

Tax Strategy statement 2025

Introduction

We are committed to remaining responsible corporate citizens, contributing the right amount of tax to society at the right time whilst maintaining our integrity and corporate reputation and continuing to deliver value for our stakeholders.

In this statement, we set out our strategy for conducting our tax affairs and managing tax risks.

This tax strategy was approved by the Board of Ibstock Plc on 17 September 2025 and has been published in compliance with the requirement under paragraph 16(2) of Schedule 19 to the Finance Act 2016. It applies to Ibstock Plc and its UK subsidiaries for the financial year ending 31 December 2025.

We aim to achieve our vision for tax through:

Governance

Ultimate responsibility and ownership of the Group's tax strategy rests with the Board of Ibstock Plc.

The Chief Financial Officer has executive responsibility for overseeing tax matters whilst the day-to-day management of the Group's tax affairs is delegated to the Senior Tax Manager alongside the Group Financial Controller and Senior Accounting Officers.

The Board and Audit Committee are kept informed of all significant tax matters and developments.

Our tax strategy is aligned with the Group's overall business strategy, code of business conduct and approach to corporate governance and risk management.

Risk management

Risk arises from the operations of, and strategic decisions taken by the Group. Our approach to risk management is not to eliminate risk entirely but rather provide the structural means to identify, prioritise and manage the risks involved in our activities.

We manage our exposure to tax risks through our governance and internal control framework which seeks to reduce the risk of material errors. We apply professional diligence and reasonable care to all processes and procedures which impact our tax compliance obligations. We review, monitor and update our tax processes and procedures periodically to ensure they remain fit for purpose.



Ibstock Plc
Leicester Road, Ibstock, Leicestershire, LE67 6HS
Group VAT Number: 114 1020 47

T: 01530 621 999
E: enquiries@ibstock.co.uk

www.ibstock.co.uk

Registered office: Leicester Road, Ibstock, Leicestershire LE67 6HS United Kingdom
No. 09760850



Our approach to tax planning

We recognise the need to deliver shareholder value through the optimisation of our effective tax rate and cash tax payments whilst maintaining a high level of integrity and our corporate reputation which we believe is key to our Group's success.

We seek to maximise shareholder value by pursuing tax planning opportunities that allow us to conduct our affairs in a tax efficient manner whilst remaining compliant with all relevant tax laws and regulations. We aim to reduce our tax costs by taking advantage of available tax reliefs, exemptions and incentives rather than by engaging in tax avoidance. We only implement tax planning schemes that complement our wider business or commercial objectives.

Our risk approach

The level of risk we are prepared to accept is consistent with our strategic aim to achieve certainty in our Group's tax affairs so that we pay the right amount of tax at the right time.

Our objective is to maintain our low risk rating as determined by HMRC under their Business Risk Review framework. We aim to achieve this by:

- (i) Complying fully with all relevant tax laws and regulations
- (ii) Seeking professional advice and/or HMRC clearance where there is uncertainty in the tax position
- (iii) Ensuring that our tax filing positions are decided upon at an appropriate level and supported with relevant documentary evidence
- (iv) Being open, honest and transparent about tax filing positions we have taken in respect of significant or complex transactions
- (v) Ensuring that our tax planning arrangements have a business purpose or commercial rationale
- (vi) Fostering a professional and collaborative working relationship with HMRC



Ibstock Plc
Leicester Road, Ibstock, Leicestershire, LE67 6HS
Group VAT Number: 114 1020 47

T: 01530 621 999
E: enquiries@ibstock.co.uk

www.ibstock.co.uk

Registered office: Leicester Road, Ibstock, Leicestershire LE67 6HS United Kingdom
No. 09760850





Ibstock
At the heart of building

Our approach to working with HMRC

We seek to minimise the risk of any disputes associated with the Group's tax affairs by engaging in open and honest dialogue with HMRC in respect of the interpretation or application of tax law, or in relation to significant business transactions which may have a material tax impact. Where possible, we seek to do this in real time as issues arise or transactions are undertaken.

We are committed to making full disclosure to HMRC of any inadvertent errors or omissions we discover in our tax filings in a timely manner.

Signed on behalf of the Board by

C McLeish

Chief Financial Officer, Ibstock Plc

17 September 2025



Ibstock Plc
Leicester Road, Ibstock, Leicestershire, LE67 6HS
Group VAT Number: 114 1020 47

T: 01530 621 999
E: enquiries@ibstock.co.uk

www.ibstock.co.uk

Registered office: Leicester Road, Ibstock, Leicestershire LE67 6HS United Kingdom
No. 09760850

