Consistent GROWTH: *Sustainable* VALUE

ANNUAL REPORT
AND ACCOUNTS | **2026**

CONTENTS

How we sustain consistent GROWTH

TATTON ASSET MANAGEMENT PLC

Tatton Asset Management plc has delivered another period of strong and dependable performance, reflecting continued high levels of organic net inflows and positive investment returns.

This momentum has supported robust revenue and profit growth, underpinned by the strength of our adviser partnerships and the resilience of our model portfolio services. Looking ahead, we remain confident in the long-term opportunity and are focused on delivering consistent outcomes, supporting advisers and building on the scalability of our business as we progress towards our strategic targets.

HIGHLIGHTS

Adjusted operating profit[1]

£28.485m

FY25 £22.946m +24.1%

Operating profit

£24.235m

FY25 £20.686m +17.2%

Diluted EPS

30.22p

FY25 26.21p +15.3%

Adjusted fully diluted EPS[1]

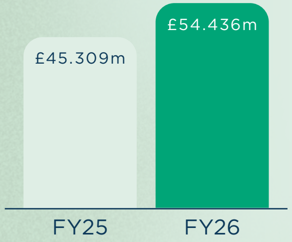
35.05p

FY25 28.65p +22.3%

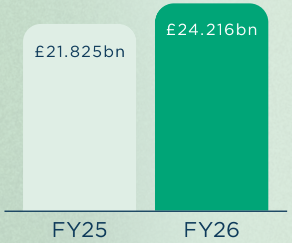
Our results reflect a sustained, focused strategy executed consistently over a number of years and we are grateful, as always, for the enduring trust our IFA partners and their clients place in us"

PAUL HOGARTH
Chief Executive Officer, TAM plc

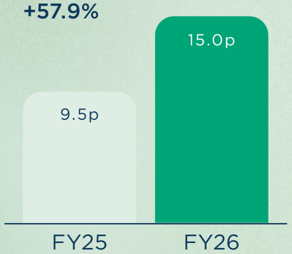
Group revenue
+20.1%



AUM/AUI[1]
+11.0%



Proposed final dividend
+57.9%



1. Alternative performance measures are detailed in note 27.

Financial

- Group revenue increased by 20.1% to £54.436m (FY25: £45.309m)
- Adjusted operating profit[1] up 24.1% to £28.485m (FY25: £22.946m), with operating profit of £24.235m, an increase of 17.2% (FY25: £20.686m)
- Adjusted operating profit[1] margin increased to 52.3% (FY25: 50.6%)
- Profit before tax increased by 17.2% to £25.310m (FY25: £21.596m)
- Adjusted fully diluted earnings per share ("EPS")[1] increased to 35.05p (FY25: 28.65p), while adjusted diluted EPS increased to 35.44p (FY25: 29.17p) and basic EPS increased to 30.75p (FY25: 26.43p)
- Final dividend of 15.0p (FY25: 9.5p), with the full year dividend being 27.0p, an increase of 42.1% (FY25: 19.0p)
- Strong financial liquidity position, with cash of £33.862m (FY25: £32.119m)
- Strong balance sheet, with an increase in net assets to £55.047m (FY25: £50.552m)

Read more on pages 32 to 34

Operational

- Tatton Investment Management Division ("TIML" or "Tatton") saw discretionary assets under management ("AUM") increase by £1.933bn, or 9.3%, to £22.805bn (FY25: £20.872bn)
- The Group's 50% ownership of 8AM Global Limited ("8AM" or "8AM Global") adds assets under influence ("AUI") of £1.411bn (FY25: £0.953bn), resulting in AUM/I[1] totalling £24.216bn (FY25: £21.825bn)
- Tatton's partnership with Perspective Financial Group ("PFG" or "Perspective") ended in January 2026 which represented £3.329bn of net outflows during the year
- Underlying organic net inflows of £2.806bn (FY25: £2.962bn), an average of £234m per month. Total reported net outflows for the year were £0.523bn (FY25: net inflows £3.687bn)
- Tatton added 108 new independent financial adviser ("IFA") firms in the year to reach a total of 1,218 IFA firm relationships, an increase of 9.7% (FY25: 1,110). The number of client accounts increased by 2.6% to 157,850 (FY25: 153,915)
- Paradigm Mortgages participated in mortgage completions totalling £18.0bn (FY25: £14.2bn), a 27.2% increase year on year, with H2 completions of £9.4bn, ahead of H1 by 8.6%
- Mortgage member firms totalled 2,014 at the end of the year (FY25: 1,915). Consulting member firms totalled 433 (FY25: 425)

Read more on pages 8 to 11

AT A GLANCE

Tatton Asset Management plc ("TAM") is one of the UK's leading on-platform model portfolio services ("MPS") discretionary fund managers ("DFM"), working exclusively with independent financial advisers ("IFAs"). TAM supports advisers through the provision of third party investment management and operational services, enabling advisers to focus on delivering positive client outcomes.

The Group operates nationally from offices in London, Manchester and Birmingham. Its services include on-platform investment management, regulatory compliance support, IFA consulting, and a comprehensive mortgage and protection proposition.

OUR PURPOSE

To be the provider of choice for independent financial advisers and their end clients. We seek to provide the highest quality investment management and best-in-class IFA support services, with our number-one goal being the enhancement of outcomes for both advisers and their clients.

OUR VISION

To maintain our position as the provider of choice for IFAs and their end clients, to expand our propositions to meet the needs of our advisers and their clients, and to exceed the expectations of all our stakeholders.

OUR VALUES

Act with integrity

Be transparent, honest, and open

Act without pretence

Be straightforward, adaptable, and consistent

Individually

Collectively

- Accumulate the right level of skills, knowledge and experience across the organisation
- Identify, manage and regularly review the risks impacting TAM
- Develop a culture that fosters a collaborative approach to continually improve

In summary – we strive to be knowledgeable, to be conscious of risk, and to **continually improve**

Investment Management Division

Tatton Investment Management

Provides discretionary investment management solutions for advisers, focusing on risk-managed portfolios and long-term client outcomes.

1,218
Tatton firms

157,850
Private client accounts

IFA Support Services Division

Paradigm Consulting

Supports financial advisers with compliance, regulation, training and business consultancy services.

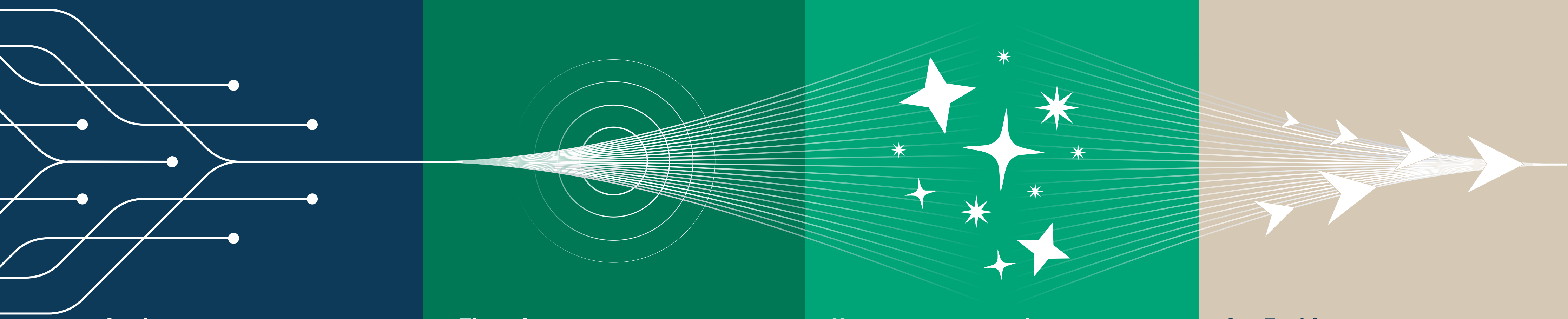
433
Consulting member firms

Paradigm Mortgage Services

A specialist mortgage services business offering lender access, compliance support and proposition development for advisers.

2,014
Mortgage member firms

BUSINESS MODEL



Our Inputs

- **External Relationships** – We provide investment, consultancy, and mortgage services to help IFAs support their clients, grow their business, and enhance their operations. Strong engagement with external service providers ensures effective distribution and service delivery, which in turn delivers value to our suppliers.
- **Talented People** – Our organisation is dedicated to attracting, developing, and retaining exceptional individuals who possess diverse expertise and experience along with the requisite skills to execute our strategy and deliver high-quality service.
- **Capital allocation** – We allocate capital for regulatory requirements, for investments in our cost base where appropriate, and for pursuing acquisitions that boost earnings and enhance shareholder value.
- **Technology** – We invest in technology through operational and capital expenditure, guided by the Group's strategy for delivering long-term strategic growth.
- **Brand recognition** – Our brand strength grows each year through cost-effective marketing, including direct outreach, events, public relations, and referrals.

The value we create

- **Shareholders** – The Group's profitable, cash-generative model, with recurring income and strong margins, supports our progressive dividend policy, as well as reinvestment to drive further growth.
- **IFAs** – We support IFAs in servicing their clients' needs and in navigating complex regulations and we provide access to a broad network of lenders and distributors.
- **Society** – Our products and services build trust in savings and investments. We're committed to social responsibility, meeting our environmental and societal duties while advancing our ESG goals.
- **Clients** – We provide outstanding service and diligently manage clients' wealth with our adaptable, efficient, and cost-effective range of portfolios and funds.
- **Employees** – Our staff drive client success and shareholder value, so we offer rewarding careers that promote growth and development.
- **Regulator** – We engage with the FCA in an open and honest manner. We also provide input into consultation papers and industry focus groups.

How we generate value

Partnering with IFAs – We keep IFAs at the heart of our business model as we diligently manage their clients' investments, focusing on building strong, lasting relationships to help firms grow their clients' wealth, while continually enhancing our services to meet their changing needs.

Leading proposition – TAM remains a pioneer in the evolving wealth management sector, managing £24.2bn through risk-rated model portfolios, delivering consistent returns at competitive costs, and acting exclusively on IFAs' preferred platforms.

Meeting clients' financial goals – We support clients in achieving their long-term goals with adaptable, efficient portfolios and funds, building trust and loyalty through our 13 years of investment track record, excellent service, and diligent wealth management.

Our Enablers

Our strategy

Our risk management framework

Our high standards of corporate governance

How we engage with our stakeholders

INVESTMENT CASE

A best-in-class differentiated proposition:

Tatton is the UK's largest MPS provider, at the forefront of the market through its on-platform DFM service, available exclusively to IFA clients. Our position is underpinned by a strong and differentiated proposition built on three core pillars: price, service, and proposition.

We place considerable value on the regular feedback we receive from IFAs regarding the high standard of customer service we provide. Combined with our competitive pricing, a proven track record spanning more than a decade, and a broad range of investment solutions accessible via the Tatton Portal, these strengths reinforce the attractiveness of our offering to IFAs and their clients seeking robust and comprehensive wealth management solutions.

+10-year

investment track record

15bps

annual management charge ("AMC") (DFM MPS)

50

risk-rated portfolios across 20 platforms

1 Alternative performance measures are detailed in note 27

Strategic acquisitions and partnerships to accelerate growth:

TAM's strategy to accelerate growth is driven by acquisitions and strategic partnerships. Through the integration of complementary businesses and selective expansion into new markets, the Group seeks to enhance its product offering and extend its client reach. These initiatives are intended to support sustainable long-term value creation for shareholders by realising synergies, improving operational efficiency, and capitalising on emerging opportunities within the wealth management sector.

£1.411bn

8AM Global AUI[1]

Expanding market opportunity in Model Portfolio Services ("MPS"):

Tatton is strategically positioned to capitalise on the continued growth of the MPS market. Evolving regulation, including Consumer Duty, is encouraging greater adoption of MPS solutions among clients. This dynamic presents a significant opportunity for Tatton to attract assets already invested, while enabling IFAs to retain full control of their client relationships. The on-platform DFM funds under management ("FUM") market is currently valued at £214.3bn[2], with historic growth trends illustrated on page 14.

£214.3bn

on-platform DFM FUM[2]

2 Source: Platforum.

Strong financial fundamentals:

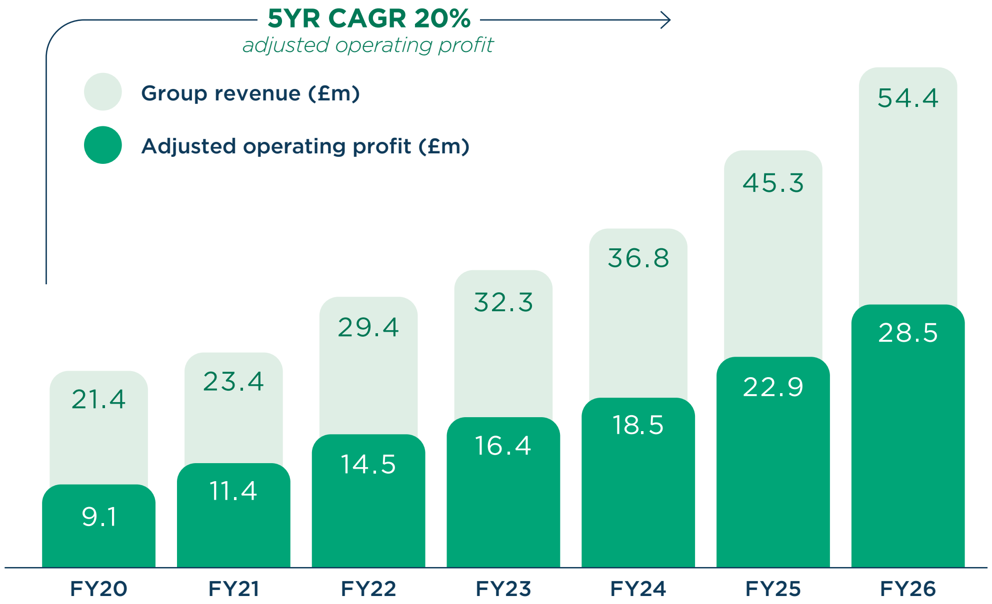
The Group's business model is underpinned by a high proportion of recurring revenue and strong operational gearing, delivering adjusted operating profit margins in excess of 50%. Adjusted fully diluted earnings per share were 35.05p (FY25: 28.65p), with adjusted diluted earnings per share of 35.44p (FY25: 29.17p). At the year end, the Group reported cash balances of £33.9m and net assets of £55.0m, reflecting strong cash generation, with operating cash conversion exceeding 100% of operating profit.

52.3%

Adjusted operating profit margin (FY25: 50.6%)

£33.9m

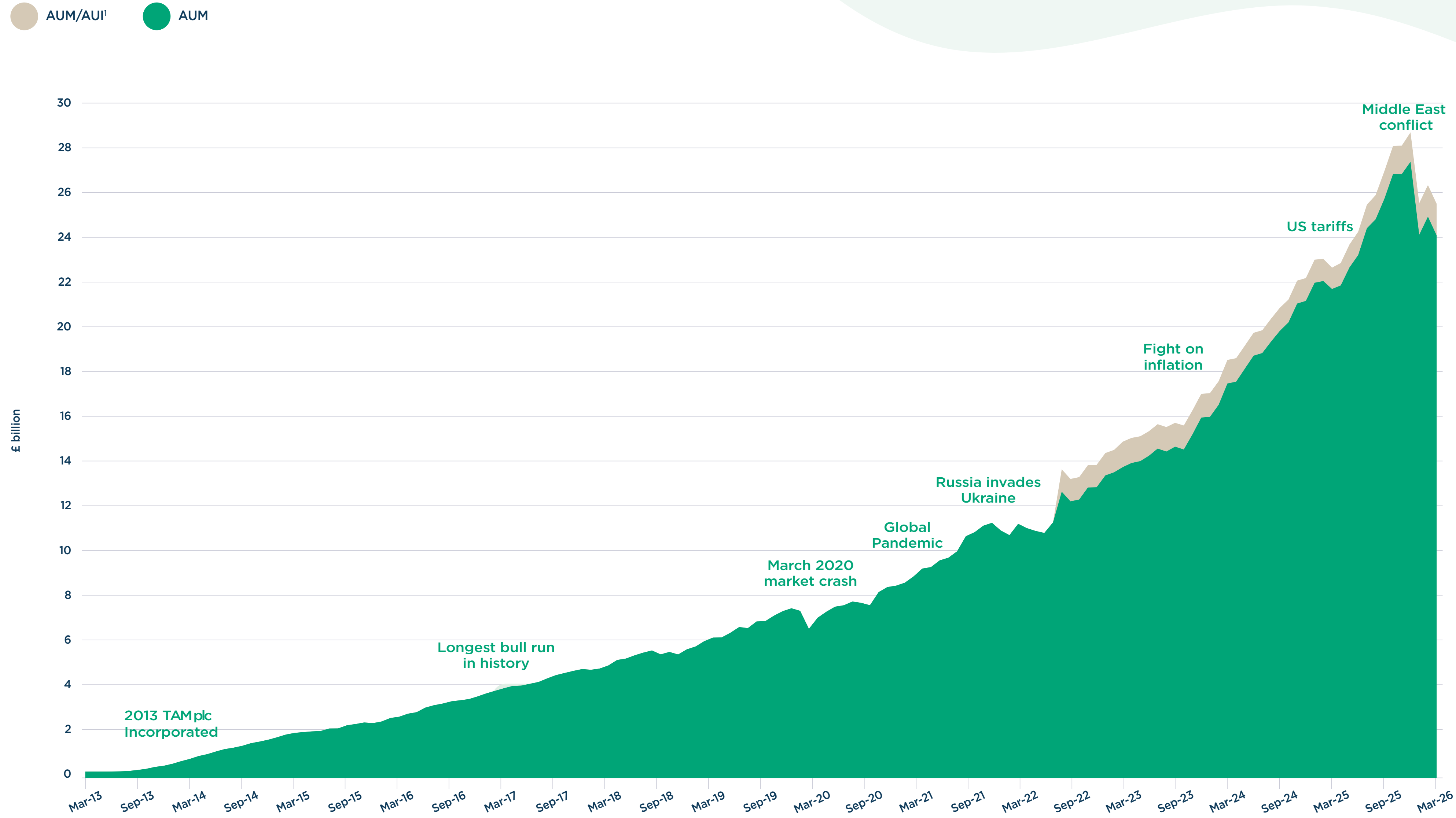
Net cash (FY25: £32.1m)



AUM/AUI[1] as at March 2026

£24.216bn

Tatton Assets under Management and Influence in £ billion



1 Alternative performance measures are detailed in note 27

CONTINUITY *of* PURPOSE

The Group enters this next phase in excellent shape, operationally robust and financially strong. The board remains confident in the Group's positioning, leadership, and long-term prospects."

Introduction

I am delighted to present my first statement as Chairman of Tatton Asset Management plc ("TAM" or "Group") following my appointment at the Annual General Meeting in July 2025. I would like to begin by paying tribute to my predecessor, Roger Cornick, who has served TAM with distinction since the Company's IPO in 2017. Roger has helped the Group establish a strong governance framework, a disciplined growth culture and a clear strategic direction. I am grateful for all his support during the transition and for the solid foundations on which we continue to build.

The Group enters this next phase in excellent shape, operationally robust and financially strong. Our fundamental guiding principle is to support independent financial advisers ("IFAs") to produce superior outcomes for their clients. Our Investment division, Tatton Investment Management Limited ("TIML") continues to produce strong, consistent long-term performance and is focused on excellent client service and communication. Paradigm, our Consultancy and Mortgage division's mission is to support the IFA community with expert guidance and advice.

Our trading performance during the year has been strong, reflecting sustained underlying net inflows. Progress has been achieved despite challenges during the period, including uncertainty over the impact of geopolitical events, UK government fiscal policy and continued regulatory evolution. This outcome demonstrates the resilience of TAM's business model and the strength of its proposition in a competitive and evolving market and has been achieved without compromising investment discipline, client outcomes, or operational quality.

Tatton remains on track to deliver its Roadmap for Growth strategy. The ambition to reach or exceed £30bn of assets under management and influence[1] ("AUM/I") by March 2029 stays unchanged and is supported by strong momentum. At the end of March 2026, our AUM/I stood at £24.2bn.

We have continued to invest in our people and operational strength during the year, to wherever possible improve the breadth and quality of the services we offer our IFAs and members. In December 2025, we made an investment (total overall commitment of £10.0m) in Absolute Financial Management Group, a private equity-backed IFA business with modest financial gearing, which has ambitious plans to help the IFA community.

1. Alternative performance measures are detailed in note 27.

Our People, A Culture that Sustains Performance

Our people remain central to everything TAM achieves. The commitment, capability, and professionalism of colleagues across the Group continue to underpin the progress and performance described in this report. It is their shared drive to deliver for clients, to develop individually, and to contribute to the wider success of the business that gives the Board such confidence in TAM's long-term prospects.

On behalf of the Board, I would like to thank all our employees for their hard work, energy, and dedication throughout the year. Their contribution has been instrumental in another successful year for the Group. An Employee Survey, undertaken earlier in the financial year by our ESG Committee, showed further progress in the overall participation, engagement, and satisfaction of our employees.

