

2026 Tax strategy for Ikano Insight Ltd

Introduction

Ikano has decided to close Ikano Insight Ltd (hereafter the “Company”) following a review of the Company’s long-term viability. Despite strong expertise and efforts to improve performance, the business has faced ongoing financial challenges and intense competition to grow sustainably. The Company will carry out an orderly wind-down and support affected colleagues in line with labour laws and its commitment to fair treatment.

This tax strategy applies from the date of publication until it is superseded.

The Company is committed to prepare and file all tax returns required, to provide complete, accurate and timely disclosures to all relevant authorities and to pay the right amount of tax at the right time. This applies to all taxes due, particularly quarterly VAT and monthly payroll taxes.

The company has substantial trading losses, based on the difficult trading circumstances mentioned above, so there is no prospect of the company having a corporation tax liability. However, the company still ensures that all corporate tax disclosures are made on the basis of the correct treatment of deductible expenses, and the full recognition of all income due to the company.

The tax strategy of the Company follows the objectives set out by the Board of Directors with respect to tax, having regard to the conservative tax risk approach of the Company, and the main board directive to ensure that all trading subsidiaries fully and fairly comply with their tax obligations in all worldwide territories where they do business.

The tax strategy further defines the company’s obligations to account for all tax payments due in relation to the trading of the company.

Approach to tax risk management and governance

Tax risk can arise from unclear laws and regulations as well as differences in interpretation between trading companies, their advisors, and the tax authorities.

This document defines the Company’s attitude to tax risks and sets out the controls to mitigate against possible disputes with the tax authorities around the treatment of income, expenses, gains and transactions with other group members.

The Board of Directors is ultimately responsible for all tax matters. However, the Company recognises that tax is an increasingly complex area and seeks whenever relevant, external views and guidance from specialist advisors.

Advice around the tax implications of trading and structuring decisions is regularly sought in the context of complex transactions, principally to provide assurance to the board around the technical interpretation of any questionable issue and to ensure

compliance with relevant statute, case law, and HMRC guidance available at the time.

The objective is to ensure that business decisions are undertaken with the full knowledge of current and likely interpretations of legislation and guidance.

Tax processes are subject to the same level of robust internal controls, assurance processes and external audit as the rest of our business.

Attitude towards tax planning

The Company will only consider tax opportunities in the context of wider business activities where they have a commercial, economic basis, and reflect the reality of the underlying transaction.

We follow the OECD Guidelines, UK and other national and where relevant international legislation to our inter-company transactions. Transfer pricing is not a tax planning tool. We conduct intragroup transactions on an arm's length basis and are fully committed to comply with obligations under transfer pricing rules in all jurisdictions in which we operate, and under global transfer pricing principles.

Level of risk

The Company has a conservative approach to tax risk. It does not participate in aggressive planning or complex structured arrangements designed to minimize its tax liabilities, and is aware of the reputational risk of such activity.

Approach towards dealings with HMRC

The Company deals transparently, professionally and appropriately with HMRC as appropriate.

When required, dialogue ensures progress on open matters; there are no material open tax matters outstanding.

The Company pro-actively requests guidance on potentially contentious matters with HMRC. Tax clearances are sought to provide certainty where there is more than one possible interpretation of law and the matter is material by nature or by size.

The publication of this statement is regarded as fulfilling the Company's obligations under para 19(2) Schedule 19 Finance Act 2016 to publish its tax strategy during the financial year started 1 January 2026.