

Mamas & Papas (Holdings) Limited is the parent company of the following wholly owned subsidiaries covered by this statement; Mamas & Papas Limited, Mamas & Papas (Stores) Limited, Mamas & Papas (Digital) Limited, Mamas & Papas (Concessions) Limited. Together these companies are referred to in this document as “Mamas & Papas” or “The Group” .

### **Mamas & Papas’ Tax Strategy 2024/25**

The Group has published this Strategy to meet its statutory obligation under the provisions of Schedule 19 to the 2016 Finance Act, and is in relation to the financial year ending 30<sup>th</sup> March 2025.

#### **Risk Management and Governance Arrangements**

The Group maintains a central risk register that is regularly reviewed and updated by the senior management team. At each review, any relevant tax risks are considered and documented in the risk register. The risk register is reviewed by the Board and the Risk and Internal Controls Committee of Mamas & Papas on a regular basis.

As at the date of this document, no relevant tax risks have been identified in the risk register.

The Chief Finance Officer (CFO) has overall responsibility for the execution of the tax strategy. The CFO acts as Senior Accounting Officer (SAO) and as part of this role must submit an annual certificate to HMRC stating that the Group has appropriate tax accounting arrangements.

Day to day management of tax returns and payments for Mamas & Papas are dealt with by the Finance team, Payroll team and third-party tax specialists where required.

#### **Tax Planning**

All tax planning is driven by a business or commercial purpose of Mamas & Papas. The Group is committed to acting with integrity and transparency on all tax matters and complying fully with UK tax law, which may involve claiming tax allowances, incentives, or exemptions, to which Mamas & Papas is entitled, under applicable laws and regulations.

Advice will be sought from external tax advisers to support with areas of complex tax law and implementing best practice.

#### **Level of Risk and Taxation**

The Group is committed to paying the right amount of tax at the right time and will seek to resolve any uncertainty in interpretation of tax legislation with the relevant tax authority.

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#### **Head Office**

Mamas & Papas Limited  
Colne Bridge Road  
Huddersfield, HD5 0RH, UK

**Working with HMRC**

The Group's approach is to comply fully with UK tax law, with full disclosure, and that any areas of uncertainty are discussed with HMRC on a timely basis.