The Group continues to place great emphasis on building an inclusive, diverse, and supportive working environment, where collaboration is encouraged and development is actively supported. We aim to create a culture in which individuals are trusted, challenged, and given the opportunity to gain experience, both professionally and personally.

The Board

The Board of Directors is responsible for strategic oversight, effective governance and ensuring we operate in the best interests of all stakeholders. My role as Chairman is to provide leadership to the Board and create a culture that enables the Directors to perform their duties to the best of their abilities, whilst continuing to provide robust challenge and guidance. Transparency and integrity are key components in everything we do.

Over the course of the year, the Board has continued to evolve in line with the Group's growth. Pippa Hamnett joined the Board as a Non-Executive Director in March 2025, bringing significant experience across financial services, governance, and risk management. During this year, Pippa was appointed Chair of the Remuneration Committee, a role she assumed in July 2025.

I am also delighted to confirm that Lesley Watt was appointed Senior Independent Non-Executive Director and Chair of the Audit and Risk Committee in July 2025. She also continues to lead our ESG Committee. Lesley has a deep understanding of TAM and substantial experience in listed company governance.

UK Corporate Governance

The Board of Directors recognises the importance of good governance in the management of Tatton Asset Management and in the protection of shareholder interests and continues to be a member of the Quoted Companies Alliance ("QCA"). The Group is committed to maintaining high standards of corporate governance and has implemented full compliance with the new QCA Corporate Governance Code. Details of how we have applied the principles that form the QCA Code are provided throughout this Annual Report and are detailed on pages 62-64.

The Board recently undertook a review of the Board's effectiveness. This confirmed that the Board was functioning well, had a good mixture of skills and experience and a strong grasp of the important strategic issues facing the Company. It also confirmed the strong independent nature of all the Non-Executive Directors. The TAM Board currently consists of six members, which we believe is the appropriate size given the Company's stage of development. However, we remain committed to ensuring that we meet the evolving needs of the business and its stakeholders.

Section 172 Statement

Section 172 of the Companies Act 2006 requires Directors to act in good faith to promote the success of the Company for the benefit of its members as a whole. In doing so, they must consider the long-term impact of their decisions, the interests of employees, and the need to foster strong relationships with suppliers, customers, and other stakeholders. Directors must also consider the Group's impact on the community and environment, the importance of maintaining a reputation for high ethical standards, and the need to treat all shareholders fairly. This ensures responsible governance and sustainable business growth in the long-term. Further information on pages 54-55.

Returns to Shareholders

TAM's capital-light model continues to generate strong cash flows, enabling the Group to invest in future growth while also delivering attractive returns to shareholders. Reflecting the Group's confidence in the outlook, the Board intends to recommend a final dividend of 15.0 pence per share, maintaining TAM's history of progressive and sustainable distributions. This brings the total ordinary dividend for the year to 27.0p per share, an increase of 42.1% on the prior year.

Outlook

Over the past year, despite interesting and difficult challenges including the opportunities and threats of the changing technology landscape, the business has continued to prosper and produce robust organic growth. TAM's reputation has strengthened further in a marketplace which is demonstrating significant structural growth.

The Board remains confident in the Group's positioning, leadership, and long-term prospects. The combination of a clear strategy, strong balance sheet and disciplined governance, provides a solid platform for continued growth. Whilst we are always aware of the possible impact of extraneous factors, we expect to make good progress in the year ahead in the achievement of our strategic aims and financial objectives.

I would like to thank my fellow Board members for their support, diligence and commitment, and the Executive team for their leadership. Finally, I would like to thank our shareholders for their continued trust and support.

TAM's journey is far from complete, the direction of travel has been firmly established, and I believe the opportunity ahead is still very compelling.

CHRIS POIL
Non-Executive Chairman

CHIEF EXECUTIVE OFFICER'S REVIEW

PERFORMANCE *with* PURPOSE

The core business has delivered another year of excellent organic growth. Our adviser network has expanded, our margins have improved, and our investment proposition continues to attract recognition across the market."

Introduction

I am pleased to present the Annual Strategic Report for Tatton Asset Management plc, marking another year of strong performance, sustained organic growth and meaningful strategic progress.

The year ended 31 March 2026 has been one in which the underlying strength of our business has been clearly demonstrated. Our results reflect a sustained, focused strategy executed consistently over a number of years and we are grateful, as always, for the enduring trust our IFA partners and their clients place in us. That trust is the foundation upon which everything we do is built.

This was also a year shaped by a specific and well-understood transition. Following the end of the Perspective Financial Group contract, we managed the associated outflows in a controlled and orderly fashion. These outflows were anticipated, planned for and communicated to shareholders. Excluding Perspective, the underlying business delivered strong organic growth, consistent adviser inflows and expanding margins, evidence that our markets remain in excellent health and that the fundamentals of our operating model are as robust as ever.

Financial Results

The backdrop to this financial year has not been without challenge. Geopolitical uncertainty has persisted, inflationary pressures have only gradually eased, and markets experienced volatility at various points throughout the period. Despite this, the Group has performed well.

Group revenue increased by 20.1% to £54.4m (FY25: £45.3m), and Group adjusted operating profit rose by 24.1% to £28.5m (FY25: £22.9m). The adjusted operating margin improved to 52.3% (FY25: 50.6%), reflecting the benefit of operating leverage as revenues have scaled and cost discipline has been maintained. Operating cash generation remains strong and continues to underpin our financial resilience and capacity for reinvestment.

Tatton revenue increased by 22.0% to £47.6m (FY25: £39.0m) and adjusted operating profit rose by 23.8% to £30.8m (FY25: £24.9m), with the adjusted operating margin strengthening to 64.8% (FY25: 63.8%). These are excellent results and reflect the continuing momentum in our core model portfolio investment management proposition.

Underlying net inflows, excluding Perspective, were £2.806bn (FY25: £2.962bn) split between £1.352bn in the first half and £1.454bn in the second half. These are a clear and encouraging demonstration of the strength of adviser-led organic growth within the core business. To put this in context, our underlying flow generation has remained consistent with prior periods and reflects well on the breadth and depth of our distribution relationships. Total reported net outflows for the year were £0.523bn (FY25: net inflows £3.687bn). This figure includes net outflows of £3.329bn relating to the end of the Perspective contract.

Assets Under Management and Influence[1] ("AUM/I") closed the year at £24.216bn, an increase of £2.391bn or 11.0% from £21.825bn at March 2025. Removing Perspective, underlying AUM/I[1] increased from £18.942bn to £24.216bn, a £5.274bn or 27.8% increase. The underlying organic growth is exceptional and underscores the pace at which adviser adoption of our proposition continues to accelerate.

Paradigm revenue increased by 8.1% to £6.8m (FY25: £6.3m). Adjusted operating profit increased by 4.4% to £1.9m, with margin at 28.1%. This reflects a deliberate and considered decision to invest in capability and distribution capacity within Paradigm during the year. These investments are designed to generate returns over the medium term and to widen Paradigm's reach within the mortgage and intermediary market. We view this as a sensible allocation of capital for a business that remains strategically important to the Group.

Operational Progress and Strategic Development

FY26 has been a year of focused operational execution. We have continued to invest in our people, our processes and our adviser-facing capabilities, while maintaining the discipline and clarity of purpose that has underpinned our progress over many years.

We remain a single-channel business, operating exclusively through independent financial advisers. We champion advisers, not compete with them. Our role is to provide IFAs with a high-quality, platform-agnostic investment management service that delivers outstanding client outcomes while preserving the primacy of the adviser-client relationship. This alignment of interest is fundamental to who we are.

The number of firms using our investment services increased by 9.7% to 1,218 at March 2026. Asset growth has come from both the onboarding of new firms and from increased penetration within existing relationships. Adviser retention remains strong and is supported by consistent investment delivery, pricing stability, and the quality of support that our commercial and specialist teams provide.

During the year, we strengthened the management team with the appointment of a new Head of Marketing, reflecting our commitment to brand development and the quality of our communications with advisers as the business continues to scale. Looking forward, we will continue to build our capabilities to ensure we remain well positioned to capture the significant opportunity ahead of us within the UK-managed portfolio market. Our investment management services are now available across 20 UK adviser platforms, ensuring that advisers and their clients can access our portfolios through the platform that best suits their needs.

Market Development and Industry Trends

The structural backdrop for outsourced investment management in the UK continues to develop in ways that strongly favour scalable specialist investment managers with deep adviser relationships, quality investment propositions and efficient operating models. We have long anticipated and positioned ourselves to benefit from these trends.

Today, assets held on UK adviser platforms likely exceeds £1 trillion. As we have previously predicted, the managed portfolio service market has reached over £200bn, approximately 20% of the advised Platform market, having practically doubled in size over the past three years, reflecting the increasing reliance of advisers on investment managers to assist and support their clients. We believe this market has the potential to continue to grow and reach 40%-50% of the adviser platform market, underpinned by the ongoing shift towards IFAs delegating the discretionary investment management decisions for a client's portfolio to a third party Discretionary Investment Manager, i.e. MPS provider such as Tatton, while retaining overall responsibility for the client relationship and suitability of the mandate. The driver of this growth is well understood. Advisers face increasing regulatory complexity, heightened client expectations and growing demands on their time and expertise. In this environment, the ability to delegate investment management to a trusted partner, one who does not compete with advisers and who delivers consistent, high-quality outcomes, is more valuable than ever.

Industry consolidation remains a defining and positive evolution of the UK advice sector. With many IFAs approaching retirement, consolidation provides a clear and responsible route to succession. It enables advisers to realise value from the businesses they have built while ensuring continuity of service for clients and preserving the principles of independent advice. It also supports the creation of enduring enterprises capable of bringing through the next generation.

Furthermore, scale enhances resilience as larger advisory groups are better equipped to manage regulatory complexity, and consolidation can also improve career pathways and support talent retention which should help benefit clients and contribute to the long-term sustainability of the profession. When carried out responsibly and without excessive financial leverage, consolidation has the potential to enhance client outcomes. Greater scale enables firms to invest in technology, operational support and service infrastructure, increasing their capacity to serve more clients effectively while maintaining high standards of advice and oversight.

Reflecting these structural dynamics, during the year we committed up to £10 million to support the development of Absolute Financial Management Limited, a consolidator focused on low-leverage, long-term stewardship and the preservation of independent, whole-of-market advice. The purpose of this investment is to provide retiring advisers with a credible route to transition their businesses into a larger organisation that maintains the core principles of client service, value and outcome-focused advice.

We believe this measured approach to consolidation supports the long-term health of the IFA sector and Tatton will continue to engage constructively with responsible consolidators and advisory firms, pursuing opportunities in a disciplined manner, consistent with our long-term strategy.

Fee pressure across the broader value chain particularly within platform pricing and underlying fund management remains a feature of the market. By contrast, and as we have long predicted, managed portfolio pricing has stabilised at approximately 15 basis points, a level that validates our strategic positioning and reinforces the sustainability of our margins. Our ability to deliver high-quality investment management at this price point while maintaining strong and improving margins is a reflection of the efficiency and scalability of our operating model.

Technology adoption across the sector is accelerating, with automation, advanced analytics and artificial intelligence increasingly embedded within advisory processes. These tools are enhancing efficiency, supporting more informed decision making and allowing advisers to focus more of their time on client relationships. The integration of AI in particular is gathering momentum and is already contributing to improved workflow and insight across the profession.

However, technological capability does not replace the core attributes that define high-quality advice. Financial planning remains rooted in professional judgement, accountability and the confidence clients place in their adviser. As digital tools become more sophisticated, considerations around accuracy, validation and oversight become ever more important. In this context, trust remains the cornerstone of financial services. Our growth has been driven by earning the confidence of advisers through consistent delivery and disciplined investment management. Technology strengthens the proposition, but enduring relationships and professional standards remain fundamental.

1. Alternative performance measures are detailed in note 27.

Our Strategic Vision and Priorities

Our strategic vision remains consistent: to deliver long-term value through sustainable growth, underpinned by a trusted partnership model. In pursuit of this, the Board remains committed to the following strategic objectives:

Accelerating Asset Growth. We are targeting Assets Under Management and Influence[1] ("AUM/I") of £30bn by March 2029. With three years remaining we are confident in our ability to meet or exceed this target. Central to this ambition is our commitment to generating strong net inflows each year through consistent adviser engagement and continued proposition development. The structural growth in the MPS market, combined with the breadth of our distribution network, provides a credible and compelling pathway to delivery.

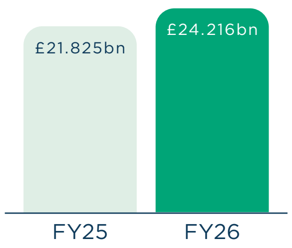
Broadening Distribution Reach. Building on the momentum of recent years, we will continue to develop strategic relationships with larger advisory firms while maintaining and deepening our engagement with the full breadth of the IFA community. Our platform-agnostic, adviser-centric model is well suited to all sizes of firms.

Selective Partnerships, Acquisitions and International Opportunity. Organic growth remains our primary driver and the most reliable engine of compounding long-term value. However, we also recognise that selective acquisitions or strategic partnerships may, in the right circumstances, accelerate scale, enhance capability or extend our distribution reach. The Board will continue to evaluate such opportunities with discipline, where there's a clear strategic logic. In parallel, we are maintaining a watching brief on international markets where structural characteristics bear similarities to the early development of the UK outsourced investment sector. Any international activity would be cautious, more likely than not be partnership-led, and subject to exacting financial and operational criteria.

Strengthening Paradigm. We aim to continue to improve Paradigm's reach within the mortgage and intermediary market, expanding the number of firms engaged with the business and increasing the depth of support we provide. The investment made in FY26 will begin to bear fruit in the years ahead, and we remain committed to building Paradigm into a more significant and influential presence within its market.

Across all of these priorities, financial discipline and operational quality remain paramount to achieving our strategic vision.

AUM/AUI[1]



Outlook

Tatton Asset Management enters FY27 with strong underlying momentum and a clear sense of strategic direction. The core business has delivered another year of excellent organic growth. Our adviser network has expanded, our margins have improved, and our investment proposition continues to attract recognition across the market.

We remain mindful of the macroeconomic and geopolitical uncertainties and periods of market volatility are likely to persist. However, our experience has consistently demonstrated that our business is resilient through such periods. Adviser demand for outsourced investment management is structural rather than cyclical, and our model is built for precisely this kind of environment.

Our focus in the year ahead will remain on what we do best, delivering excellent investment outcomes for clients, supporting IFA partners with unrivalled service and expertise, and building an organisation that is capable of sustaining growth over the long term. We will continue to invest in our people, our infrastructure and our relationships, ensuring that as the business scales, the quality of what we deliver scales with it.

With a clear strategy, a committed team and the continued trust of our adviser partners, we are confident in our ability to continue to make progress and deliver sustainable growth and long-term value for all our stakeholders.

PAUL HOGARTH
Chief Executive Officer

Q&A *with* PAUL HOGARTH

The UK wealth market continues to evolve with regulatory change and fee pressure. How does Tatton ensure its proposition remains differentiated and compelling for advisers and end clients?

I believe there is continued fee pressure in the total cost of investing. However, I feel the fee pressure concentration is focused on the provision of platform services and indeed the underlying fund managers rather than the MPS provider or the advice fee charged by the IFA. As we have repeatedly predicted, Tatton's price of 15 basis points has become the industry norm with recent MPS launches having been at this price point underpinning this statement.

Consolidation continues at pace. How do you see this developing into the future and do you see this as an opportunity, or threat, or both?

I agree consolidation has been with us for well over 10 years and shows no signs of abating. We have always been positive that consolidation when done correctly is a good thing for the industry. Unfortunately, we have now seen some examples of poor consolidation where high degrees of debt leverage have been utilised with associated negative consequences. In particular, the requirement to gain margin from vertical integration has the potential to damage the underlying client outcomes through lack of independent decision making.

This is one of the reasons we have chosen to support and invest in a new consolidator in Absolute Financial Management Limited. Their model is one of low leverage and independent whole of market advice which is at the forefront of their decision making process when assisting and advising clients with their financial investment decisions.

How do you see the evolution of the UK advisory platform market, do you believe that further consolidation may happen, and is it merely a question of scale?

I would expect there to be further consolidation in the platform market in the next few years. It does feel very much a question of scale which will obviously benefit the larger platforms. Platform assets are still very sticky and it remains an arduous task for an adviser to switch a client from one platform to another. As mentioned, the fee pressure can be borne by the larger providers due to their economies of scale. Our position has always been to be agnostic around platform usage, and it is a decision which is left to the adviser and their client. There are some significant technology upgrades that some of the platforms are undergoing now or in the future to enable them to remain competitive and relevant.

Tatton Asset Management has spoken previously about selective acquisitions and opportunities beyond the UK. How do you think about M&A and international expansion as part of the Group's long-term growth strategy?

We have always been a predominantly organic growth business. We believe the opportunity exists to continue with this strategy for the foreseeable future. However, if the opportunity to consolidate the MPS market came about, we would be a willing participant at the right price and value. Furthermore, it would be remiss of us not to explore the feasibility of replicating our business model in international territories where we believe there is a similar opportunity to the one in the UK when we first entered the market.

Artificial intelligence ("AI") is increasingly discussed as a transformational force in financial services. Do you see AI as a threat, an opportunity, or both for IFAs and DFMs, and how is Tatton preparing for this shift?

As we discussed in our Q&A session last year, we have already seen the positive effects of AI on the IFA community. This continues at pace and is a positive development to complement the services of the IFA. You cannot be in denial of AI and the use within our sector, but we do not believe that it is a threat to the human face of advice. Finally on AI there is an outstanding question of trust and verification. We have all seen the misuse of AI and what is real and what isn't, this takes you back to trust which is the watchword in the financial services arena. An IFA's client trusts that he is getting the best advice and long may that continue. In fact when you look at Tatton and our success, this has been achieved by earning the trust of more and more IFAs who then choose to utilise our services.

LONG-TERM FOCUS *during* SHORT-TERM VOLATILITY

Service Development

TAM's commitment to the adviser community is steadfast and our focus on service for advisers and their clients remains at the core of this. Our efforts remain focused on relationship building by meeting and understanding the advisers who recommend our investment management services to their clients and using this knowledge to improve.

We have broadened the reach of our distribution by expanding our 'Tatton on the Road' event programme and engaging with more IFA industry bodies as our footprint grows. Face-to-face interaction with the adviser community is a core feature of our success. Our understanding of adviser needs is built through participating in hundreds of events and meetings which provide the feedback we need to continually improve.

As such we have made significant improvements to our proprietary technology suite, the Tatton Portal, to make business engagement with Tatton straightforward, facilitating client management and providing resources to educate clients.

Our communications are relevant, and our video updates, market insights and popular investment webinars are becoming embedded in adviser client communication tools.

As I have reported before, developing service-focused IFA relationships built on deep understanding of their needs and delivering consistent risk appropriate returns for investors remain compelling in a highly competitive environment.

25/26 Capital Markets and Returns

Our investment process is built on long-term portfolio stewardship rather than short-term market movements. The past year has generated significant market disruption and I am pleased that we have once again generated positive outcomes for our portfolio investors.

Despite challenging macroeconomic narratives and fractious global politics, capital market returns over the last year have been strong. April 2025 started with Donald Trump's "Liberation Day" tariffs and a sharp sell-off in global equities, but the so-called TACO trade ("Trump Always Chickens Out") against the backdrop of resilient corporate earnings growth became potent fuel for stock market returns thereafter.

Markets largely shrugged off trade and geopolitical tensions over the summer, and were buoyed by a Federal Reserve interest rate cut in the autumn. Although volatile US politics bled into volatile prices, sometimes by heightening economic uncertainty (tariffs) and sometimes by directly impacting liquidity (the autumn government shutdown), US company earnings growth continued to be strong throughout the year, which provided a solid basis for returns.

The end of 2025 saw a rotation out of big US tech companies. This was powered by expectations of resurgent global growth, due to upcoming fiscal spending and a wave of AI infrastructure investment from the tech giants themselves. It benefitted the traditional sectors of the economy, and European companies in particular. The rotation continued in the first few months of 2026, benefitting US small cap stocks too. Throughout this, investors stopped viewing debt-financed AI spending from the big tech firms as a sign of growth, and instead came to see it as a potential drag on returns.

This was not the same fear as the 'AI bubble' talk we heard so much about last year, quite the opposite in fact. In the last few months, investors have grown increasingly anxious about AI's potential to disrupt large swathes of the economy. New AI models looked like they might make software-as-a-service firms obsolete in the near future, leading to a sharp sell-off in software company shares. Far from AI being overhyped, the prevailing anxiety became that it might be too successful.

In February 2026, it was not just software firms that suffered from these fears. Panic started to spread of a potential macroeconomic slowdown, due to AI-related job losses and obsolescence. Even the undisputed winners from AI (like chipmaker Nvidia) began to suffer, as investors started to fear that there might be no customers left. To be clear, there has been little sign of this in the recent labour market data, but that has not stopped the gloomy predictions.

