

Morgan Advance Materials plc - Tax Strategy – December 2025

Introduction

Morgan Advanced Materials plc is a global engineering company selling in approximately 100 countries. The group has approximately 60 manufacturing sites in 20 countries and approximately 8,600 employees.

The Group's business activities incur a substantial amount and variety of taxes including corporate income taxes, excise duties, employment and other taxes. The Group also collects and pays employee taxes and other indirect taxes such as VAT.

The Group is committed to complying with tax laws in the jurisdictions in which it does business. The Group works closely with tax authorities and supports initiatives to increase trust in the tax systems around the world.

The Group's tax strategy applies to all group entities.

The Group's tax strategy was approved on 11 December 2025.

Management of tax risk and governance

The Group operates in many jurisdictions around the world and can be affected by changes in tax laws and regulations within the complex international tax environment. The Group's tax function, working in conjunction with external specialists as required, closely monitors fiscal developments and changes to ensure that the Group's tax arrangements and practices continue to comply with the requirements of all relevant jurisdictions.

The Group reports on a periodic basis to the Board on tax matters. In this way the Board provides governance and oversight of tax risks. The Board monitors the level of tax risk and there are processes in place to ensure tax risks are identified, assessed and mitigated.

Approach to tax planning

The Group adheres to local and international tax requirements and conducts transactions between group companies on an arm's length basis and in accordance with current OECD principles.

Any tax planning undertaken is aligned to the commercial and economic activity of the Group. The Group will not enter into artificial or contrived tax planning arrangements.

Statutory tax incentives and reliefs are utilised in line business activities and with the intended purpose of the relevant tax legislation and regulations.

Relationships with tax authorities

The Group adopts an open and transparent approach to relationships with tax authorities, including HMRC. Where disputes arise, the Group works closely and collaboratively to resolve matters.

The publication of this statement is intended to satisfy any statutory disclosure requirements that may exist in territories that the Group operates. For the UK the publication of this statement is regarded as complying with paragraph 16(2) schedule 19 Finance Act 2016.