



## **The Acorn Group Tax Strategy**

The Acorn Group Limited, and all its relevant subsidiaries, regard the publication of this tax strategy as complying with its duty under paragraph 16(2) of Schedule 19 of the Finance Act 2016 to publish the Group's UK tax strategy.

The tax strategy below relates to the Group's financial year ended 31 December 2025.

## **Governance**

Responsibility for the tax strategy, the supporting governance framework and management of tax risk ultimately sits with the Board of Directors and the Group Chief Financial Officer. Day to day responsibility for tax management and governance sits with the Group Head of Tax.

The Group's tax strategy aligns to the Group's wider risk and control framework. Key risks and issues related to tax are escalated to and considered by the Board of Directors on a regular basis.

## **Risk Management**

The Group manages tax risks to ensure we pay the right amount of tax at the right time in the jurisdictions where we operate and to comply with all legal requirements both in the UK and in other jurisdictions. All appropriate tax filings and payments are made in accordance with the applicable legislation and by the established deadlines.

Key tax risks are identified, assessed and documented by the Group tax team and presented to the Board on a regular basis. The appropriate controls are put in place to mitigate any tax risks identified in this process.

## **Tax Planning and Level of Risk**

The Group does not enter into aggressive tax planning and does not structure transactions to give tax results that are inconsistent with the underlying economic reality.

Management of the Group's tax affairs is approached in a responsible way. In recognition of the complexity of tax law, the Group employs a Head of Tax and tax team and seeks external advice where required as a means of mitigating tax risk.

## **Relationship with Tax Authorities**

The Group has a transparent and open relationship with tax authorities in the UK and other jurisdictions in which it operates.

When queries arise from tax authorities, we respond in a timely, professional and cooperative manner.