The other source of market anxiety in February was the woes in the private credit sector. Defaults and tighter lending posed a problem for companies dependent on private funding, but comparisons to the 2008 subprime mortgage crisis always looked far-fetched. Private credit firms simply cannot create money in the way banks can, which limits overall leverage in the system.

Of course, the US and Israel's war on Iran has now made previous macroeconomic narratives all but obsolete. The ensuing oil shock raised inflation and interest rate expectations, leading to sell-offs in both stocks and bonds. Markets are deeply unsure of how the war will pan out, and volatility through March reflected that.

Outlook

The recent oil shock has thrown the outlook into deep uncertainty. For markets, the key issues are how long the war will last, and what damage might be done along the way. Milder predictions suggest a short and sharp war, cutting off short-term oil supply lines through the Strait of Hormuz but not damaging long-term oil and gas production. On the more extreme side, energy infrastructure across the Middle East could be severely damaged, holding back global supply for several years and causing years of stagflation.

Oil prices have risen sharply in recent months, reflecting the immense problems for near-term oil supply. However, oil futures contracts are still well below current prices, suggesting a renormalisation of supply and demand in the next couple of years. That tells us that markets are still betting on the mild war predictions. The fact stock prices have not tumbled even lower also backs that up.

In the first few weeks of the war, none of the sides involved looked particularly intent on damaging long-term oil and gas production. That restraint has been tested as the war has raged on but, right now, it looks as though the US and Iran have stepped back from that particular precipice. Donald Trump's recent proposal for a plan to end the war backs up the feeling many have that he is looking for a way out. Even if that is true, that does not mean he will be able to find one in the short-term.

Undoubtedly, there are nervous times ahead for markets, but we should not confuse not knowing what might happen with thinking that the worst will happen. The risks from the Iran war are high, but the chance of a broad recovery is high too. Recoveries typically happen quickly, and investors that sell in panic can often miss out on the gains that come afterward.

If the war de-escalates, there is good reason to think that global growth can resume at a decent pace. Before war broke out, growth signals were improving across the world and inflation pressures were dissipating. Granted, the threat of AI disruption spooked many investors. But the promise of the AI theme has always been that productivity gains would feed back into new opportunities, ultimately boosting wage growth and propelling the world economy in a virtuous cycle. If oil prices come down, and futures pricing suggests they will, that cycle is still achievable.

The past year has tested our investment process and team, but our structure and discipline has allowed us to get the best out of markets that are increasingly dominated by AI and geopolitics. Our blend of on-platform investments and overlay funds allows us to be nimble and respond to major changes to risk reward trade-offs, of which we are likely to see many.

In these deeply uncertain times, it can be easy to get caught up in day to day changes, when our focus, as ever, should be on long-term growth and risk management. At Tatton, we take pride in the strength of this process and in the commitment of our investment team in delivering expected returns for over ten years.

LOTHAR MENTEL
Chief Investment Officer

Investment portfolio returns

1 April 2025 – 31 March 2026

Tatton investment returns (%) – core MPS product set (after discretionary fund management ("DFM") charge and fund costs)

	TATTON MANAGED	TATTON TRACKER	TATTON BLENDED	TATTON ETHICAL	ARC PCI[1]
Defensive	7.7	7.0	7.3	8.1	6.2
Cautious	9.5	9.0	9.3	9.8	9.4
Balanced	11.4	10.9	11.2	11.3	9.4/10.9[2]
Active	13.2	12.9	13.0	13.0	10.9
Aggressive	14.4	14.3	14.3	14.1	12.3
Global Equity	16.9	16.3	16.6	15.7	12.3

3 years, 1 April 2023 – 31 March 2026

Tatton investment returns (%) – core MPS product set (annualised, after DFM charge and fund costs)

	TATTON MANAGED	TATTON TRACKER	TATTON BLENDED	TATTON ETHICAL	ARC PCI[1]
Defensive	5.3	5.8	5.6	7.0	4.6
Cautious	7.1	7.6	7.4	7.9	6.4
Balanced	8.5	9.0	8.8	8.7	6.4/7.3[2]
Active	9.8	10.4	10.1	9.4	7.3
Aggressive	10.9	11.3	11.1	9.9	8.1
Global Equity	12.9	13.2	13.1	10.7	8.1

1. ARC PCI – Asset Risk Consultants Private Client Indices ("PCI").
2. Balanced Portfolios are measured against both ARC Balanced Asset PCI and ARC Steady Growth PCI as in risk terms the Balanced Portfolios lie in the middle of these Indices.

MARKET REVIEW

Our MARKETPLACE

Market Share and Trends

The UK wealth management market, within which Tatton operates, continues to demonstrate resilience and growth, with the total adviser platform FUM having increased by 14% in 2025 to £991bn, as illustrated by research from Platforum. The growth continues to be driven by digital-first solutions, fiscal and regulatory reforms, and the ongoing shift from defined benefit ("DB") to defined contribution ("DC") pension schemes, alongside the evolving demographics favouring long-term wealth retention. The MPS segment, within which the Group is strategically positioned, is also growing significantly, up by 24% in 2025. As economic stability improves and intergenerational wealth transfers accelerate, the UK wealth market and MPS segment are expected to sustain their growth, with firms leveraging innovation to meet rising client expectations for transparency, flexibility, and performance.

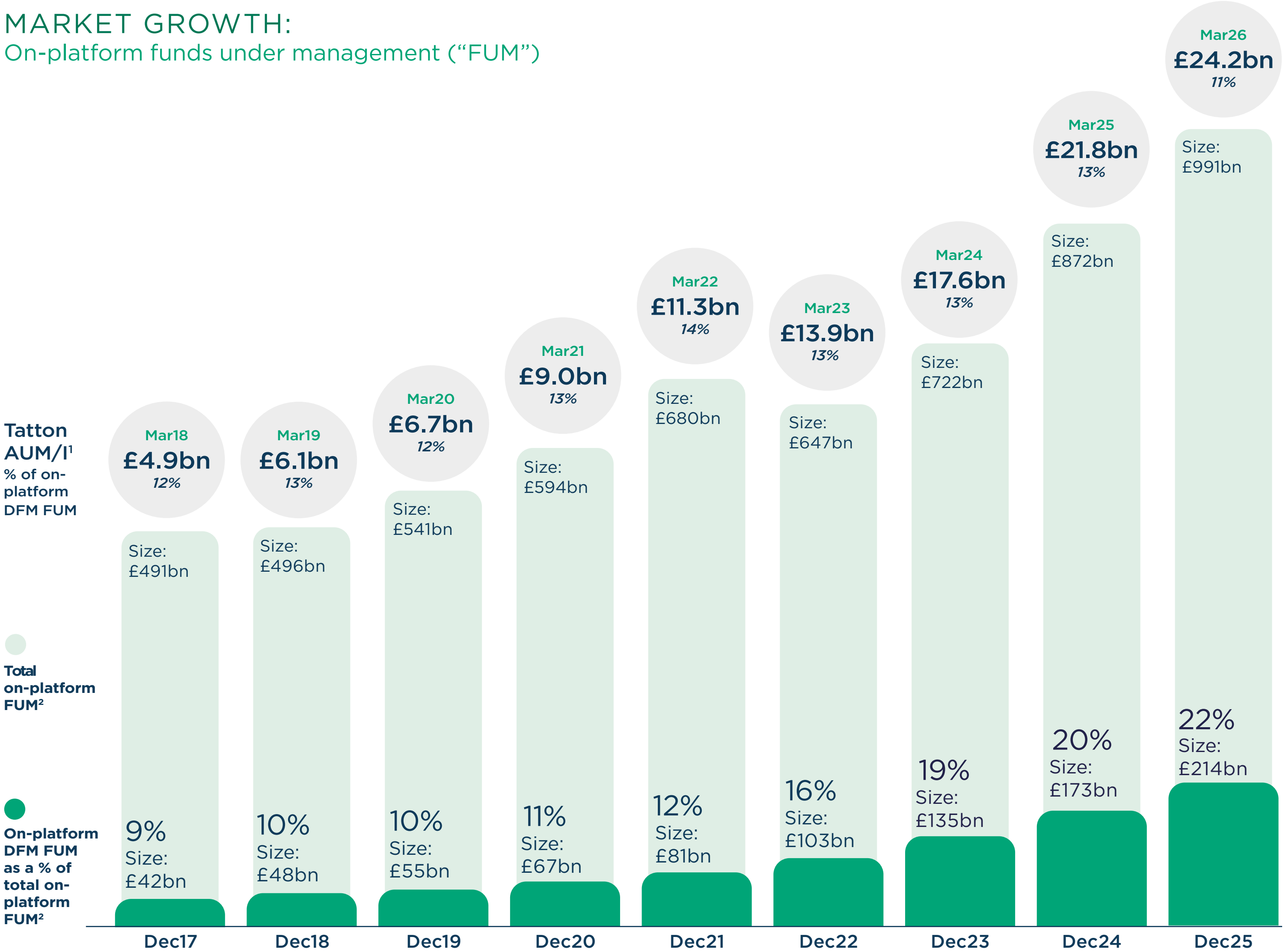
Impact on our Group

Tatton has delivered strong growth in the year, consistent with broader market trends, with AUM/I[1] rising by 11.0% to £24.2bn and underlying net inflows of £2.8bn. This performance reflects the strength of our extensive distribution network, which serves 1,218 firms, and is underpinned by third-party partnerships and a decade-long track record of consistent investment outperformance. Paradigm Mortgages has also shown solid resilience, contributing to £18.0bn in mortgage completions and growing its membership to 2,014 firms, despite market challenges. As the industry evolves, TAM is poised to leverage these trends to seize new growth opportunities.

1 Alternative peformance measures are detailed in note 27.

2 Source: Platforum.

MARKET GROWTH:
On-platform funds under management ("FUM")



Key market trends

Regulatory Change 8 12

- **Market Conditions:** The regulatory environment for DFM MPS providers continues to intensify, with Consumer Duty now the FCA's primary supervisory lens. Noting significant consolidation and rapid growth among MPS providers, the FCA has confirmed a dedicated multi-firm review in 2026, assessing whether Consumer Duty rules remain appropriate. Firms must demonstrate that fair value, suitability, and good consumer outcomes are evidenced in practice, placing material governance and reporting demands on providers across the sector.
- **Our Response:** The FCA's intensifying scrutiny of MPS providers reinforces the importance of robust governance, fair value, and evidenced consumer outcomes — areas where Tatton's proposition is well-established. Our transparent pricing, consistent investment performance, and ongoing compliance investment ensure we are well-placed to meet rising regulatory expectations.

Growing Strength of the MPS Market 7 10 14

- **Market Conditions:** Assets continue to migrate towards MPS from higher-cost solutions such as bespoke portfolios, drawn by tailored strategies and economies of scale. Regulatory change and technological advancement are accelerating this shift, sustaining strong demand for outsourced investment management and underpinning continued market growth.
- **Our Response:** A decade of proven investment performance, a diverse portfolio range, and a low-cost, high-value proposition together ensure Tatton delivers a best-in-class service to IFAs and their clients. As the leading on-platform MPS provider, this positions us strongly to sustain and grow our market share as the sector continues to expand.

Growing Strength of the IFA Sector 7 8 13 14

- **Market Conditions:** Demand for IFA services remains robust, particularly among affluent and mass-affluent clients navigating increasingly complex financial planning decisions. Regulatory change, on-going market volatility, shifting client expectations, and rapid technological advancement are also accelerating the move towards outsourced investment management among IFA firms. Together, these pressures are driving consolidation across the IFA sector, as firms pursue scale and operational efficiency to keep pace.
- **Our Response:** Tatton remains committed to enhancing its MPS proposition, delivering tailored, high-quality solutions alongside an exceptional service experience for IFA firms. As MPS adoption among IFAs continues to grow, reflecting the model's ability to meet client needs whilst helping advisers navigate their regulatory obligations, this commitment deepens trust in Tatton as a dependable outsourced investment partner. The result is a virtuous cycle that supports our organic growth and continues to reinforce relationships across the sector.

Increasing Competition 4 7 10 13 18

- **Market Conditions:** Price pressures are intensifying, with advisers seeking lower discretionary MPS fees now averaging 17bps (NextWealth 2025), as ongoing IFA consolidation and new entrants in the DFM MPS market drive heightened competition. These dynamics reflect the broader trend of firms seeking to capitalise on growing MPS adoption across the sector.
- **Our Response:** Underpinned by our scale, distribution network, decade-long investment performance, and comprehensive service offering, we are well-placed to maintain our current pricing. At 15bps, already below the market average, our rate reflects the fair value we deliver as competition continues to evolve.

Volatility in the Investment Markets 7 9 11

- **Market Conditions:** Persistent geopolitical and macroeconomic challenges have fuelled volatility in the market, triggering significant outflows for many asset managers. These disruptions affect consumer confidence, influencing both short-term and long-term savings and investment decisions.
- **Our Response:** Tatton demonstrates resilience amid market turbulence, with strong demand for its cost-effective, on-platform discretionary investment solutions. Underlying net inflows of £2.8bn highlight our robust performance and dedication to IFAs and their clients. Tatton's proactive communication approach equips IFAs with valuable insights into how global events impact client investments.

UK Mortgage Market 7 8 9

- **Market Conditions:** The UK mortgage market experienced strong growth in 2025, driven by interest rate cuts which improved affordability for borrowers. Activity was particularly elevated in the first quarter, boosted by stamp duty incentives that encouraged first-time buyers to complete purchases ahead of the deadline, before the market settled into a more normalised pace. Remortgaging activity also picked up as a greater number of fixed-rate deals reached maturity, and mortgage intermediaries continued to strengthen their position, accounting for an increasingly dominant share of new lending.
- **Our Response:** We remain focused on deepening partnerships with firms to sustain lending volumes and capture the significant pipeline of loan maturities and remortgages coming to market — a key strategic priority. At the same time, we continue to enhance our proposition by leveraging cross-selling opportunities across protection, general insurance, and compliance services to deliver broader value to our member firms.

Principal risks

Our principal risks are detailed on pages 26 to 31 and have been linked to the market trends detailed above.

1. Counterparty credit risk
2. Liquidity risk
3. Bank default
4. Concentration risk
5. Acquisitions
6. Regulatory capital
7. Adverse macroeconomic, political, and market factors
8. Regulatory risk
9. Change to UK tax law
10. Changing competitive environment
11. Adverse market returns related to climate performance
12. Climate-related policy, legal, and regulatory changes
13. Changes in the priorities of generational wealth
14. Technological / AI risk
15. Failure of a third party service provider
16. Failure to recruit and retain quality personnel
17. Failure of investment strategy
18. Loss or failure of a key IFA client
19. System failure and data protection
20. Cyber Security
21. Reputational risk relating to ESG activities
22. Investment Operations Error

STRATEGY ROADMAP

Our ROADMAP *for* GROWTH

AUM reaches and surpasses £1bn. Launch of two new propositions, Tatton's Balanced Ethical and Income portfolios

+£1bn 2014

AUM surpasses £3bn, awarded "Best Boutique Wealth Manager" by Wealth Adviser and launch of Tatton's AIM portfolio service

+£3bn 2016

Post IPO in July 2017, AUM surpassed £5bn, awarded "Best DFM" by Moneyfacts, and launched a range of risk profiled Ethical portfolios and Blended funds

+£5bn 2018

AUM surpasses £8bn, winner of the Financial Adviser Service Award and launch of Tatton's Bespoke Portfolio Service and Global portfolios

+£8bn 2020

AUM/I[1] surpasses £12bn, awarded "Best Investment Service" by Moneyfacts and "Best Outsourced Investment Manager" by Professional Paraplanner Awards

+£12bn 2022

AUM/I[1] surpasses £21bn. Launch of two new propositions, Tatton's Money Market portfolios and a range of risk-profiled passive funds

+£21bn 2024

£21.8bn

Achieved AUM/I[1] at March 2025

2025

Broadening Our Distribution Reach:

We will continue to enhance our existing strategic partnerships while driving new firm growth beyond our current network of 1,218 IFA firms. Our objective is to increase the number of firms appointing Tatton as the discretionary fund manager ("DFM") for their clients' assets, thereby expanding our market share.

As an IFA-focused organisation, we remain closely aligned to the evolving needs of our IFAs and their clients and will broaden our product offering where appropriate to meet these requirements. We remain confident that our MPS pricing of 15bps is appropriate, positioning us below the market average of 17bps (NextWealth 2025), ensuring strong competitiveness within a comprehensive overall offering.

A key element of our distribution strategy is the direct engagement we foster through our national Investment and Financial Adviser ("IOFA") events programme. Hosted at venues across the UK, these events bring together multiple IFA firms, providing a forum to hear directly from our investment team and deepen understanding of the Tatton proposition. Our events programme complements our firm-by-firm growth strategy, building the awareness and trust that underpins long-term partnerships.

Pursue Strategic Acquisitions and Partnerships:

We will continue to take a disciplined and proactive approach to identifying acquisitions and partnerships that complement our business model, strengthen our distribution capabilities and broaden access to new client segments. Our focus remains on opportunities that enhance the value and quality of our proposition while delivering scalable, sustainable growth. Through targeted acquisitions and new partnerships, we aim to reinforce our competitive position, grow our AUM and deliver long-term sustainable value for shareholders.

Looking further ahead, we believe there is opportunity for growth beyond the UK market. International expansion would open a significantly larger addressable market for the Group, and we are beginning to assess the feasibility of how Tatton's proven model could be extended to new geographies, representing a potential additional growth driver over the longer term.

Delivering our Roadmap for Growth:

Two years ago, when AUM/I[1] stood at £17.6bn, we launched our five-year "Roadmap for Growth" targeting £30bn by March 2029 equivalent to adding approximately £2.5bn per annum. We have made tremendous progress against this target, growing AUM/I[1] to £24.2bn, reflecting average annual growth of £3.3bn over the two years since launch.

This has been driven by strong underlying net inflows and our continued delivery of consistent investment returns, underpinned by continued adviser growth and the enduring quality of our proposition. This momentum gives us real confidence in our ability to deliver against our long-term target.

£30bn

AUM/I[1] Target by March 2029

£24.2bn

Achieved AUM/I[1] at March 2026

2026

Maintain our Best-in-class Offering:

Tatton remains committed to a platform-agnostic, adviser-centric MPS approach, supported by strong investment performance, high-quality service, and an advanced online portal. Our competitive pricing, evolving proposition, and focus on regulatory compliance continue to enhance value, reduce adviser burden, and reinforce trust with IFAs and their clients.

Time horizons

NEAR-TERM PRIORITIES (2026-2029)

- Deliver on our Roadmap for Growth, reaching £30bn AUM/I[1] by FY29 or sooner
- Continue to invest in IFA relationships, sales and marketing capabilities and support services to drive adviser growth
- Pursue targeted acquisitions and partnerships that complement our business model and support the continued growth of our AUM
- Complete our ACD migration, delivering improved operational efficiencies, enhanced controls and a more scalable infrastructure to support future growth
- Leverage artificial intelligence and emerging technology to drive operational efficiency and enhance the services and experience we deliver to IFA firms
- Acquire the remaining 50% stake in 8AM Global Ltd, strengthening our proposition and broadening our capabilities

MEDIUM TO LONGER-TERM AMBITIONS (3-5+ YEARS)

- Continue to scale AUM through sustained net inflows and deeper penetration of existing adviser relationships
- Continue to evolve our proposition in response to changing adviser and client needs, positioning Tatton as the partner of choice for IFAs
- Further enhance our investment proposition through innovation in MPS solutions, including greater use of data, artificial intelligence and technology, and product diversification where necessary to meet evolving client and adviser needs
- Leverage technology and digital infrastructure to drive operational efficiency, improve reporting capabilities and support scalable growth
- Pursue selective acquisitions to broaden distribution, enhance capabilities and access new client segments
- Maintain a disciplined focus on cost efficiency, regulatory excellence and capital allocation to support long-term shareholder value creation
- Drawing on our strong domestic position, explore international markets where structural characteristics bear similarities to the early development of the UK outsourced investment sector, opening a significantly larger addressable market for the Group

1. Alternative performance measures are detailed in note 27.

STRATEGY IN ACTION

Supporting ADVISERS *every* DAY

Service quality underpins everything Tatton Asset Management plc does. As an adviser-led business, we are focused on being dependable, responsive and straightforward to work with, enabling financial advisers to serve their clients with confidence. Our strategy is built on partnership, we succeed when advisers succeed. That principle informs how we design our services, communicate insight and support firms at every stage of their relationship with Tatton.

Our service model is designed to integrate seamlessly into advisers' existing workflows. Rather than requiring firms to adapt to us, we prioritise simplicity, accessibility and reliability. Over the past year, we have strengthened the core services that advisers use most frequently, enhancing usability, responsiveness and the depth of practical support available to advisers and their teams.

We bring our strategy to life through a combination of intuitive digital tools, expert-led investment insight, structured operational processes and relationship-driven engagement. Service quality is embedded in our culture and central to our long-term growth.

