

Morning Foods Limited

Purpose

The purpose of this statement is to satisfy the UK legislative requirements of paragraph 16(2) Schedule 19 Finance Act 2016 in relation to the publication of tax strategy insofar as it affects our UK Group. This covers the period ending July 2026 and we review and refresh our tax strategy annually.

Tax strategy

Morning Foods Group is a manufacturer of breakfast cereals and currently exports to over 50 countries across the world. Our business activities incur a substantial amount and variety of taxes, including Corporation Tax, Business Rates, Stamp Duty and Employer's National Insurance. We also collect and remit employment taxes and indirect taxes such as VAT. This strategy covers all UK subsidiaries of Morning Foods Limited and all UK taxes. Our general, overarching aim is for full adherence to all applicable tax laws and commitment to 100% tax compliance.

Our approach of the group to risk management and governance arrangements in relation to UK taxation

We identify and manage risks that may affect the achievement of our business plans and strategic objectives, our shareholder value and our reputation, through our risk management process. Our board sets and oversees the risk management strategy and the effectiveness of the Group's internal control framework and processes. We have policies, processes and practices in place to ensure the integrity of our tax filings and other tax compliance obligations in the UK. Ultimate responsibility for our Tax Strategy lies with our Board of Directors.

Our attitude towards Tax Planning

We seek to balance our goal of sustained economic value creation with ensuring that our ways of working comply with current tax legislation. Morning Foods has a strong focus on corporate responsibility, and we view compliance in administration and payment of taxes as a key element of meeting this aim and in doing business in the right way.

The level of risk in relation to UK taxation that the group is prepared to accept

Any tax risks are considered as part of our broader group-wide risk management process. The business regularly reviews tax risks and controls and this is overseen by our Board of Directors. Our policies and governance framework are designed to ensure compliance with tax laws and regulations and to ensure that we identify, and then mitigate, any significant tax risks within our business.

The approach of the group towards its dealings with HMRC

We try to ensure that our engagement with HMRC is professional, open and honest, and undertaken in a spirit of full co-operation.