

McLaren Group Holdings Limited - Our UK Tax Strategy

Introduction

McLaren Group Holdings Limited (MGHL) is the ultimate parent company of McLaren Automotive Limited, a producer of ultra high-performance, lightweight supercars. Headquartered at the McLaren Technology Centre (MTC) in Woking, Surrey, England, McLaren Automotive has delivered some of the most spectacular supercars ever made. The company's product portfolio of GTS, supercar, Motorsport and Ultimate models are retailed in over 40 markets around the world.

This document sets out the MGHL Tax Strategy, which is reviewed annually and published in accordance with paragraph 16(4) Schedule 19 Finance Act 2016 and was approved by the Audit and Risk Committee on 25th November 2025. It covers the financial period ending December 31st, 2024 and applies to all entities controlled by MGHL, both in the UK and internationally, collectively referred to as "the Group".

MGHL's Tax Strategy

We believe it is important to clearly articulate our views on tax within the broader context of corporate responsibility. The Group recognises its responsibility towards investors, governments, suppliers, employees, and the local communities it is part of. The taxes that we collect and pay, and the processes we follow to ensure proper tax management, are among the many ways we demonstrate our commitment to stakeholders and demonstrate our responsibility to the communities we operate in.

The Group is committed to complying with tax laws in a responsible manner, ensuring taxes are calculated and paid in accordance with both the spirit and the letter of the law. We believe it is our responsibility to pay the correct amount of tax legally due and comply with all applicable rules and regulations in the jurisdictions in which we operate. At the same time, we have a duty to maximise shareholder value and manage our tax costs effectively. To achieve this balance, we believe that transparency regarding our position is the best policy. Accordingly, we consistently seek to maintain open, constructive and collaborative relationships with tax authorities.

Our Tax Strategy is embedded within McLaren's broader framework of ethics and business values, which fosters a strong culture of responsible corporate citizenship among our employees. The McLaren Code of Conduct sets the standards expected of everyone in the Group. Our overall ethical approach is grounded in a simple principle: we strive to conduct all our external and internal dealings with fairness, integrity, and professionalism and we believe our approach to tax aligns with that.

Tax governance and risk management

The responsibility for McLaren's Tax Strategy and compliance ultimately rests with the MGHL Board of Directors. However, this responsibility is delegated to the Executive

Boards of the operating companies, with MGHL Board of Directors maintaining oversight. These Executive Boards are accountable for ensuring that the Tax Strategy is effectively implemented and aligned to the commercial, environmental, and social issues that influence the businesses. McLaren's reputational impact is also considered when making tax decisions.

Within the Executive Board, the Chief Finance Officer ("CFO") has responsibility for ensuring that the policies and procedures supporting the Tax Strategy are properly established, consistently applied and regularly maintained. The CFO is supported by a dedicated tax team, which holds suitable professional qualifications, and a range of specialist external tax advisors where the necessary expertise is not available in-house.

Ultimately, we believe that the steps outlined above ensure that the Tax Strategy is effectively delivered, tax risks are appropriately managed, and the correct amount of tax is paid. Oversight of tax risks is provided by the Group's Audit and Risk Committee, as part of its remit to review the Group's risk exposures and maintain a robust system of risk management and internal control.

Tax planning

The Group takes a conservative approach to tax planning and only engages in tax planning that reflects commercial and economic activity. We do not engage in artificial tax arrangements or arrangements that avoid the payment of tax. For the avoidance of doubt, planning where the sole motivation is tax avoidance is not undertaken.

In relation to related party cross-border transactions, The Group conducts transactions on an arm's-length basis and in accordance with current guidelines issued by the Organisation for Economic Cooperation and Development (OECD).

Where tax incentives for investment, research or broader economic development are available, the Group will of course seek to obtain these. Where incentives are available, the Group will only claim and apply these in the manner that they are intended.

Transparency and relationships with tax authorities

The Group aims to build and maintain relationships with Tax Authorities that are based on transparency, mutual respect, honesty and fairness.

In the UK, we maintain regular, open dialogue with HM Revenue & Customs ("HMRC") through our Customer Relationship Manager and other specialists within HMRC. This is an approach we adopt throughout all jurisdictions, where we seek to work proactively and collaboratively with tax authorities, and keep them informed.

Where misunderstandings, uncertainties or other issues or errors arise, we always seek to resolve these in a timely and transparent manner.