Supporting advisers through change is a key component of this approach. Our structured Asset Migration Service helps firms transition client assets onto Tatton portfolios efficiently and professionally. Using a tested process, typically beginning with back-book business, we support bulk migrations with agreed communications and client packs. Activity can be staged by platform, client segment or adviser to manage workload and risk effectively.

Advisers also benefit from multi-layered support, including face-to-face Business Development Directors, Investment Specialists and a dedicated telephone account management team. Our comprehensive onboarding process, ongoing technical assistance and flexibility through co-branded and white-labelled solutions ensure Tatton integrates seamlessly into each firm's proposition, supporting sustainable, long-term growth.

HOW WE DELIVER SERVICE QUALITY

Simple, accessible tools

We continue to invest in digital services that give advisers quick access to information, portfolios and support without adding unnecessary complexity. At the centre of this approach is the Tatton Portal, a market leading online hub designed exclusively for advisers and their support staff.

The Tatton Portal provides a comprehensive, aggregated view of all Tatton-managed assets, acting as both an operational dashboard and a "shop window" for our full suite of materials and resources. Accessible 24/7, it is the exclusive gateway to everything Tatton.

Key features include:

- Real-time portfolio access: Advisers can view clients' portfolio performance, holdings and asset allocation with up-to-date valuations and detailed breakdowns. During rebalances, real-time platform access screens provide additional transparency and reassurance.
- Client management functionality: Advisers can view all their clients online, create e-signature agreements, set communication preferences and generate investment proposals tailored to individual client needs.
- Investment proposals: Built-in tools support advisers in articulating "why Tatton", with clear explanations of portfolio construction and investment philosophy.
- Document library: A centralised repository of historical communications, factsheets, quarterly reports and rebalance notifications.
- Performance reporting: Customisable reports with flexible date ranges and presentation options.
- Marketing materials: Downloadable, pre-approved marketing collateral and client-facing guides to support adviser conversations.
- Educational resources: Recorded webinars, video content and investment guides to deepen understanding of our portfolios.
- News alerts and updates: Timely communications from the Tatton team, helping advisers stay informed.
- Integration of Fintegrate's enhanced technology capabilities also equips advisers with tools to research and compare funds, pensions, and Model Portfolio Services across the market, track portfolio performance against relevant benchmarks, and provide full transparency on fees and charges, all tailored to a client's individual investment goals.

By bringing these capabilities together in one intuitive environment, the Tatton Portal reduces administrative burden and enhances advisers' ability to focus on client relationships.

Clear, timely communication

Clear, timely and relevant communication is a cornerstone of our service proposition. We provide regular investment commentary in written, video and interactive formats to support advisers in servicing their clients.

Our communications suite includes:

- Tatton Weekly: Our flagship Friday newsletter covering market movements, economic trends and investment insights.
- Monday Digest: A concise start-of-week overview highlighting key developments and themes to watch.
- Honestly Ethical: A dedicated update focused on sustainable investing trends, regulatory developments and the impact of ethical portfolios.
- Monthly Market Update Videos: In which our CIO discusses market conditions, portfolio positioning and outlook in an accessible format.

Delivery can be tailored at client level via the Tatton Portal, enabling advisers to align communications with their own service models and client preferences. These regular, accessible insights help advisers remain informed, confident and connected to developments in financial markets.

Events

We maintain regular engagement with advisers through a programme of in-person events, virtual briefings and ongoing dialogue, creating valuable opportunities to share insight, gather feedback and refine our proposition.

Our annual Q1 roadshows, hosted across 12 UK venues, provide market updates, commentary on the evolving MPS landscape and practical discussion of opportunities for adviser firms. These are complemented by UK-wide breakfast seminars, quarterly educational webinars and ad hoc online updates in response to changing market conditions, ensuring advisers receive timely, relevant insight in a format that suits them.

Client seminars, led by our CIO and Investment Specialist team, further strengthen partnerships. Delivered in collaboration with adviser firms, these events combine market overview and portfolio insight with a clear articulation of the joint service offering, reinforcing the adviser–Tatton relationship in front of end investors.

During the year, we engaged with over 15 partners on marketing and event initiatives and delivered more than 110 formal events, over 100 of which were face to face, including 12 roadshow events and Tatton's flagship VIP event that brings together both advisers and their clients.

Access to people and shared insight

Service quality is also about relationships. We maintain regular engagement with advisers through events, briefings and ongoing dialogue, creating opportunities to share insight and listen to feedback.

Adviser events and briefings

In-person and virtual events designed to share insight, encourage discussion and strengthen long-term partnerships.

TATTON ON THE ROAD

Our flagship adviser event series

12
UK Venues
(FY25: 9 Venues)

760
Adviser attendees
(40% prospect)

Find out more about our events at **tattoninvestments.com/tatton-events**

Group PERFORMANCE

STRATEGIC OBJECTIVES

The Group uses these financial and non-financial key performance indicators ("KPIs") to measure its progress and the achievements against its strategy.

Deepen our IFA relationships to grow AUM

Strengthening existing IFA/client relationships and build new long-term relationships, delivering sustainable value for both the IFA, clients, and shareholders

1,218
Tatton firm numbers

Organic growth – Increase the share of our respective markets

Further penetrate our markets, adding new firms to Tatton and new members to Paradigm

£2.806bn
Underlying Net inflows

M&A and JV activity

We continue to look for ways to complement our strong organic growth through targeted acquisitions and by entering into strategically aligned joint ventures

£33.9m
Financial resources: Cash at bank

Migration of asset "back books"

We support advisers in the efficient migration of their back book of assets over to Tatton and can offer an "evolved" proposition of co-branding, white-labelling and AIA relationships

>50 firms
We provide our evolved MPS proposition to

Strategic partnerships

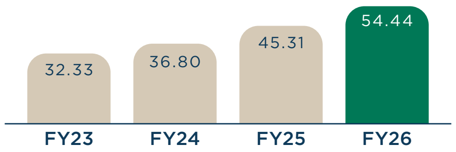
We will develop strategic partnerships and alliances as an additional distribution channel to increase assets on the Tatton DFM service

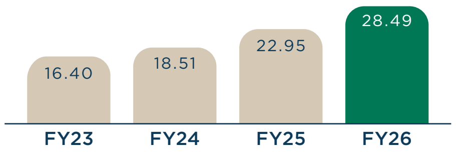
372
Attributable Firms

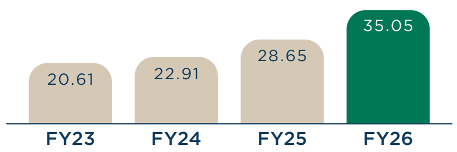
FINANCIAL KPIs

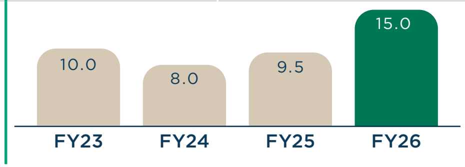
KPIS	Group revenue (£m)	Adjusted operating profit[1] (£m)	Fully diluted adjusted EPS[1] (p)	Proposed final dividend (p)
FY2026 PROGRESS AND FY2027 OUTLOOK	20.1% Group revenue growth, driven by strong underlying net inflows, increased AUM, and a growing number of firms utilising Tatton and Paradigm services. This momentum is expected to continue through a combination of organic expansion and targeted strategic M&A activity. As the Group scales, the Board and Audit and Risk Committee remain vigilant to both current and emerging risks.	The Group achieved higher profits and margins through recurring revenue and operational efficiency. Adjusted operating profit[1] rose by 24.1% to £28.5m, resulting in a margin of 52.3%. Statutory operating profit increased to £24.2m (FY25: £20.7m). The Group's budget focuses on adjusted operating profit[1], aligning with the Board's remuneration targets.	The Group saw fully diluted adjusted EPS rise by 22.3% to 35.05p (FY25: 28.65p), reflecting increased shareholder value. The Group aims to continue this growth through scalable business operations and continued strategic initiatives. Fully diluted adjusted EPS growth is a key performance metric for the Group's share option scheme.	A final proposed dividend of 15.0p gives a full year dividend of 27.0p. The Group targets continued growth in dividends per share, in line with the Group's dividend policy; see page 78 for further details.
Key Risks	7, 9, 10, 11, 13, 17, 18, 21, 22	1, 7, 9, 10, 11, 15, 16, 17, 18, 21, 22	1, 7, 9, 10, 11, 15, 16, 17, 18, 21, 22	1, 7, 9, 10, 11, 15, 16, 17, 18, 21, 22

Strategic objectives









1. Alternative performance measures are detailed in note 27

NON-FINANCIAL KPIs

KPIS

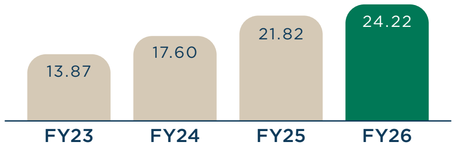
FY2026 PROGRESS AND FY2027 OUTLOOK

AUM/I[1] (£bn)

AUM/I[1] has increased by 11.0% this financial year reaching £24.2bn. The Group has made a strong start towards reaching its five-year "Roadmap for Growth" strategy, which set an ambitious target of £30bn AUM/I[1] by 31 March 2029, achieving an additional £6.6bn in the first two years, or the equivalent of a half of the AUM, to reach the new target.

Strategic objectives

Key Risks
7 9 10 11 13 17 18 21 22

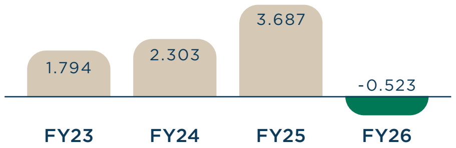


Asset net inflows (£bn)

Total reported net outflows for the year were £0.523bn (FY25: net inflows £3.687bn). Tatton's partnership with Perspective Financial Group ("PFG") ended in January 2026 which represented £3.329bn of net outflows during the year.

Strategic objectives

Key Risks
7 9 10 11 13 17 18 21 22

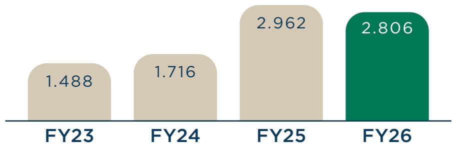


Underlying net inflows (£bn)

Underlying net inflows, excluding Perspective, were £2.806bn (FY25: £2.962bn), split £1.352bn and £1.454bn across the two halves of the year. This reflects consistent adviser-led organic growth and demonstrates the breadth and depth of our distribution relationships.

Strategic objectives

Key Risks
7 9 10 11 13 17 18 21 22

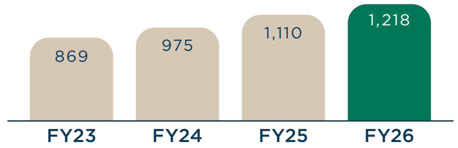


Tatton Investment Management firms

The number of firms using the Tatton DFM service grew by 9.7% to 1,218 firms (FY25: 1,110). This growth is supported by our strategic partnerships and focused sales strategy. We continue to invest in account management to meet the IFAs' needs and aim to invest further in the sales and marketing capabilities in FY2027.

Strategic objectives

Key Risks
7 8 10 13 14 16 18 21 22



KPIS

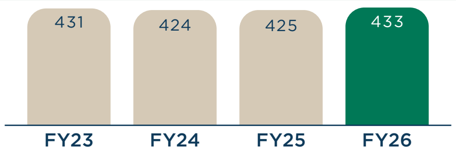
FY2026 PROGRESS AND FY2027 OUTLOOK

Paradigm Consulting members

The Paradigm Consulting business grew to 433 members in FY26 (FY25: 425). Although we expect modest new member growth in FY27, ongoing consolidation across the industry means total membership is likely to remain broadly stable.

Strategic objectives

Key Risks
7 8 10 16 18 19 20

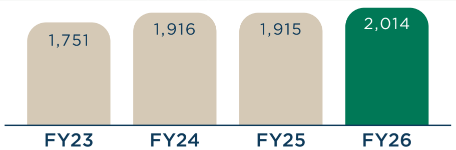


Paradigm Mortgages members

Paradigm Mortgages delivered strong membership growth during the year, adding 99 net new firms to reach 2,014 members. This reflects a deliberate and considered decision to invest in capability and distribution capacity during FY26. These investments are designed to widen Paradigm's reach within the mortgage intermediary market over the medium term.

Strategic objectives

Key Risks
7 8 10 16 18 19 20

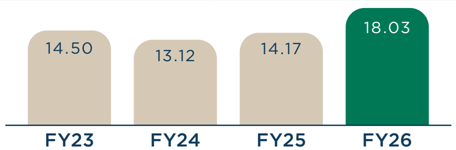


Mortgage completions (£bn)

Paradigm Mortgages completions were strong in FY26, participating in total completions of £18.0bn (FY25: £14.2bn), a 27.2% increase year on year, with H2 completions of £9.4bn. This also represents a good result when compared with the UK gross mortgage market. Following investment in the sales function in FY26 we expect this to continue to generate returns in FY27.

Strategic objectives

Key Risks
7 8 9 13 16 18



ESG KPIs

These ESG KPIs have previously been included within the ESG section of the Annual Report and have now been included within the wider KPI section to provide a full overview of the KPIs monitored by the Board.

KPIS

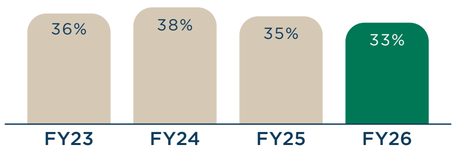
FY2026 PROGRESS AND FY2027 OUTLOOK

Females in senior roles (%)

TAM is dedicated to gender diversity and equal opportunities at all levels of the organisation. Increasing the representation of females in senior leadership roles is a key priority, with targeted initiatives to support career progression, leadership development, and mentorship. The Group regularly monitors gender diversity at senior levels and remains committed to fostering an inclusive leadership culture that reflects the wider industry and communities it serves. Given the relative small size of the team, movement of one or two members of staff can have a visible impact on percentage movements.

Strategic objectives

Key Risks
10 16 21



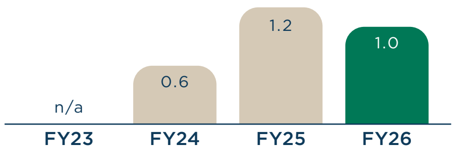
Carbon intensity (tonnes of CO_2e per FTE)

The Group seeks to minimise emissions through energy efficiency measures, responsible procurement, and sustainable workplace initiatives.

The carbon intensity per FTE has reduced in the current year due to the group maintaining similar levels of emissions whilst increasing staff numbers.

Strategic objectives

Key Risks
8 11 12 16 21

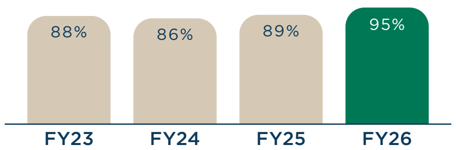


Staff retention (%)

Attracting, retaining, and nurturing top talent is fundamental to the Group's long-term success. TAM plc aims to maintain a stable and engaged workforce, tracking staff turnover rates as a measure of employee satisfaction, workplace culture, and career development opportunities. The Group remains committed to offering a supportive work environment, competitive benefits, and professional growth opportunities to reduce turnover and retain high calibre employees.

Strategic objectives

Key Risks
5 7 10 14 16 17 18 19 21

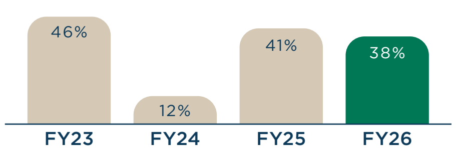


Gender pay – mean hourly pay gap (%)

This is the mean hourly gender pay gap, reported as a percentage. Ensuring pay equity is essential to maintaining a fair and transparent workplace. TAM plc is committed to monitoring, reporting, and addressing any gender pay disparities within the organisation. In all cases where there are both men and women performing an identical role, they are paid equally. The FY24 figure is an outlier, with the general trend being around 40%.

Strategic objectives

Key Risks
10 16 21



Principal risks

Our principal risks are detailed on pages 26 to 31 and have been linked to the KPIs detailed.

1. Counterparty credit risk
2. Liquidity risk
3. Bank default
4. Concentration risk
5. Acquisitions
6. Regulatory capital
7. Adverse macroeconomic, political, and market factors
8. Regulatory risk
9. Change to UK tax law
10. Changing competitive environment
11. Adverse market returns related to climate performance
12. Climate-related policy, legal, and regulatory changes
13. Changes in the priorities of generational wealth
14. Technological / AI risk
15. Failure of a third party service provider
16. Failure to recruit and retain quality personnel
17. Failure of investment strategy
18. Loss or failure of a key IFA client
19. System failure and data protection
20. Cyber Security
21. Reputational risk relating to ESG activities
22. Investment Operations Error

Our approach to RISK

The Group's financial strength depends on the effective identification and management of risk. Our risk management framework ensures that both existing and emerging risks are identified, assessed, and mitigated in a timely manner, protecting the interests of our stakeholders and supporting the delivery of our strategic objectives.

Risk Governance

The Board is ultimately responsible for the Group's risk management and internal control systems and for determining the Group's risk appetite. It has delegated certain responsibilities to the Audit and Risk Committee ("ARC") (see page 67). A risk management framework ("RMF") has been developed by the Board to ensure that all potential areas of risk to the business are identified, assessed, and regularly reviewed on at least a quarterly basis.

The ARC met five times in the year and its members are:

- Lesley Watt, Committee Chair (and Non-Executive Board Director)
- Chris Poil (Non-Executive Director and Chair of the Board)
- Pippa Hamnett (Non-Executive Board Director)

Other Directors and senior management are invited to attend, as appropriate. The Group's Audit and Risk Committee serves as the focal point for risk management activities, reviewing and challenging specific risks to the Group and reviewing the effectiveness of the frameworks currently in place to manage those risks.

The Remuneration Committee ensures that the Group's remuneration policy reflects and is aligned with the Group's culture and values and does not encourage inappropriate or excessive risk-taking.

Tatton and Paradigm, which both report to the Group's Audit and Risk Committee, have individual responsibilities for managing and overseeing their respective divisional risks. This includes those in compliance functions in these divisions providing reports and updates for each ARC meeting.

Tatton Investment Management Limited ("TIML"), as a regulated entity, has its own Risk and Compliance Committee ("RCC") which reports to the TIML Board and also reports into the ARC and TAM Board. TIML also has its own RMF, which follows the same framework as the Group but is separately documented to comply with FCA requirements. During the year, the Group's Risk Management Framework was strengthened in several areas. Tatton enhanced its approach to AML ("Anti Money Laundering") oversight, improving visibility and testing of third-party AML frameworks. Management information flows were also refined across the Group to provide clearer, more timely risk insight to the Board. Steps were also taken to improve Board reporting and oversight, supporting more informed decision-making and stronger regulatory alignment.

TAM's internal governance structure includes departmental management reviews with dedicated risk registers, each covering key investment, operational, and corporate functions. A Group ESG Committee drives forward Board-approved ESG targets and provides the Board with insight on ESG priorities, risks, and opportunities, including climate-related matters, which are incorporated into the Group's principal risks.

As part of its governance framework TIML operates a Project and Change Committee ("PCC") overseeing business cases for strategic initiatives such as major IT developments and new product launches, guiding the product development lifecycle and ensuring alignment with company objectives. With cross-departmental representation across Operations, IT, Sales, Investments, Compliance, and Finance, the PCC ensures proposed changes are thoroughly assessed before reporting progress to the TIML Board.

Risk Appetite

The Board's strategic objectives and expectations are that the business will continue to grow; however, it seeks to ensure that the risks taken by the Group are managed, in order to achieve a balance between appropriate levels of risk and return. Ownership of risk rests within the relevant division and teams, with oversight and escalation to the Group Board where required. Each division is responsible for setting risk appetite statements for financial, industry, and operational risks, along with key risk indicators.

The Board encourages a strong risk culture throughout the business. It believes an embedded risk culture enhances the effectiveness of risk management and decision making across the Group. The Board is responsible for setting the right tone for this risk culture and, through our senior management team, for encouraging appropriate behaviours and collaboration on managing risk across the business. This strong risk culture ensures that all employees are able to identify, assess, manage, and report against the risks that the Group faces. The Executive Committee is made up of the Executive Directors of TAM and is responsible for ensuring that individual behaviours meet the Group's high standards of conduct within their respective businesses or functional areas. Every employee plays a role in upholding TAM's strong control culture and in supporting effective risk management.

Risk Identification

We carry out a robust assessment of the principal and emerging risks facing the Group, including those that would threaten our business model, future performance, solvency, or liquidity. This is achieved by adopting a top-down as well as a bottom-up approach. The top-down review comes from the Board, the Audit and Risk Committee, and senior management, with a focus on strategic risks that could impact the Group's long-term goals. This approach identifies significant enterprise-level risks, understands any controls in place, and ensures that resources are allocated to manage and mitigate high-impact risks. The bottom-up approach engages with all operational levels of the Group, focusing on day to day risks and processes. All employees are encouraged to report risks, and this can lead to additional risks being identified that may not be visible to Group leadership.

