed annually and should be read in conjunction with the Group's wider governance, risk management and financial control frameworks.

## Our tax principles

The Group's approach to tax is guided by the following principles:

- We seek to comply with all applicable UK tax laws, regulations and filing obligations.
- We aim to pay the right amount of tax at the right time to HMRC.
- We ensure that tax decisions are aligned with the Group's commercial activities and business purpose.
- We do not enter into artificial or contrived arrangements for the purpose of avoiding tax.
- We maintain an open, transparent and constructive relationship with HMRC.
- We manage tax risk through clear accountability, appropriate controls and escalation of material matters.

## Tax Governance and Risk

The Board of Mortgage Advice Bureau (Holdings) plc has overall responsibility for the Group's tax strategy and for ensuring that tax matters are managed consistently with the Group's legal, regulatory and governance obligations. Day-to-day responsibility for tax compliance and tax risk management is

delegated to the Group finance function, under the oversight of the Chief Financial Officer (CFO).

The Group maintains systems, processes and controls designed to identify, assess, manage and monitor tax risks. These controls include appropriate segregation of responsibilities, review of tax filings, monitoring of legislative and business changes, and escalation of material or uncertain tax matters to senior management and, where appropriate, the Board or relevant Board committee.

Where specialist expertise is required, the Group obtains advice from suitably qualified external advisers. External advice is used to support compliance, interpret complex or uncertain areas of tax law and confirm that significant transactions are treated appropriately for UK tax purposes.

### **Risk identification and escalation**

- Tax risks are considered as part of financial reporting, transaction review, payroll, VAT and other compliance processes.
- Material tax risks, significant judgements or areas of uncertainty are escalated to the Chief Financial Officer and other senior stakeholders as appropriate.
- The Group seeks to maintain documentation to support significant tax positions and the basis for material tax judgements.
- The Group reviews tax processes periodically and updates them as necessary to reflect changes in law, guidance, systems, operations or group structure.

### **Attitude to tax planning**

The Group's approach to tax planning is conservative in nature and reflects the Board's recognition of the importance of high standards of ethical behaviour throughout its business with the Group seeking to manage its tax affairs prudently and to reduce the likelihood of material errors, penalties, disputes or reputational risk arising from tax matters.

The Group may make use of tax reliefs, allowances, exemptions and incentives where these are available in law and are consistent with the commercial substance of the relevant activity. The Group does not enter into artificial or contrived transactions or arrangements where a main purpose is to obtain a tax advantage that is inconsistent with the intention of the relevant legislation.

The Group does not seek to structure transactions in a way that is inconsistent with their commercial substance or that would create tax outcomes contrary to the intention of Parliament.

Where the tax treatment of a transaction or arrangement is complex or uncertain, the Group seeks appropriate internal review and external advice. The Group aims to ensure that all material tax positions are supportable, documented and consistent with applicable law and HMRC guidance.

### **Tax risk appetite**

The Group has a low appetite for tax risk. The Group seeks to manage its tax affairs prudently and to reduce the likelihood of material errors, penalties, disputes or reputational risk arising from tax matters.

The Group recognises that tax law can be complex and that genuine differences of interpretation may arise. Where uncertainty exists, the Group seeks to adopt a responsible and well-supported position, taking into account the relevant legislation, HMRC guidance, case law, commercial facts and external

professional advice where appropriate.

The Group does not seek to structure transactions in a way that is inconsistent with their commercial substance or that would create tax outcomes contrary to the intention of Parliament.

### **Working with HMRC**

The Group seeks to engage with HMRC in an open, transparent and constructive manner. The Group aims to make accurate and timely tax filings, pay tax liabilities when due and respond to HMRC enquiries in a professional and timely way.

Where appropriate, the Group seeks to engage with HMRC on significant or uncertain tax matters and to provide relevant information in a clear and timely manner. If errors are identified, the Group seeks to correct them promptly and to take appropriate steps to reduce the likelihood of recurrence.

Effective 29 April 2026