The Group categorises risks into three risk groups – Financial, Industry, and Operational – and assesses the potential impacts on clients, revenue, capital, and reputation. Climate-related risks are also considered across these risk groups. The Audit and Risk Committee meets approximately once a quarter and, at each meeting, it reviews the Group's risk registers and mitigating processes to ensure that these are considered acceptable to the risk appetite as determined by the Board.

Risk Control and Management

The ARC, along with TIML's RCC, consider and review the strength and effectiveness of controls across the organisation as part of the review of the various risk registers. This is achieved by adopting a "three lines of defence" model, as illustrated on the next page.

Risk Assessment and Reporting

Our assessment of risks involves ranking risks based on the probability of their occurrence and the impact of the risk on the business, thereby providing a clearer view of their significance. This is achieved by assigning a value to the potential impact of the risk, multiplied by a value based on the likelihood of its occurrence. Risks that exhibit a sufficiently high likelihood of causing material harm to the Group are specifically highlighted on the Group's risk management dashboard. The Board ensures that management take action where these risks are deemed to be outside the Group's risk tolerance. The ARC provides the Board with the Group's principal risks register so that the Board has oversight over these risks and to ensure that they receive the necessary attention, allowing for

informed decision making and proactive risk mitigation. Risk reviews are now a standing item on the Board's agenda, ensuring consistent and timely oversight at the highest level. Each principal risk has been assigned a designated risk owner from the Board or Senior Management Team, ensuring clear accountability for the management and mitigation of each risk. This task is performed alongside a review of the Group's KPIs (see pages 20 to 22) to ensure that the risks are understood in the context of business performance.

Internal Capital Adequacy and Risk Assessment ("ICARA")

In line with FCA requirements, TIML carries out an ICARA analysis to ensure that it has appropriate systems and controls in place to identify, monitor, and, where appropriate, reduce any material harms that may result from the operation of its business. The ICARA provides a clear, accurate and transparent link between the risk profile of the business and the capital and liquidity held by the firm to support its Own Funds Threshold requirement. TIML also reviews material harms across its risk appetite categories. 8AM Global Limited, in which the Group holds a 50% stake, is also FCA regulated and subject to the same ICARA requirements.

Principal Risks

The following pages of this Annual Report show our assessment of the principal risks that we face, along with how the significance of each risk has changed during the year. These are not given in order of priority, but are grouped into financial, industry, and operational risks to summarise the key risks faced by the Group. The Board evaluates and assesses new and emerging risks at each Board meeting throughout the year, aiming to identify potential threats that may impact the Group's operations, reputation, and objectives. This proactive approach enables us to stay ahead of potential disruptions, make informed decisions, and adapt our strategies to implement appropriate risk mitigation measures. Risks are added to or removed from the list of principal risks, following review and assessment by the Audit and Risk Committee.

During the year, two new principal risks have been added to the register. Cyber Security, previously captured within the System Failure and Data Protection risk, has been separated into a standalone principal risk to reflect its growing significance. Investment Operations Errors has also been newly designated as a principal risk. Both additions have been approved by the Audit and Risk Committee to ensure they receive appropriate Board-level oversight and monitoring.

Emerging Risks

Emerging risks are considered within the Group's principal risks already identified rather than being listed separately. Emerging areas such as climate changes, increased use of artificial intelligence ("AI") or the increased volume and sophistication of cyber threats across the industry are considered within the principal risk to which they relate and are mitigated through existing controls and processes of monitoring and reporting all risks.

BOARD

AUDIT AND RISK COMMITTEE

RISK MANAGEMENT

Executive Committee, TIML Risk and Compliance Committee, ESG Committee, and Leadership Team

First line of defence
Ownership and management of risk within the business

Each division's senior management team is accountable for identifying and managing their division's risks in line with the risk management framework. They are responsible for developing and maintaining effective internal controls to mitigate risk to an acceptable level.

Second line of defence
Risk oversight and challenge

The TAM Board, the Audit and Risk Committee, the TIML Board, the TIML Risk and Compliance Committee, and those involved in compliance functions maintain a level of independence from the first line. They provide oversight and challenge of first-line risk management activity, and provide guidance and direction on the Group's policies and procedures relating to risk management and compliance.

Third line of defence
Independent assurance

The Group does not operate an internal audit function (see more information on page 67); however, there are other external bodies that provide some independent assurance, perspective, and challenge. Third party companies are used for reviewing and testing areas such as IT security through penetration testing, compliance, human resources, and health and safety.

Key
↑ Risk increased | ↓ Risk decreased | — Risk unchanged
● High | ● Medium | ● Low

Financial Risks

RISK	TREND	RISK RATING	IMPACT	MITIGATION
1 COUNTERPARTY CREDIT RISK A counterparty to a financial obligation may default on repayments.	—	●	• Unintended market exposure • Impact on the Group's liquidity	• Robust control and compliance procedures ensure that receivable balances are proactively reviewed and escalated where appropriate • The Group trades only with reputable, credit-worthy third parties and monitors this on an ongoing basis • Majority of outstanding credit balances sit with FCA regulated platforms that are required to have capital safeguards in place. All platforms pay fees monthly in arrears
2 LIQUIDITY RISK The Group may be unable to meet financial liabilities as they become due, because of a shortfall in cash or other liquid assets, or an inability to obtain sufficient additional funding.	↓	●	• Inability to meet obligations as they fall due • Reputational damage • Potential customer detriment • Financial loss	• Active cash flow forecasting and liquidity management ensures the availability of funds at short notice • Profitable and cash-generative business • The Group maintains a cash surplus above regulatory liquidity and working capital requirements • The Group's cash position has been strong in the year (see the Consolidated statement of cash flows on page 91).
3 BANK DEFAULT The risk that one of the Group's relationship banks could default.	—	●	• Financial loss • Inability to meet obligations as they fall due	• The Group only uses banks with strong credit ratings • Banking relationships are reviewed regularly • The Group holds its cash across three banks and one money market fund, therefore providing diversification • The money market fund is closely monitored
4 CONCENTRATION RISK Risk arising from a lack of diversification in business activity or geography. The Group continues to grow its firm numbers and keeps its proposition under review.	↓	●	• Over-reliance on one business activity could lead to financial under-performance • This year saw the conclusion of the Perspective Financial Group contract, previously Tatton's largest firm which represented £3.3bn of net outflows during the period.	• A broad range of services supports diversified revenue streams and a growing client base, expanded through organic growth during the year • We continue to explore complementary product offerings and the possibility of international expansion • Ongoing sales recruitment aims to grow AUM across a broader client base • The end of the Perspective contract was anticipated, planned for, and communicated to shareholders ahead of FY26. Shareholder communication started in November 2024.
5 ACQUISITIONS Acquisitions, including a DFM business, range of funds, or entering into a joint venture, could lead to the risk of a negative impact on the Group's financial performance, regulatory capital or liquidity position, or operational risk.	↓	●	• Impact on Group's liquidity • Poor due diligence, integration, or post-acquisition performance of the acquired business could impact the return on investment	• Working groups have been set up across TAM as required to ensure that there are representatives from the key areas of business to manage acquisition process, due diligence, and integration • Regular review of post-acquisition performance, representation on Board of any acquisitions with less than 100% ownership
6 REGULATORY CAPITAL The risk that the regulated entities within the Group, or the Group itself in its consolidated position, do not hold sufficient regulatory capital and liquidity in line with the requirements of the Financial Conduct Authority's ("FCA") Investment Firms Prudential Regime ("IFPR").	↓	●	• Regulatory fines and/or censure if requirements are not met • Reputational damage • Debt funding for any future acquisitions may be limited due to the impact on regulatory capital headroom	• Monthly review of current and forecast regulatory capital and liquidity position • Regulatory capital implications considered for transactions, e.g. dividends, acquisitions • TIML carries out an annual ICARA process undertaken to understand any changes in the risks faced by the business

Key ↑ Risk increased ↓ Risk decreased – Risk unchanged
● High ● Medium ● Low

Industry Risks

RISK	TREND	RISK RATING	IMPACT	MITIGATION
7 ADVERSE MACROECONOMIC, POLITICAL, AND MARKET FACTORS Economic, political, and market forces particularly impacting the UK equity markets that are beyond the Group's control could adversely affect the value of AUM, from which the Group derives revenues. In addition, these forces impact the UK housing market, which, in turn, affects Paradigm's revenue. Wider market volatility remains (e.g. middle east conflict, trade tariffs, inflation and changes to interest rates) creating some continued uncertainty amongst investors. This risk has increased during the year.	↑	Medium	• Market downturns and falling AUM would negatively impact Group revenue and profit • Market uncertainty may reduce client appetite to invest, dampening net inflows • Cost of living pressures and interest rate uncertainty continue to weigh on remortgaging and housing activity, impacting mortgage completions • Changes in government policy could introduce economic uncertainty	• The Group has an experienced investment management team with a strong track record • Investment strategies are continually monitored by the Investment Committee • A prudent approach to investment strategy means that a significant proportion of AUM is made up of lower risk appetite portfolios, which typically have a market fall correlation of approximately 60% • Paradigm has a comprehensive panel and a growing number of firms to drive mortgage completions
8 REGULATORY RISK Changes to or new legislation and/or regulation, for example, the new Consumer Duty or changes to the interpretation and/or failure to comply with existing legislation and/or regulation, may adversely impact the Group's operations and competitive position. The Group's ability to mitigate regulatory risk has improved during the year, reducing the overall risk trend. Investment in the compliance function in the year has strengthened both its capacity and depth of experience, enabling a more effective response to regulatory change.	↓	Medium	• Poor conduct could have a negative impact on providing good customer outcomes, impacting the Group's ability to achieve strategic objectives • Related negative publicity could reduce customer confidence and affect the ability to generate net asset inflows • Complaints and claims from third parties and clients in connection with the Group's regulatory responsibilities could have an adverse impact on the Group's financial condition • Regulatory fines and/or censure	• Robust compliance and risk frameworks are in place across the Group, supported by dedicated compliance teams and systems, and a strong risk culture • The Group's strong financial position ensures that it can meet its regulatory capital requirements and it also provides a safeguard, should further changes to regulatory capital requirements occur • Consumer Duty requirements are embedded into the Group's services, with the Paradigm division providing Consumer Duty programmes to continue to support firms in this area • SDR implications are actively being assessed to ensure timely compliance when requirements come into force • The Tatton Compliance team is well-resourced, regularly engaging with the FCA and industry bodies such as PIMFA on emerging regulatory developments
9 CHANGE IN UK TAX LAW A change to UK tax law could adversely impact the performance and attractiveness of long-term savings and investment through pensions and other wrap products. Changes in the macroeconomic environment, as well as political changes, have heightened this risk.	↑	Medium	• Increase in taxes and changes to the tax treatment of investments could result in a reduction in savings and investment in pensions and other wrap products, thereby reducing AUM and the Group's revenue	• The Group has a broad service offering, providing diversified revenue streams • Autumn budget issued in November 2025 has not had any significant detrimental impact, but we continue to monitor the possibility of more significant changes to tax legislation throughout this term of government

Key: ↑ Risk increased ↓ Risk decreased — Risk unchanged ● High ● Medium ● Low

Industry Risks continued

RISK	TREND	RISK RATING	IMPACT	MITIGATION
10 CHANGING COMPETITIVE ENVIRONMENT The Group operates in a highly competitive and fast-changing market, where factors such as advisory versus discretionary preferences and outsourcing trends continue to evolve. Competitor AUM growth indicates this risk has increased during the year. Pricing pressure on MPS fee has continued, now standing at 17bps (NextWealth 2025).	↑	Medium	• Loss of competitive advantage, such that AUM and client number targets are adversely impacted. This would have a negative impact on revenue and profitability	• Strong brand and excellent reputation • Broad service offering providing diversified revenue streams across an increased number of platforms • Highly competitive price points • Deep industry experience and strong client relationships, resulting in a loyal customer base
11 ADVERSE MARKET RETURNS RELATED TO CLIMATE PERFORMANCE Assets with exposure to climate-related market risks may suffer poor performance during a transition to a lower-carbon economy, affecting Tatton's portfolio returns and client outcomes. As awareness and reporting standards in this area have matured, investment portfolios have adapted to better account for climate-related exposures, and market pricing has increasingly reflected these risks, which has kept the risk trend stable this year.	—	Medium	• Market volatility driven by environmental regulations, shifting consumer preferences, and technological change could impact asset valuations and returns • Reduced returns may lead to AUM decline, adversely affecting Group revenue and profit • Climate-related policy changes can disrupt traditional markets. Failure to identify emerging opportunities such as renewable energy could result in reduced returns or net outflows	• Portfolios contain a range of c.20 to 40 funds per portfolio and are, therefore, highly diversified • Investment strategies are continually monitored by the Investment Committee, with a specialised Ethical Investment Committee to monitor and review the evolving markets with exposure to climate-related risks • Tatton has an over 10-year track record of relevant experience in running our ethical portfolios • As part of our fund research process, we utilise third party providers to screen funds when evaluating their overall exposures
12 CLIMATE-RELATED POLICY, LEGAL, AND REGULATORY CHANGES New environmental and sustainability-related disclosure requirements or regulations applicable to Tatton's investment products may lead to additional compliance and operational costs.	—	Medium	• An increase in operating costs and the required resources to adhere to new climate-related policies and regulations would decrease the Group's profit • Stricter climate policies may require companies to adhere to new regulations, such as stricter emission standards or carbon pricing mechanisms. Failure to comply could result in financial penalties or reputational damage • Claims and complaints from clients or third parties related to the Group's regulatory duties around climate policies could have a negative impact on the Group's financial standing	• Paradigm's compliance services to IFAs represent a core business stream for the Group. As such, this ensures a strong risk culture throughout the business, with ongoing monitoring of new policies and regulations within the investment management sector • The Group has experienced in-house resources and a robust Project and Change Committee governance structure to ensure that the business can readily adapt to changes in market • Tatton's Ethical Investment Committee regularly monitor changes in policies and regulations to identify opportunities in market performance • Tatton has an experienced Compliance Team who are able to implement regulatory change. Should additional resource be required the firm has relationships with compliance consultants and external legal counsel who could support the implementation or ongoing compliance with new regulation

Key ↑ Risk increased ↓ Risk decreased — Risk unchanged
● High ● Medium ● Low

Industry Risks continued

RISK	TREND	RISK RATING	IMPACT	MITIGATION
13 CHANGES IN THE PRIORITIES OF GENERATIONAL WEALTH As financial assets are passed down from one generation to the next, younger investors may have a different view of how their inheritance is managed. This could lead to younger investors moving their assets to alternative products or providers. There has been no material shift in this risk observed this year.	—	Medium	• Younger investors, such as Generation X members and millennials, may prioritise sustainable and socially responsible investments over financial returns. This could lead to an increased demand for ESG investment opportunities and may impact traditional investment strategies. • Increased likelihood of younger investors embracing technologically driven investment platforms and following virtual investment advice or using artificial intelligence. This shift may lead to a greater emphasis on online investment tools and mobile apps for managing portfolios and accessing financial advice • Younger generations may allocate capital and funds differently from previous generations, which has the potential to impact AUM in the market	• Tatton was a first mover in the ethical MPS investing space, launching our first Tatton Ethical Model in 2014 in response to adviser demand, following client planning conversations • The Group puts the IFA at the heart of everything we do, enabling a relationship built on trust and shared insight, which allows Tatton to be at the forefront in adapting to changing client needs • Tatton operates as an on-platform-only MPS DFM service, as we believe this provides transparency and accessibility to client investments, following the continued shift towards new technological tools
14 TECHNOLOGICAL / AI RISK There is a risk that innovative technologies may fundamentally change business operations. The emergence of disruptive technologies like AI has the potential to reshape how trading, investment advice, customer service, and portfolio management are approached, both within the Group and across the wider market, increasing the level of this risk. The pace of AI adoption is accelerating, increasing the likelihood that firms which fail to adapt may face competitive disadvantage. There is also a risk that the development, execution, and administration of these technologies might not align with future business needs, posing potential operational and strategical challenges.	↑	Medium	• We acknowledge the substantial potential of AI to enhance our operational efficiency, while also recognising the risks it poses • Insufficient investment in technology over an extended period could impede our capacity to effectively serve and fulfil our customers' requirements • Failure to implement and oversee new technology that meets our operational needs could have a significant impact on the service we offer to IFAs and their clients • Technological malfunctions may result in financial or regulatory repercussions, as well as harm to our reputation	• We have embraced AI, currently concentrating on internal operations, to continue to enhance operational efficiency and reduced risk of manual error • The Group conducts routine architectural assessments of applications and of the supporting infrastructure and services • Our rigorous business continuity plans and testing procedures ensure the resilience of critical systems in the event of service interruptions • We continue to work with all vendors to ensure that we have no known vulnerabilities within our environment • AI usage across the Group is monitored closely, with acceptable uses in place to govern permitted applications and set clear boundaries for staff • Research is ongoing into data loss prevention tools to detect and restrict unauthorised or inappropriate AI usage • All AI tools in use are subject to IT assessment and approval prior to deployment, ensuring alignment with the Group's security and operational standards

Key

↑ Risk increased ↓ Risk decreased — Risk unchanged
● High ● Medium ● Low

Operational Risks

RISK	TREND	RISK RATING	IMPACT	MITIGATION
15 FAILURE OF A THIRD PARTY SERVICE PROVIDER The Group manages its investments through the use of third party service providers, e.g. platforms and authorised corporate director ("ACD") providers. Operational failure or the cessation of trading of a significant third party could have a material adverse impact on the Group's reputation, operations, financial performance, and growth. During the year, Tatton consolidated its ACD services, reducing operational complexity previously spread across multiple providers. Whilst this consolidation increases concentration risk, the overall reduction in operational complexity is considered to outweigh this, resulting in a net decrease in risk.	↓	●	• Complaints and claims from third parties and clients in connection with the Group's regulatory responsibilities could have an adverse impact on the Group's financial condition • Poor conduct could have a negative impact on providing good customer outcomes, impacting the Group's ability to achieve strategic objectives • Related negative publicity could reduce customer confidence and affect the Group's ability to generate net asset inflows • Regulatory fines and/or censure	• Due diligence is performed when selecting key suppliers • The Group is covered by third party indemnities for business-critical services • Third party relationships are subjected to a high level of ongoing oversight, including due diligence and regular governance meetings. This gives assurance that third party platform providers meet the Group's high standards • Business Continuity Plans have been reviewed this year, together with the operational resilience framework this will ensure both processes are aligned and effective • Tatton's consolidation of its ACD services, combined with the outsourcing of its trading and settlements system, has reduced operational complexity during the year and strengthened the control environment, contributing to an overall reduction in operational risk
16 FAILURE TO RECRUIT AND RETAIN QUALITY PERSONNEL The Group operates in a competitive market for talent, and failure to recruit and retain key personnel could adversely impact the Group's operational performance.	↓	●	• Compromised working conditions and lowered morale among other staff members • Loss of key staff • Inability to meet client needs • Reputational damage • The Group could fall behind its peers in competition and proposition	• Recruitment programmes are in place to attract suitable staff • As a successful AIM-listed business, we continue to attract and retain high-calibre candidates • Staff share schemes are in place to incentivise staff and encourage long-term retention • On-the-job training and access to professional qualifications to enable staff to develop • Investment in the Paradigm commercial team in the year has helped underpin performance and resilience • For further details on staff focused initiatives see pages 43 to 48
17 FAILURE OF INVESTMENT STRATEGY There is a risk that investment strategies fail to deliver acceptable performance, particularly during periods of market volatility, leading to a decline in AUM and revenues. There is also a risk that Tatton portfolios are not considered competitive on a risk/return basis relative to benchmarks or peers.	—	●	• This may cause a negative impact on the achievement of the strategic targets for AUM, net inflows, and client numbers • Poor client outcomes that may also prevent the achievement of our growth targets • Reputational damage	• The Group has an experienced investment management team with a strong track record • Investment strategies are continually monitored by senior management, the Investment Committee, and the Board • Portfolios are regularly benchmarked against internal, external, and peer comparators, with investigations being undertaken when warranted
18 LOSS OR FAILURE OF A KEY IFA CLIENT The Group has several major IFA clients and strategic partnerships. A change in relationship or the termination of business with any of these key clients, for example, as a result of consolidation, and the Group being unable to replace them in a timely fashion could have an adverse impact. During FY26, Tatton concluded its relationship with Perspective Financial Group ("PFG"), previously its largest firm.	↓	●	• There could be a negative impact on achievement and the retention of AUM • The Group could fail to achieve growth targets and the requirement to provide commentary giving a rationale regarding this issue • Reputational damage in terms of the risk that TAM is not perceived as a leader in its field • The loss of PFG resulted in £3.3bn of net outflows, though the impact on the business was limited, with PFG representing £1.3m of Group revenue in the period.	• The Group has a clearly defined business development strategy and a broad service offering • The Group continues to add member firms, thereby diversifying its client base • Client engagement is proactively managed by dedicated client managers who have in-depth knowledge of the IFA industry, and expert regulatory and compliance knowledge • The TIML DFM fee is competitively priced • Tatton does not have any other agreements or clients of a similar nature to PFG.

PRINCIPAL RISKS CONTINUED

Key: ↑ Risk increased ↓ Risk decreased – Risk unchanged; ● High ● Medium ● Low

Operational Risks continued

RISK	TREND	RISK RATING	IMPACT	MITIGATION
19 SYSTEM FAILURE AND DATA PROTECTION System failures pose an ongoing operational risk, compounded by the growing reliance on AI-driven models which, as an emergent technology, carry inherently less established oversight and governance frameworks. The increasing integration of AI into core processes raises the potential impact of system failures, both operationally and from a data protection perspective.	↑	Medium	• Inability to meet client needs • Related negative publicity could damage customer and market confidence in the business, affecting our ability to retain and attract new customers	• The Group has an experienced in-house team of IT professionals, supported by reputable and established third party suppliers • IT disaster recovery procedures are in place • Data Protection Officers have been appointed and penetration testing is conducted regularly • There is an increased awareness and training of employees, particularly covering data protection and regulation
20 CYBER SECURITY The risk that operations are impacted, or that data loss or breach occurs, due to a malicious external attack. The threat landscape has continued to intensify during the year, driven by the growing sophistication of cyber-attacks, increased use of AI-powered threats, and the broader geopolitical environment.	↑	Medium	• Business Interruption: could disrupt access to critical systems and client-facing platforms • Reputational damage: a breach could undermine confidence, damaging key commercial relationships • Regulatory exposure: could result in fines/ censure from the FCA or ICO • Data Loss: could result in theft of sensitive personal and financial data	• Disaster recovery and business continuity plans, including redundant hosting, daily backups, and incident response procedures, minimise downtime and protect system access • Crisis communication plans and proactive stakeholder engagement, supported by cyber certifications, independent audits, and staff training, protect trust and limit reputational damage • Monthly infrastructure scans across all TAM systems are conducted by an independent third-party • IT cyber KPIs are in place, aligned to the NCSC ("National Cyber Security Centre") Cyber Governance Code of Practice for Boards • A Non-Executive Director has been appointed as Cyber Champion • A Cyber Risk Appetite Statement and Cyber Strategy document is awaiting Board approval in early FY27
21 REPUTATIONAL RISK RELATING TO ESG ACTIVITIES If TAM is perceived to have an inadequate response to ESG-related activities, such as to climate change and a lower-carbon economy, this could potentially harm its brand and reputation. Reputational damage can be caused by not meeting stakeholder expectations or our commitments and could lead to lower customer demand or reduced access to talent or finance.	↑	Medium	• Reputational damage could erode trust, hindering the ability to attract and retain customers, employees, and investors • Failure to deliver change may compound reputational harm, impacting service quality and consumer outcomes • Deterioration in market perception could lead to AUM outflows • Regulatory reputational damage could result in increased capital requirements or other financial penalties	• A climate-related working group ensures timely regulatory compliance • Strong culture and controls uphold the Group's reputation for integrity and transparency with all stakeholders • Ethical investment options are offered, with product literature reviewed for fairness and clarity • The FCA's SDR requirements are being assessed to ensure compliance • TCFD recommendations are embedded, with reporting continuing to develop
22 INVESTMENT OPERATIONS ERROR Errors in investment operations, including trade execution, portfolio rebalancing, settlement, and reporting, pose a risk to the Group. Such errors, whether arising from manual processes, system failures, or third-party provider issues, could result in financial loss, client detriment, and regulatory censure. As the Group's AUM grows and operational complexity increases, the potential impact of investment operations errors is heightened, making robust controls and oversight essential.	↑	Medium	• Financial Implications: could affect client portfolios and possible losses that would need to be rectified and could lead to claim on PI Cover • Reputational damages • Regulatory: Errors may result in regulatory breaches that require reporting to the FCA • Operational: Could affect business processes and highlight weaknesses and increase workloads to implement corrective solutions	• System continuity and backup checks are in place to support operational resilience • A new trading and settlements system has been implemented in the year, strengthening the control environment around investment operations • Control checks are subject to ongoing review, with several enhanced system-based controls in development • A number of steps have been taken by both the Operations and Investment teams to improve the robustness of investment implementation, with further controls being developed within current and future systems

Measured GROWTH, *enduring* VALUE

Overview

FY26 has been another year of strong financial performance for Tatton Asset Management, with disciplined organic growth in revenue and profitability once again demonstrating the resilience and scalability of the Group's business model, even as geopolitical uncertainty and event-driven market volatility provided a testing backdrop throughout the period.

The year was defined in part by a specific and well-understood transition: the conclusion of the Perspective Financial Group contract. These outflows were anticipated, planned for and executed in an orderly manner. Strip that aside, and the underlying business delivered an exceptional result with underlying AUM/I[1] growth of 27.8% (stated after the Perspective outflows; reported AUM/I[1] growth was 11.0%), with adviser net inflows remaining broadly consistent with the previous year's record level and further underpinned by a long and consistent track record of investment performance and service quality.

The Group's strong cash generation and high liquidity continue to underpin a robust balance sheet. This financial strength gives us the flexibility to invest in future growth including our commitment to support Absolute Financial Management Limited, a consolidator built on the principles of low leverage and the preservation of independent, whole-of-market advice, while maintaining our progressive approach to shareholder returns.

Income statement highlights

The financial results for the year reflect the continued execution of our strategy, with revenue growing 20.1% to £54.4m and Group adjusted operating profit[1] increasing 24.1% to £28.5m. The adjusted operating profit margin[1] expanded to 52.3%, compared with 50.6% in the prior year, reflecting both the operational leverage inherent in our scalable business model and a continued favourable shift in revenue mix as investment-related income grows as a proportion of the Group total. These results are a further demonstration of the quality and durability of the underlying business.

Tatton remained the primary driver of Group performance. Tatton revenue increased 22.0% to £47.6m, with assets under management and influence[1] closing the year at £24.216bn, representing growth of 11.0%, or 27.8% on an underlying basis. Underlying net inflows[1] were consistently strong throughout the period, with particular momentum into the MPS range. The MPS's breadth of risk profiles and investment styles continues to attract adviser demand, supported by a demonstrable long-term track record of investment performance and a commitment to client service quality that has become a distinguishing feature of the proposition. Investment-related income now represents 87% of total Group revenue and given the structural growth dynamics of the MPS market and our continued strategic focus in this area, we expect this proportion to increase further in the years ahead. Tatton's adjusted operating profit[1] grew 23.8% to £30.8m, with the adjusted operating profit margin[1] strengthening to 64.8%, compared with 63.8% in FY25. Statutory operating profit for the segment was £29.0m.

Paradigm contributed revenue of £6.8m, an increase of 8.1% on the prior year, with mortgage completions rising to £18.0bn (FY25: £14.2bn). Adjusted operating profit[1] was £1.9m, with the adjusted operating profit margin[1] of 28.1% compared to 29.0% in FY25, reflecting deliberate investment in operational capacity and member services as Paradigm scales to support anticipated future growth.

Reconciliation between adjusted operating profit and statutory operating profit

£M	FY26	FY25
Adjusted operating profit	**28.5**	22.9
IFRS 2 Share Option Charges	**(2.9)**	(1.5)
Amortisation of Acquired intangible	**(0.7)**	(0.6)
Exceptional items and Fair value adjustments	**(0.6)**	–
Operating loss due to non-controlling interest	**(0.1)**	(0.1)
Operating profit	**24.2**	20.7

Cost base and investment

Group administrative expenses increased by £5.6m in the year, reflecting both planned strategic investments and the impact of inflationary pressures across the cost base. The Group's results include £4.3m of separately disclosed items (FY25: £2.3m). Excluding these items, underlying cost growth was £3.6m, or 16%, driven principally by increased investment in marketing and distribution activity and by higher discretionary variable pay reflecting the strong trading performance of the year.

Personnel costs remain the most significant component of the cost base, representing over 60% of total underlying expenses, and increased by 12% year on year. This reflects three factors: a Group-wide average salary increase of 5%, implemented to support talent retention and recruitment in a competitive market; selective new hires to strengthen our marketing, distribution and operational teams; and an increase in discretionary variable pay, which accounted for 27% of total personnel costs in the year.

Average headcount increased to 120 (FY25: 113), as set out in note 13, consistent with our continued investment in the capabilities required to support the Group's growth ambitions.

Investment in Absolute Financial Management Limited

This year, the Group invested £4.7m as part of a broader commitment of up to £10.0m into Absolute Financial Management Limited, an Inflexion Private Equity backed business. The investment in ordinary share capital is held at fair value, whilst the investment in preference shares is held at amortised cost with £0.1m of associated interest income recognised within Finance Income during the period.

As a long-standing champion of the IFA community, this investment is consistent with TAM's ethos of providing practical support for advisers, in this instance whether seeking to retire and realise the value of their practice, or looking to benefit from the resources and support of a larger group structure.

A key strategic consideration underpinning this investment is the preservation of continuity for both advisers and their clients. Offering a trusted and well-structured destination for transitioning advisers protects the established client relationships and assets under management held within the Group, but as Absolute Financial Management Limited continues to grow, positions TAM to benefit from a broader and increasingly engaged distribution network. Together, these outcomes underpin the Group's strategic ambition of delivering sustainable, long-term growth in assets under management, and reinforces TAM's reputation as the partner of choice for the independent financial adviser community.

Results of joint ventures

The Group results include a share of loss from joint ventures of £0.1m (FY25: £0.1m loss). The carrying value of our investments in joint ventures has been reviewed and no impairment is deemed necessary.

Separately disclosed items

Separately disclosed items are adjusting items to operating profit and total £4.3m (FY25: £2.3m), comprising:

- £2.9m share-based payment costs (FY25: £1.5m);
- £0.7m amortisation of acquisition-related intangible assets (FY25: £0.7m);
- £0.6m exceptional items and fair value adjustments (FY25: £nil), being one-off project costs related to the transfer to a new Authorised Corporate Director ("ACD").
- £0.1m operating loss relating to non-controlling interest

Alternative performance measures ("APMs")

APMs are financial measures of historical or future financial performance, financial position or cash flow, other than financial measures defined under IFRS. Further information as to the reconciliation between the two measures are provided in note 27. A reconciliation between statutory and adjusted operating profit for the year ended 31 March 2026 with comparatives is shown in the table on the previous page.

The APMs provide additional information to investors and other external stakeholders to provide a fuller understanding of the Group's results of operations as supplemental measures of performance. The APMs are used by the Board and management to analyse the business and financial performance, track the Group's progress and help develop long-term strategic plans. Some APMs are also used as key management incentive metrics.

Finance income

The Group has recognised net finance income of £1.1m (FY25: £0.9m). This primarily reflects £1.0m interest received on the Group's own cash balances which increased from £32.1m to £33.9m over the year, and £0.1m interest received in respect of the Group's investment in Absolute.

Taxation

The Group's tax charge for the year is £6.6m (FY25: £5.6m), an effective tax rate of 26.1% (FY25: 25.9%) broadly in line with the UK statutory rate. A deferred tax asset of £1.6m (FY25: £2.9m) has been recognised, primarily in respect of unexercised share options whose value continues to track TAM's share price. This deferred tax asset is expected to be recoverable against future profits.

Statement of financial position and cash

The Group closed the year in a strong financial position, with net assets of £55.0m (FY25: £50.6m) and cash and cash equivalents – comprising cash, money market funds and bank deposits – of £33.9m (FY25: £32.1m). The business remains highly cash-generative, characterised by a short working capital cycle that converts profits into cash efficiently. Cash from operating activities was £28.8m (FY25: £24.6m), with net cash and cash equivalents increasing by £1.7m over the course of the year.

The principal non-operating cash flows in the period were as follows. On the inflow side, the Group received £1.1m from the issue of shares and exercise of share options (FY25: £0.3m) and £1.0m in interest on corporate cash held in bank accounts and money market funds (FY25: £1.0m). Outflows in the year included dividend payments of £13.0m (FY25: £10.4m), reflecting the Board's continued commitment to shareholder returns; investment in the Group's own shares of £4.9m; an initial investment of £4.7m in Absolute Financial Management, consistent with the Group's strategic objective of supporting responsible consolidation within the IFA sector; and corporation tax payments of £5.1m (FY25: £5.9m).

Working capital

At 31 March 2026, trade and other payables increased by £1.5m to £12.7m (FY25: £11.2m), largely due to an increased provision relating to variable pay and cash bonuses arising from the strong financial performance delivered in the current year. In addition, mortgage procuration fees payable have also increased in line with mortgage completions, specifically towards the end of the financial year. Trade and other receivables have increased to £7.4m (FY25: £6.5m) reflecting revenue growth and the timing of expense billing across the year end.

Capital allocation and liquidity management

Total shareholders' equity as at 31 March 2026, made up of share capital, share premium, retained earnings and other reserves, increased to £55.0m (FY25: £50.6m). Delivering sustainable value to our shareholders, and maintaining a disciplined and efficient approach to managing shareholder capital, which remains a primary commitment of the Board.

Our financial resources are continually kept under review, incorporating comprehensive stress and scenario testing which is formally reviewed and agreed at least annually via the Internal Capital Adequacy and Risk Assessment ("ICARA"). The Group continues to maintain a robust capital base, with a surplus of capital above the regulatory minimum of £16.1m at 31 March 2026, which takes into account the proposed final dividend for the year.

The Group includes two regulated entities: Tatton Investment Management Limited, 100% owned and controlled by the Group, and 8AM Global Limited, 50% owned and controlled by the Group. Both companies are categorised as MIFIDPRU non-SNI firms under the Financial Conduct Authority's ("FCA") Investment Firms Prudential Regime ("IFPR"). As such, the Group, being the parent entity, is obliged to adhere to MIFIDPRU rules within the IFPR framework and reports to the FCA on a prudential consolidation basis. The Group forecasts surplus capital and liquidity, factoring in anticipated outflows and proposed dividends, to ensure the perpetual adequacy of capital and liquidity.

	31-MAR 2026	31-MAR 2025
Total shareholder funds	**55,047**	50,552
Less: Foreseeable dividend	**(9,106)**	(5,700)
Less: Non-qualifying assets	**(24,411)**	(21,428)
Total qualifying capital resources	**21,530**	23,424
Less: Capital requirement	**(5,442)**	(4,561)
Surplus capital	**16,088**	18,863
% Capital resource requirement held	**396%**	514%

As we grow, we will continue to invest in strategic initiatives by prioritising organic investment in our product offering and people capability, and by selectively pursuing strategically aligned investments and acquisitions.

Return on capital employed[1] was 53.4% in the year (FY25: 48.0%), highlighting our continued ability to deploy capital efficiently. The Board regularly reviews the Group's capital structure to ensure alignment with our strategic objectives and will respond, should the needs of our business and the market change.

Earnings per share ("EPS")

Basic EPS increased by 16.3% to 30.75p (FY25: 26.43p), driven by the strong growth in profit after tax. Removing the impact of separately disclosed items, adjusted fully diluted EPS[1] has increased by 22.3% to 35.05p (FY25: 28.65p), with adjusted diluted EPS of 35.44p (FY25: 29.17p).

Dividends

The Board is recommending a final dividend of 15.0p (FY25: 9.5p), following the interim dividend of 12.0p (FY25: 9.5p) paid in the year. This gives a total full year dividend of 27.0p (FY25: 19.0p), an increase of 42.1% on the prior year. The proposed dividend reflects the Board's underlying confidence in the business and its future prospects, and we maintain our policy of paying a dividend that is approximately 70% of adjusted earnings. If approved at the Annual General Meeting, the final dividend will be paid on 5 Aug 2026 to shareholders on the register on 26 June 2026 with the ex-dividend date being 25 June 2026.

Risk management

Risk is carefully monitored and managed across each business line, with regular reviews of key exposures. Principal risks and key performance indicators are detailed on pages 26–31 and 20–22 respectively. Our strategic approach to capital, regulation and investment is designed to ensure long-term resilience, while continuing to deliver growth and value.

Conclusion

FY26 has reaffirmed the durability of TAM's business model and the strength of our adviser partnerships. Underlying AUM/I[1] growth of 27.8% delivered against a backdrop of geopolitical uncertainty and event-driven market volatility, and alongside the orderly conclusion of the Perspective Financial Group contract speaks to the quality of the proposition and the depth of adviser engagement. The Group enters FY27 in a position of financial strength: net assets of £55.0m, cash and equivalents of £33.9m, a return on capital employed of 53.4% and a surplus over regulatory capital of £16.1m. This balance sheet provides the flexibility to invest in our strategic priorities including our continued commitment to Absolute Financial Management Limited while sustaining a progressive distribution policy, reflected in the proposed total dividend of 27.0p, an increase of 42.1% on the prior year.

The Strategic Report found on pages 1 to 55 has been approved and authorised for issue by the Board of Directors and signed on their behalf on 15 June 2026 by:

PAUL EDWARDS
Chief Financial Officer

1. Alternative performance measures are detailed in note 27.

Environmental, Social and Governance ("ESG") Overview

Tatton Asset Management plc is committed to delivering the highest achievable levels of discretionary investment management and market leading IFA support services, whilst striving to have a positive impact on the wider society and environment in which it operates.

TAM understands that environmental, social, and governance factors are integral to its business operations, corporate responsibility, and ultimately tie in to the long-term success of the business strategy. As such, the Group is dedicated to approaching its business in a responsible and sustainable manner, to benefit all of TAM's stakeholders.

Our people and community is at the heart of our sustainability agenda. For us, sustainability is about creating a positive and diverse environment, where individuals are able to thrive, and thereby enhance the business through their growth and development.

Across the organisation, employees have driven change, from engaging with our various charitable endeavours, helping to develop and maintain internal support services, as well as undertaking regular training to continue their development.

Highlights

- The Group carried out its bi-annual staff survey, reporting 84% positive responses to all questions
- Staff retention remains high, with a 95% retention rate
- The Group actively supported a range of charities throughout the year, including Providence Row, The Seashell Trust, Friends of Frankie and Destination Florida
- 19 employees across the Group have either achieved, or are working towards professional qualifications in the year
- The Group held its second work experience programme, offering development opportunities to the next generation
- TAM continued to integrate QCA ("Quoted Companies Alliance") guidance, undertaking an ESG material issues assessment for the first time, to fully embed the code into the business to ensure best practice
- The Group has continued to expand and improve its reporting on Scope 3 emissions
- The employee sharesave scheme continues to be popular, with 63% of eligible employees being enrolled in a scheme at the year end, whilst 45% of eligible employees enrolled for the 2025 scheme, demonstrating commitment to the long-term growth of the business
- ACAS ("Advisory, Conciliation and Arbitration Service") training was provided for all line managers to support and develop their managing and leadership skills, helping to improve TAM's short to medium-term outlook
- All employees participate in cyber security training on a regular basis

Targets

- The Group will continue the work experience programme throughout the next year, offering additional opportunities to school leavers and graduates to participate, and to encourage the next generation to take up a career in financial services
- The Group will continue to support diversity and inclusion, ensuring that individuals from all backgrounds are represented across the Group
- TAM will introduce neurodiversity training across the business for all employees, to foster understanding and learning for all
- TAM will reinforce the opportunity for all staff members to take place in a charitable 'Day to Make a Difference', and commit to helping organise more volunteering days to encourage staff members to take part
- The Group will look to develop or partner with other organisations in an employee volunteering programme, engaging with schools and hosting office visits, offering insights and expertise, to support the next generation with knowledge about the financial services industry
- The Group will seek to reduce its emissions through energy efficiency, responsible procurement, and sustainable workplace initiatives
- To define Sustainable KPI targets to strengthen accountability across the business
- To deploy further management training opportunities to ensure that all managers continue to develop leadership skills and remain informed on changing principles

QCA Framework: Corporate Responsibility Philosophy

TAM believes that strong governance requires a core framework to guide management, employees, and stakeholders in aligning the Group's actions and decisions with its ESG values.

In the prior year, TAM became a member of the QCA, supporting the organisation's work in representing the UK's small and mid-sized publicly traded companies. The Group ensures its practices are consistent with the QCA Code and has additionally adopted the five pillars of the QCA Environmental and Social Guide to support the effective management and disclosure of material environmental and social issues. A summary of the Group's alignment with these pillars are provided below.

PILLAR:

A
CORPORATE VALUES

TAM strives to be knowledgeable, to be conscious of risk, and to continually improve. This includes accumulating the right level of skills, knowledge, and experience across the organisation and, in turn, developing a culture that fosters a collaborative approach to continual improvement, with management regularly identifying and reviewing the risks impacting TAM. This is underpinned by a personal culture of integrity, transparency, acting without pretence, and being straightforward, adaptable and consistent.

These corporate values support TAM's vision to be the provider of choice for independent financial advisers and their end clients, aiming to expand propositions to meet the needs of advisers and their clients whilst exceeding the expectations of all stakeholders.

The Group's corporate values also ensure that TAM is able to identify and improve its approach to its ESG policies and continually strive to act in such ways as are beneficial to its people and the environment.

B
LEADERSHIP, OVERSIGHT, AND MANAGEMENT

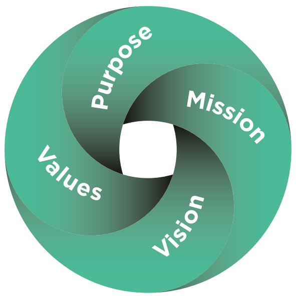
The Board has overall responsibility for the Group's long-term success and is ultimately accountable for its ESG strategy, including oversight of management's decision making. The ESG Committee oversees the coordination of ESG priorities and initiatives, providing regular updates to the Board. The Committee is chaired by Lesley Watt, Non-Executive Director, with Paul Edwards, Chief Financial Officer as the nominated Board representative. This structure ensures that the ESG Committee has appropriate senior leadership, clear accountability, and strong alignment with the Board.

The Group considers that it has adequate resources to manage environmental and social risks and opportunities effectively. Robust processes are in place to ensure that environmental and social matters are identified, monitored, and addressed appropriately.

C
MATERIALITY

An understanding of the Group's most material ESG topics is essential to inform Company strategy, targets and reporting. As part of the Board's ongoing strategy setting and risk management process, it considers all ESG topics, the importance of these to stakeholders, and the impact that these can have on the business.

The Board has carried out a formal materiality assessment of ESG topics in the current financial year, to identify the ESG factors of material importance to the business, understand stakeholder priorities, and assess the factors that have the most impact on the Group. This assessment of material items has been disclosed in the materiality matrix below, and the manner in which the Group has addressed each item and its impact to Group strategy is integrated throughout the Annual Report.



D
MEASUREMENT AND COMMUNICATION

TAM considers both quantitative and qualitative data to be crucial in assessing environmental and social issues and how they are managed. By doing so, TAM maintains transparency in its operations and its compliance with ESG standards that it upholds.

In respect of social issues, the business utilises KPIs where possible, as well as issuing an employee survey every other year which helps to quantify what is important to our employees. Results are reviewed by the Board, and communicated to employees via the company intranet and annual conferences.

In respect of environmental issues, TAM has committed to increasing its Scope 3 reporting, and this data is prepared using an operational control approach, where entities over which the Group has 100% operational control are included in the Group's Scope 1 and Scope 2 emission categories. The carbon footprint is calculated following the Greenhouse Gas Protocol Corporate Standard.

TAM intends to introduce specific KPI targets in the next financial year to strengthen the measurement of KPIs, and so better support the delivery of our long-term ESG strategy.

E
ACTIONS, OUTCOMES, AND COMMITMENTS

In the FY25 Annual Report, the Group reported a number of targets – for environmental concerns, it targeted continuing to increase the level of reporting of Scope 3 emissions, and will seek to reduce its emissions through energy efficiency, responsible procurement, and sustainable workplace initiatives. For the social concerns, the Group targeted rolling out further training to management, continuing the work experience programme and encouraging employees to understand social responsibility and the role that they can play.

In the year, TAM has made progress on these targets, delivering management training to senior managers and team leaders, alongside recurring annual training for all staff. TAM has donated more money via matched charitable fundraising in the current year, demonstrating employee enthusiasm for this initiative. The work experience programme ran for a second successive year with continued success.

The Group remains committed to assessing its progress in regard to its ESG initiatives, and outlines targets and key priorities that will ensure TAM remains a leader in ESG within the sector. As noted in the Pillars, TAM's targets for the future are outlined in the highlights on page 35 and in the relevant sections.

ESG: *Material Issues*

MATERIAL ISSUES	POTENTIAL IMPACT ON BUSINESS
Board structure, independence, remuneration & diversity	Effective and balanced governance ensures accountability, strategic oversight, and stability to create long-term success (see pages 56 to 81)
Risk management & internal controls	Risk management ensures appropriate safeguarding of assets, to ensure compliance and sustainable business performance (see pages 23 to 31)
Business ethics & anti-corruption	Promoting integrity throughout the Group helps to protect reputation, ensures compliance, and encourages trust
Data privacy & cyber security	Managing the risks relating to IT infrastructure, and ensuring compliance
Employee engagement, training & retention	A skilled, motivated, and stable workforce ensures productivity, and long-term business performance
Stakeholder engagement	Active dialogue helps identify risks and opportunities, and supports informed decision making that drives success
Artificial intelligence ("AI")	Responsible development and utilisation of AI has the potential to enhance efficiency and innovation
Regulatory compliance	Adherence to laws and regulations avoids penalties, whilst protecting the Company's reputation
Transparent customer information	Clear communication builds trust and encourages customer loyalty, contributing to the growth of a trusted and reliable brand
Employee wellbeing – health and safety	Provision of a healthy and safe working environment, supports employees physical and emotional wellbeing
ESG data quality & reporting	Accurate, reliable, and transparent ESG data enables informed decision making
Diversity & inclusion	Ensuring business culture embraces the building of a diverse and inclusive workforce throughout the organisation
Supplier oversight	Effective monitoring of suppliers helps manage operational, ethical and compliance risks, whilst ensuring responsible supply chain management
Tax strategy & responsibility	Transparent and responsible tax practices ensures regulatory compliance and reduces financial and reputational risks
Community relations & social impact	Positive engagement with local communities to encourage wider socio-economic empowerment
Climate change & emissions (Scope 1,2 & 3)	Managing greenhouse gas emissions and climate risks to support the transition to a lower-carbon economy (see pages 50 and 51)

In line with the QCA Environmental and Social Guide, the Board has undertaken a formal assessment of our most material ESG issues.

We have identified 16 ESG issues with material relevance to our business. The assessment highlights the importance of high quality corporate governance, with many of the material issues relating to governance issues, which is considered and monitored through oversight of the Board.

Social and environmental issues continue to evolve, and the ways in which TAM monitors and responds to these are detailed throughout the ESG report.

The ESG committee will review the material issues assessment on an annual basis to ensure that these continue to be relevant.

Key

- Governance issues
- Social issues
- Environmental issues

Q&A *with* LESLEY WATT, *Chair of the* ESG COMMITTEE

What have you identified as the most material ESG issues for the Group, and what actions are being taken to minimise their impact?

The materiality assessment identified the most important social issues as being employee engagement, training and retention, as well as data privacy and cyber security. Employee engagement, training and retention are all areas where we strive to stay ahead of the curve, offering employees opportunities and the chance to feed back. In terms of data privacy, all employees receive regular cyber security training, we participate in an annual audit, and IT staff are qualified and up to date on the most prevalent issues that are faced. Both areas are evolving, and while being an excellent employer remains central to everything we do, we're comitted to continuously improve.

What do you believe were the most important ESG actions taken this year, and where do you think that the Group made the greatest progress, and where was progress more challenging?

We have taken a number of important ESG actions in the year, including developing our charitable endeavours, and the implementation of staff initiatives. I am proud of the staff survey, and the feedback that we receive from this is invaluable. The measurement of the results against our previous 2023 survey shows that significant progress has been made. I'm also excited by our work experience programme, and would like to continue to develop this and similar initiatives in the coming years. Progress was slower at implementing our intended additional training, especially around neurodiversity. We have now scheduled this training to take place in the first few months of FY2027, and will look to continue to develop this programme.

How does the Committee track progress against ESG objectives and KPIs?

The ESG Committee meets regularly to consider our objectives and determine the most effective actions to achieve them. We currently monitor our KPIs to assess performance and track progress. However, aside from our commitment to maintain our Women in Finance representation within the 30–35% range, we have not yet established formal quantitative targets.

We intend to introduce defined KPI targets in the next financial year to strengthen accountability, enhance performance monitoring, and support delivery of our long-term ESG strategy.

How does the Committee consider stakeholder perspectives when setting ESG priorities?

We have regular feedback sessions with shareholders whereby we are able to gather their perspective, and understand what is important to them. As a small team, we engage with employees consistently throughout the year, both through informal day-to-day feedback and regular staff surveys. We review the output from external regulators and implement best practice to ensure that we are fully conscious of the trends and risks that are arising. Stakeholder perspectives shaped how we built the materiality matrix, and we're confident our information gathering gives us a well-rounded view across all stakeholder groups.

What are the key priorities for the Group from an ESG perspective as we move through 2026?

It is important that we deliver training sessions on a number of ESG issues this year, including anti-corruption training and the neurodiversity training. Further to this, we will look to further develop our internal training programmes, as this is of high importance to our employees, as well as the long-term future of the business. Further to this, continuing to improve our ESG governance through defined KPI targets will hugely benefit the business as a whole.

What message would you like to leave with shareholders and other stakeholders about the Group's approach to ESG?

The Group remains committed to, and driven by, our vision and values, which are underpinned by a drive towards continuous improvement. We aim to deliver the best quality products to our customers, whilst leaving a net positive impact on our community and environment, which we believe results in us being able to deliver excellent outcomes for our shareholders.

ESG CONTINUED

ESG: *KPIs*

Tatton Asset Management plc is committed to fostering a sustainable, inclusive, and responsible business that prioritises its people, promotes diversity, and minimises its environmental impact. To ensure accountability and continuous improvement, the Group considers and reviews several different data points, but has identified the following ESG related KPIs that best represent the Group's priorities:

Other metrics

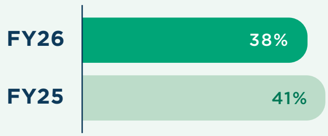
AREA	METRIC	MAR-26	MAR-25
Social	Number of employees undertaking qualifications of job-specific training	**19**	26
	Number of charity volunteering days carried out	**24**	43
	Charitable donations in the year	**£37,000**	£26,000
	Gender pay – median hourly pay gap (%)	**42%**	40%
Ethical investing	AUM in ethical portfolios	**£1,845m**	£1,465m
	Number of client accounts in ethical portfolios	**16,560**	15,160
	Net flows into ethical portfolios	**£227m**	£254m
	Ethical portfolios AUM as a % of overall AUM	**8.1%**	7.0%

Staff retention

Attracting, retaining, and nurturing top talent is fundamental to the Group's long-term success. TAM plc aims to maintain a stable and engaged workforce, tracking staff turnover rates as a measure of employee satisfaction, workplace culture, and career development opportunities. The Group remains committed to offering a supportive work environment, competitive benefits, and professional growth opportunities to reduce turnover and retain high-calibre employees.

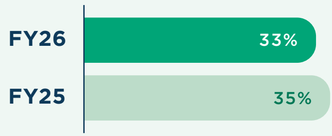
Gender pay gap

This is the mean hourly gender pay gap, reported as a percentage. Ensuring pay equity is essential to maintaining a fair and transparent workplace. TAM plc is committed to monitoring, reporting, and addressing any gender pay disparities within the organisation. The long-term trend since FY21 reflects a gradual narrowing of the gender pay gap.



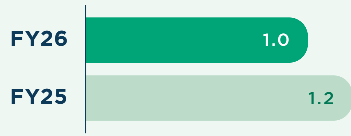
Females in senior roles

TAM is dedicated to gender diversity and equal opportunities at all levels of the organisation. Increasing the representation of females in senior leadership roles is a key priority, with targeted initiatives to support career progression, leadership development, and mentorship. The Group regularly monitors gender diversity at senior levels and remains committed to fostering an inclusive leadership culture that reflects the wider industry and communities it serves.



Carbon intensity per FTE

The Group seeks to minimise emissions through energy efficiency measures, responsible procurement, and sustainable workplace initiatives. The carbon intensity per FTE has decreased in the current year as the Group has kept energy usage at a similar level, however the number of staff has increased in the year.



ESG CONTINUED

Ethical INVESTING

Challenging companies to identify and manage environmental, social, and governance risks and opportunities to shape their long-term future direction.

AUM in ethical portfolios:

£1,845m

(**FY25:** £1,465m)

Net flows into ethical portfolios:

£227m

(**FY25:** £254m)

Number of client accounts in ethical portfolios:

16,560

(**FY25:** 15,160)

Ethical portfolios AUM as a percentage of overall AUM:

8.1%

(**FY25:** 7.0%)

Tatton's Approach to Sustainable Investing

Tatton is a business founded on close adviser relationships and a deep understanding of adviser requirements. We were an early innovator in ESG investing, launching our first Tatton Ethical portfolio in 2014 in response to growing demand and an opportunity within the market. In the years since, the ESG landscape has evolved at pace and scale. More recently, the introduction of the Sustainability Disclosure Requirements ("SDR") and enhanced anti-greenwashing regulation has marked a significant step forward in helping consumers navigate sustainable investing with greater clarity and confidence.

The landscape is now densely populated with a broad range of ethically themed funds, discretionary offerings, and sustainably themed solutions. Tatton differentiates itself through more than a decade of direct experience managing Ethical portfolios, supported by a strong track record of performance. Ongoing adviser feedback consistently highlights the value of our transparent fund selection process, competitive pricing structure and clear alignment to defined risk profiles. We believe this disciplined and client-focused approach has underpinned the continued growth of our ethical assets under management, which now stands at £1.8bn.

As a thought leader in ethical and values-based investing, we acknowledge the increasing complexity and scrutiny facing the sector. We remain committed to our mantra to listen to adviser feedback as to what clients want and need to see in their ethical solutions. Our ethical fund selection sits alongside the consistent philosophy applied across Tatton's wider range – the application of our proprietary research and due diligence, combined with screening based on robust processes and investment performance.

Tatton has welcomed the increased availability of data and industry comparison tools to support our research, screening, and comparison of offerings in the ethical investing space – we recognise the importance of attention to detail and we concentrate on a combination of quantitative and qualitative factors in completing our research and our ongoing due diligence for the ethical offering.

The Tatton Ethical Investment Committee regularly meets to review the portfolio construction and to consider the mix of investments, in line with our engagement led approach. With the continued adoption of various external sources, such as Morningstar Direct, Sustainalytics, and ClarityAI, the Group has ensured that this continues to align with Tatton's own manager selection process and ongoing monitoring and comparisons. The combination of research and the data gathered supports our investment decisions and enables our team to develop a thorough understanding of the culture, motivation, and long-term goals of the funds and teams that we choose to invest in, so we can make decisions with conviction and continue to review our offering on an ongoing basis.

Client engagement remains central to Tatton's commitment to evolving and enhancing our ethical investment offering. Feedback has played a crucial role in our continuous evolution, directly informing and strengthening our negative screening process. As a result, we have implemented absolute red-lines for investments in arms, pornography, and gambling within our Tatton Ethical portfolios. While we actively adapt to evolving client values, this enhancement remains consistent with the core tenets of the Tatton Ethical portfolios' investment philosophy, reinforcing a stable and consistent, yet adaptable investment approach.

Ongoing Monitoring

Our regular assessment of underlying fund holdings ensures continuous alignment with our negative screening criteria, a process that results in portfolios with strong positive environmental, social, and governance characteristics. This assessment has the target outcome of significantly reducing, if not eliminating, holdings that contravene our screening framework. This process involves the investigation and analysis of portfolio exposure at both the industry and individual security levels.

In addition, as part of our fund research process, we look for funds that use third party providers to screen their funds (usually implemented by a risk and oversight function). If we see changes in overall exposures, or see securities that we may want to investigate, then we have direct contact with the fund managers to receive explanations and data on the rationale for any positions. Any further decisions are then made based on this more substantial mix of data.

Leveraging our capability, scale, and thought leadership within the investment management industry, we actively engage with asset managers regarding the development of new product launches and the shaping of existing investment solutions. Through this collaborative approach, which aligns directly with Tatton's core values and investment philosophy, we advocate for enhancements to investment processes for stronger integration of ethical considerations and better alignment with evolving client values and responsible investing principles.

Complementing our external engagement, to ensure that our expertise remains current with the dynamic evolution of ethical and ESG investing, which includes a focus on climate change, several employees spanning investment and non-investment functions have actively pursued professional examinations and development programmes in this space. This proactive approach to professional development underscores our commitment to providing informed insights and solutions in the evolving landscape of ESG investment practices.

NEGATIVE SCREENING

Using data to limit exposure to the following products or services:

Red-line screens

- Armaments
- Pornography
- Gambling

Other negative screens

- Alcohol
- Animal testing (for cosmetic purposes)
- Fossil fuels
- Tobacco

POSITIVE OUTCOMES

The process results in the ethical portfolios having a bias towards positive outcomes, such as those below:

- Water and sanitation management
- Lower-carbon fuel use and natural resource conservation
- Responsible packaging and recycling
- Respect for the supply chain, working conditions, and human rights
- Diversity and equality in staff, strong business ethics, and a high regard for employee health, safety, and wellbeing

ESG: *Governance*

The Group's business conduct, strategy development, and compliance with ESG pillars and values are monitored by the TAM Board, and they provide oversight into the implementation of their principles into the Group's culture. The ESG Committee coordinates the Group's priorities and activities, reporting to the Board regarding recommendations and progress.

TAM plc understands the importance of good governance, and strives to apply best practices in its operations. The Group has implemented the principles of the Quoted Companies Alliance Corporate Governance Code 2023 (the "QCA Code"), to ensure that it operates in line with best practice. The way that the QCA Code has been complied with for general governance has been discussed within the Corporate Governance Statement on pages 60 to 64. The Group has also adopted the five pillars of the QCA Environmental and Social Guide, and TAM's compliance with these can be found on page 36.

TAM plc Board

The Board is responsible for the long-term success of the Group; it is ultimately accountable for overseeing the Group's ESG strategy and reporting its progress against stated goals.

Audit and Risk Committee

Responsible for ensuring the integrity of the Group's ESG-related financial reporting and disclosures of ESG-related risks

Remuneration Committee

Responsible for the oversight of remuneration against performance metrics and targets, designed to support the Company's ESG strategy and promote long-term success

Nomination Committee

Responsible for ensuring that the structure, size, and composition of the Board and Board Committees are set up to successfully progress the ESG strategy

Divisional and Operating Company Boards

Responsible for the management and implementation of ESG activities to meet overarching strategy targets

ESG Committee

Responsible for driving forward ESG targets that are approved by the Board. These ESG priorities form part of the Group's strategy for creating value for all TAM's key stakeholders

Ethical Investment Committee

The Ethical Investment Committee plays a critical role in guiding and overseeing Tatton Investment Management Limited's ethical investment strategies and decisions. Its main priority is to screen out investment opportunities that do not meet its ethical standards.

The Committee conducts rigorous due diligence, engages with stakeholders, and assesses the long-term viability and ethical implications of potential investments. It also works collaboratively with asset managers, advocating for enhancements to investment processes for stronger integration of ethical considerations.

More information on the ethical investing process is provided on pages 40 and 41

Lesley Watt
Independent Non-Executive Director

Paul Edwards
Chief Financial Officer

Justine Randall
Chief Commercial Officer, Tatton

Claire MacNeill
Secretary to the Board

Sophie Davies
Senior Group Accountant

ESG: *Social Responsibility*

People and Culture

Tatton Asset Management plc recognises that its people are its greatest asset in terms of delivering the Group's strategy and continuing to provide exceptional service and support to IFAs. Success depends on attracting and retaining top talent while fostering an environment where everyone feels valued, supported, and empowered to reach their full potential. This is reflected in several employee issues being identified as material items within the ESG material issues assessment (see page 37).

With a team of just over 120 employees, the Group maintains close communication between employees and Directors, both informally, throughout the year, and at annual conferences and general meetings. Additionally, robust grievance, harassment, and whistleblowing policies are in place to ensure that employees can raise concerns safely and confidentially. Employees are encouraged to report significant matters to their line manager, the Compliance Manager, the Board, or the Chair of the Audit and Risk Committee.

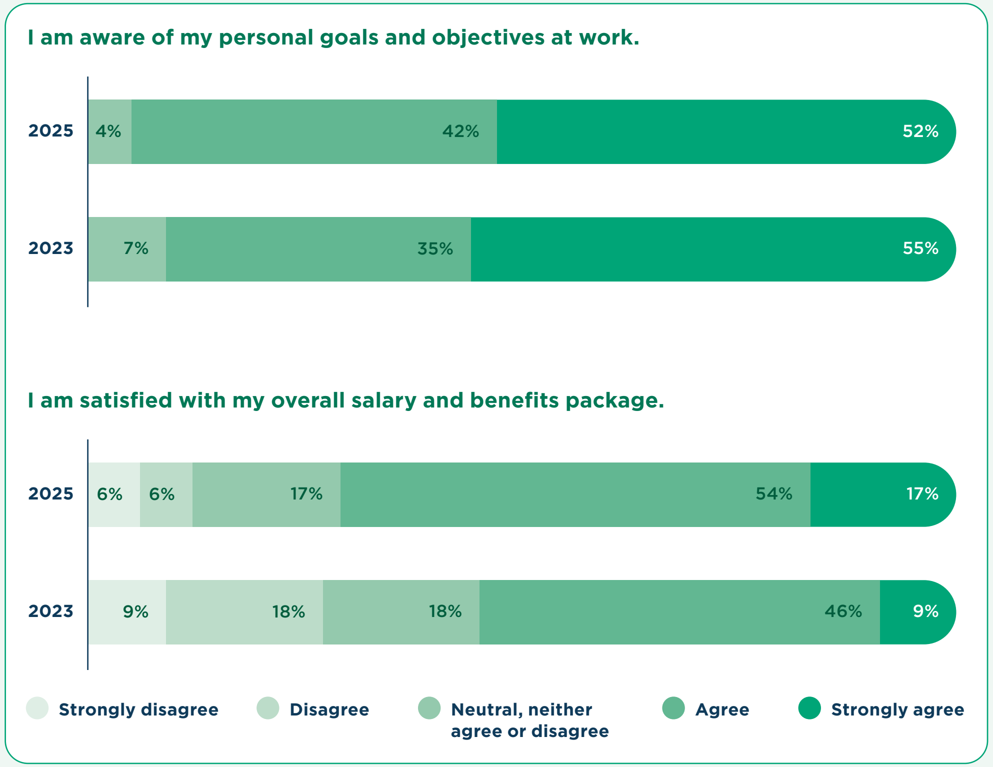
Staff Survey

The Group conducted a staff survey in the current financial year, and is pleased to report the results to its stakeholders. The Group is pleased that engagement rates have remained high, with 65% of staff taking part in the 2025 survey. The Board believes that the survey is effective and is a useful way for staff to pass on feedback to its decision makers in the Group.

The survey asks questions across a broad range of areas, including Roles and Development, Engagement, Culture and Corporate Responsibility.

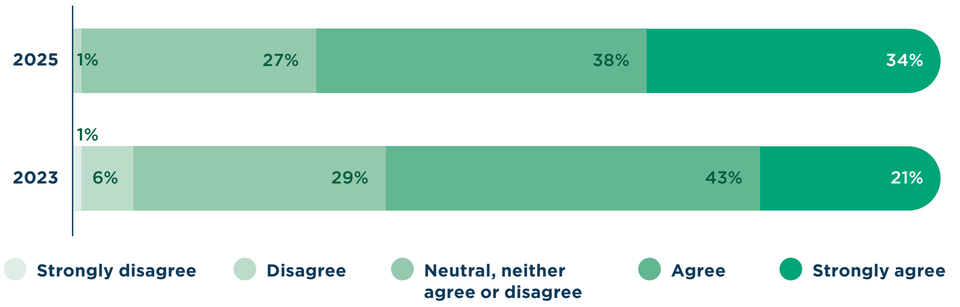
The survey found that employees believe that TAM promotes an environment that is open and honest, and one where employees feel that they are listened to and supported. The scores in the feedback from the survey show that the vast majority of employees agree, with over 84% of the responses giving positive feedback. 97% of employees would recommend the Group as a good place to work, which is testament to the commitment to continuous improvement in the treatment of employees.

The Board, supported by the ESG Committee, has addressed the feedback from the previous staff survey, including introducing a Group-wide health insurance plan. This is reflected in the 2025 survey where 99% of employees believe that TAM supports the health and wellbeing of its employees.



Training

I am satisfied with my opportunities for professional development.



TAM is committed to nurturing talent and supporting employees in their professional development. The Group encourages career progression by offering a range of development opportunities, including internal training, apprenticeship schemes, and professional qualifications. The Group prioritises employee training and development by providing both financial support and dedicated time to help individuals achieve their goals. This includes meeting the Continued Professional Development ("CPD") requirements set by the regulators, ensuring that all qualified professionals within the business maintain the technical expertise to allow them to achieve success for themselves and clients.

Over the last year, 19 employees across the Group have either achieved, or are working towards, professional qualifications, including the Chartered Financial Analyst ("CFA") and Chartered Institute of Management Accountants ("CIMA").

TAM continuously evaluates training needs to provide the most effective support for employees. All employees who work within the regulated entity, TIML, have carried out mandatory training courses covering topics such as Consumer Duty, ESG, and Financial Promotions. The compliance team monitors areas where additional training may be required, and develops tailored training sessions to meet the requirements.

Alongside technical training support, the Group aims to develop soft skills, particularly within management roles, in order to maintain a positive working environment. 20 managers across the business received additional management training in the current financial year. This dedication to upskilling managers can be seen in the results of the employee survey, where responses are overwhelmingly positive about employee relationships with line managers.

The Group will continue to monitor areas where additional training may be required, for example, upskilling in areas such as AI, or where there is new regulation in the pipeline that affects employees in their work. The Group had targeted providing neurodiversity training in the financial year 2026, however this has been delayed until May 2026. The training aims to raise awareness and foster a greater understanding of the different ways that people think and process information. This initiative aims to further strengthen TAM's inclusive culture and provide tailored support for employees with ADHD, autism, dyslexia, dyspraxia, and other neurodiverse conditions.

Mental Health and Wellbeing

The wellbeing of the TAM team is a top priority for the Group, and this is reflected in the results of the employee survey, where 99% of employees agreed that the Group supports the health and wellbeing of employees.

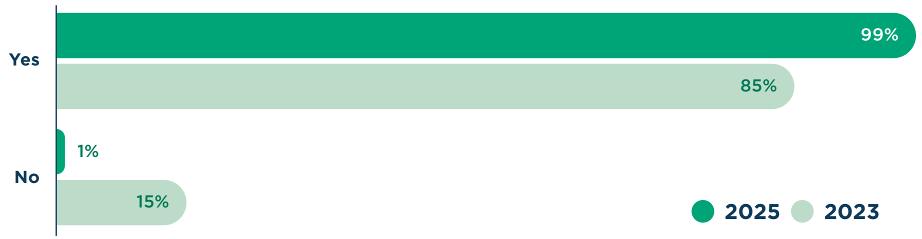
TAM continues to embrace a hybrid working model, allowing employees to balance remote and office-based work in a way that supports both business needs and individual preferences. All employees are offered the option to purchase up to five additional holidays per year, allowing further flexibility.

TAM provides a comprehensive range of health benefits for employees and their families. These services include remote GP access, a 24/7 helpline for emotional and practical support, guidance on financial and legal matters, unlimited mental health counselling, physiotherapy, medical second opinions, and one-on-one lifestyle coaching. Following feedback from the 2023 employee survey, the Group introduced an enhanced health insurance policy for all employees and their families in 2025, which has been well received across the Group. TAM believes that these resources significantly enhance the wellbeing of its employees and their families and remains committed to providing ongoing support for both physical and mental health.

Alongside external resources, the Group looks to create support internally, and to create an environment where employee concerns are able to be addressed. Currently there are six Mental Health First Aiders ("MHFAs") split across the companies within the Group. These trained individuals serve as key points of contact, offering support to employees and line managers in terms of recognising and addressing potential mental health concerns. TAM also has a menopause team, which helps to raise awareness and provide support to the Group's employees, providing informative materials and increasing understanding and education across the Group.

In conjunction with the internal support that is on offer, Paradigm also provides a Health and Wellbeing hub for its member firms. This is designed to provide practical support, located on its website, containing valuable resources that will help both member firms and their colleagues. Paradigm Mortgages has signed up to the Mortgage Industry Health Charter, which aims to provide support to UK firms operating in the mortgage sector.

TAM supports the health & wellbeing of its employees.

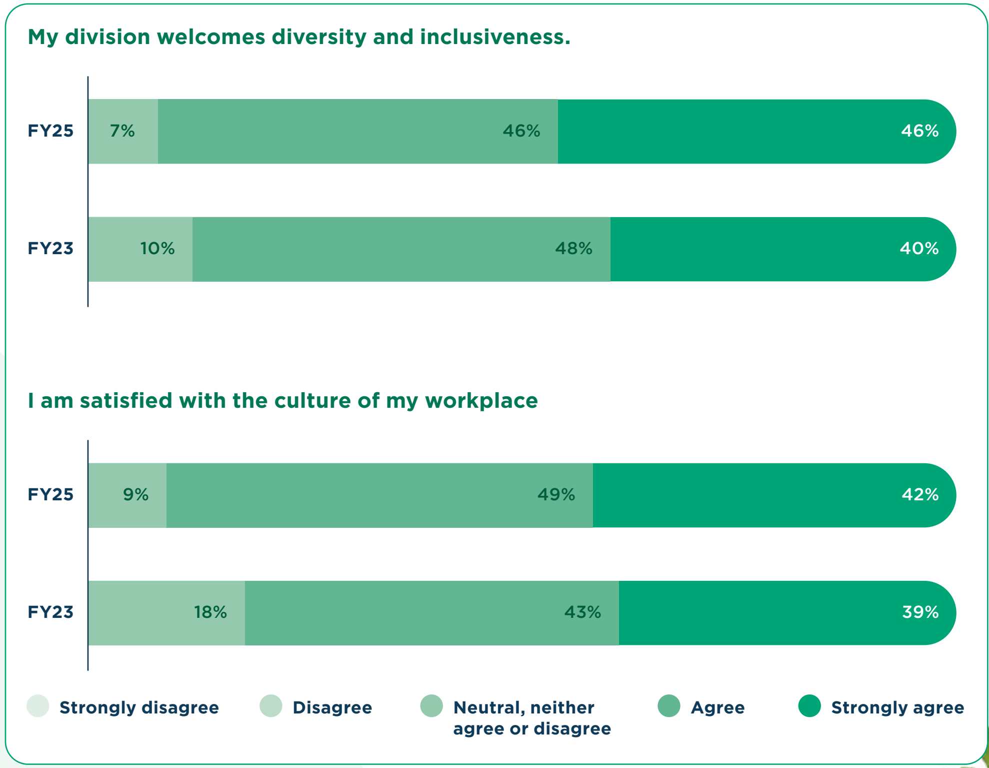


Diversity and Inclusion

TAM is dedicated to fostering a diverse and inclusive culture across the Group. It supports its employees, customers, and suppliers without prejudice, and recognises the value that diversity brings to the business. A workforce with a wide range of perspectives and experiences enhances the Group's ability to deliver innovative solutions to its clients. To attract, develop, and retain diverse talent, TAM is committed to cultivating a workplace that is inclusive, welcoming, and respectful of all individuals. TAM's commitment to diversity and inclusion is illustrated by the Group's progress against the most recent quantitative data available.

TAM has delivered ethics and responsibility training to all Group employees. The initial goal was to improve awareness and accountability in environmental initiatives, social commitments, and ethical governance. Whilst this progress is encouraging, the Group remains conscious that there is always more to be done and that everyone must continuously strive to improve.

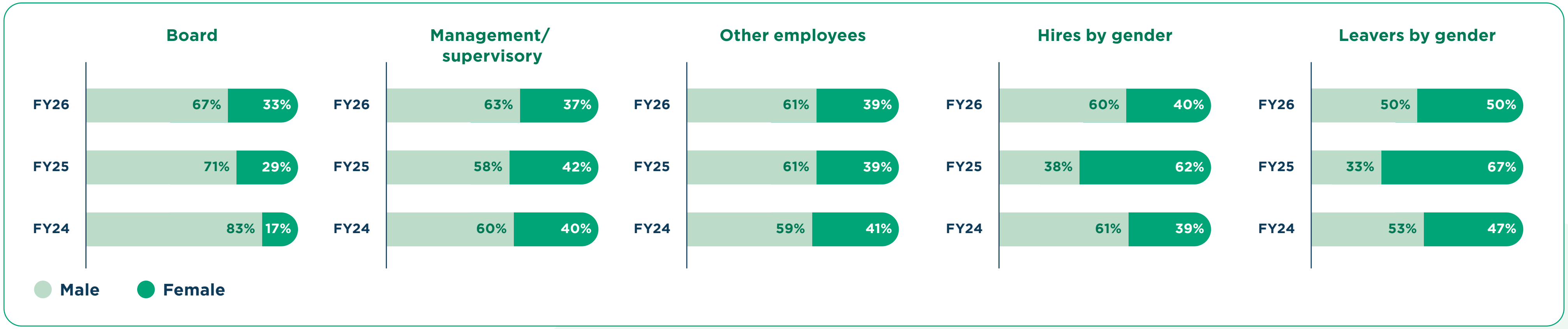
In addition to its internally focused inclusion and diversity improvement strategies, TAM seeks to promote efforts to highlight diversity and inclusion initiatives in the financial services sector as a whole. Paradigm attended a number of the Diversity & Inclusivity Finance Forums in the year. The Group will look to continue to partner with similar organisations, to build a financial services sector that better represents and serves its communities.



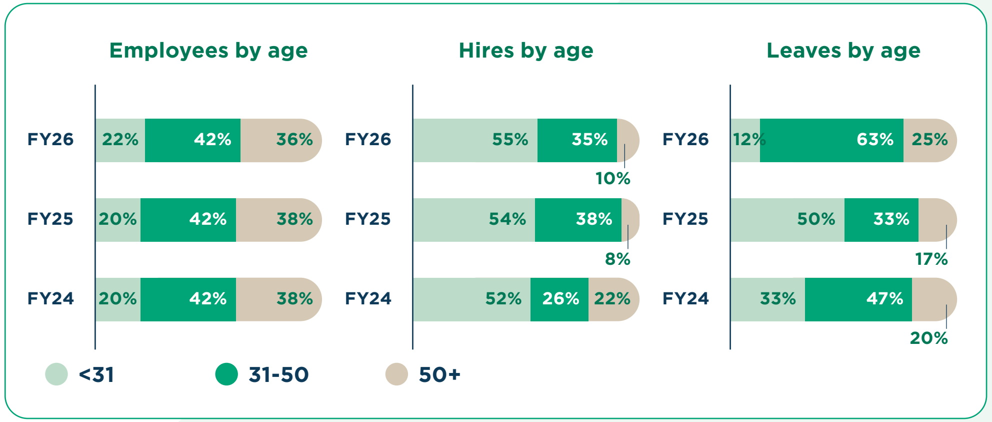
OUR PEOPLE AT A GLANCE

TAM remains steadfast in its mission to create a more inclusive and equitable industry, ensuring that diversity is not just a principle but a fundamental part of the Group's identity.

Gender breakdown



Age breakdown



Staff Retention – FY26: 95% (FY25: 89%)

Attracting, nurturing, and retaining exceptional talent remains a priority for TAM. The Group's commitment to creating a supportive and engaging work environment is reflected in its high staff retention rate of 95% (FY25: 89%), reinforcing TAM as an employer with a culture where individuals feel valued and empowered to succeed.

Tatton Asset Management plc is committed to supporting its team and ensuring that the Group remains a great place to work. In the staff survey, the Group was pleased to receive positive feedback, with 97% of employees stating that they would recommend TAM as a good place to work.

Beyond training, and creating an environment where all employees are supported, TAM encourages its employees to take a long-term view of the business. The Group offers share-based incentives, including a long-term share option scheme for eligible employees and a SAYE scheme that is open to all employees. In March 2026, 63% of employees were part of the SAYE scheme, demonstrating the popularity from employees. These initiatives foster a culture of ownership, strengthening the employees' sense of pride, engagement, and commitment to the Group's ongoing success.

Gender Pay Gap

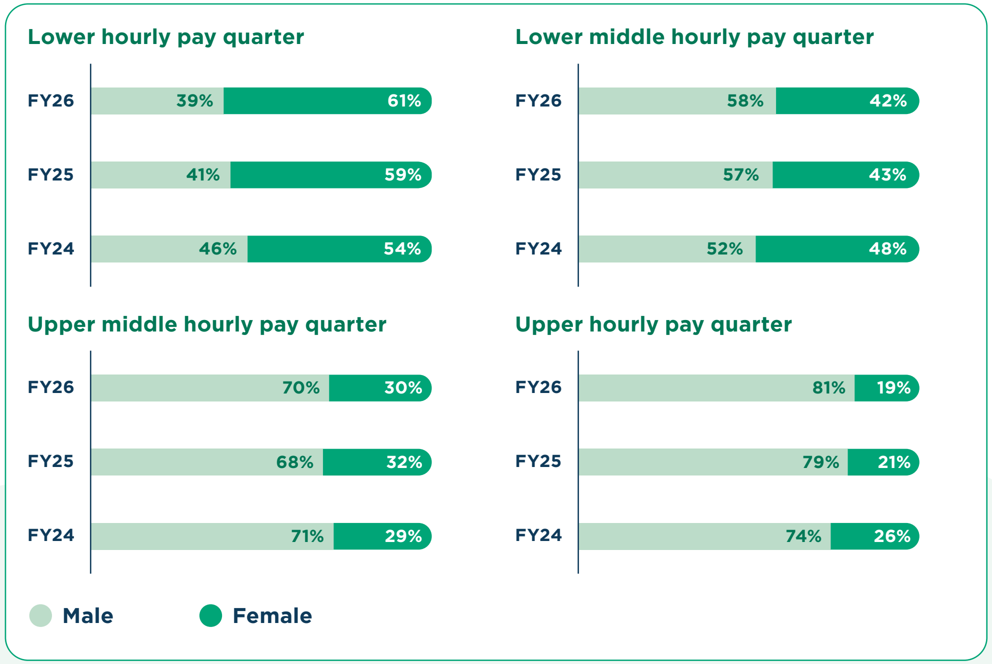
The financial services sector has historically had the largest gap in the gender pay scale, and TAM recognises the part it can play to change this. Currently, the Group's statistics reflect this trend; however, they continue to improve. As of March 2026, TAM has a total of 123 permanent employees, with 47 women making up 38% of the team (FY25: 39%).

Due to its size, TAM is not required to publish its gender pay gap report; however, an analysis of the report has been conducted and reviewed by the Board and the Remuneration Committee. Fostering an inclusive company culture with high levels of diversity remains a priority for the Board, who formally monitor the Group's progress through ongoing reviews of the Group's gender pay gap reporting, which delivers transparency and areas for improvement across the Group.

In all cases where there are both men and women performing an identical role, they are paid equally. The mean hourly pay gap in FY26 has fallen marginally to 38% (FY25: 41%), whilst the median hourly pay gap has increased marginally to 42% (FY25: 40%).

The gender pay gap is primarily driven by the current composition of the TAM team, where a relatively small number of employees in senior roles can significantly affect overall figures. As of FY26, 33% of senior roles are held by women (FY25: 35%). TAM and the Board remains committed to addressing any improvement areas that can accelerate the narrowing of the gender pay gap.

TAM Gender Pay Gap by Hourly Pay Quarter



Employee of the year

The Group presents an Employee of the Year Award annually to recognise an individual who has demonstrated exceptional performance, professionalism and commitment, and who consistently exemplifies the Group's values.

Star of the year – Tatton

Sam Holland, Head of Risk and Compliance, was awarded this year's Employee of the Year for their leadership in strengthening the Group's compliance framework, their proactive approach to regulatory engagement, and their consistent support to the business in embedding a strong culture of governance and accountability.

Star of the year – Paradigm

Melissa Lackenby, Events Manager, was awarded this year's Employee of the Year in recognition of their outstanding contribution to planning and delivering events that engage stakeholders, foster collaboration, and support the Group's ESG and community initiatives, while promoting responsible and sustainable practices across all activities.

The Gill Aukett Award

Last year the Group introduced the Gill Aukett Award, created in memory of and to honour the legacy of a much-missed colleague, Gill Aukett. The Gill Aukett award recognises an outstanding contribution by a member of staff, particularly where an individual has demonstrated resilience, pragmatism and endurance, some of the key character traits of Gill. This award keeps Gill's spirit close to our hearts and rewards those who continue to carry the torch for Gill's endearing qualities.

This year, the award was presented to Graeme Stewart, who has been with the Group for over 19 years, building our field-based consultancy support from the ground up. Over the years, Graeme has become a key part of Paradigm's Policy team and has also become the face of Paradigm compliance.

Graeme consistently seeks to go the extra mile to ensure firms and individuals are supported, providing sensible pragmatic guidance along the way. If ever great resilience, pragmatism, and endurance were to be personified, then it would be in Graeme's approach to his work with the Group and we are delighted to present the Gill Aukett Award to Graeme in 2026.

Women in Finance Charter

Females in senior roles – FY26: 33% (FY25: 35%)

TAM remains committed to recognising talent and gender diversity and has, for another year, continued its support of the Women in Finance Charter. The Charter has c.450 signatories from financial services companies across the UK. These businesses have created an inclusive culture, promoting events and engagement opportunities, sharing best practice, and developing initiatives so that all signatories can work together to drive improvements in gender balance at all levels across the financial services sector.

Paul Edwards is the Executive Director responsible for Women in Finance, supported by Justine Randall, who is TAM's Women in Finance Ambassador.

Over the past year, TAM has continued to attend events, receiving insightful and forward-thinking advice and opinions from industry-recognised advocates of the Women in Finance Charter, suggesting changes that will be implemented across the Group.

Alongside these Women in Finance initiatives, TAM is a subscriber to Personal Investment Management & Financial Advice Association "PIMFA", and regularly engages via PIMFA networking events, leadership summits and educational conferences. Tatton has been a key sponsor at the PIMFA Women's symposium, sponsoring the "Company Culture" stream this year, which discussed the importance of culture and diversity to drive employee engagement and service excellence to our partner platforms. TAM will continue to sponsor the Women's Symposium in 2026.

Justine Randall is a regular contributor at the Women In Platforms series of networking events designed to bring together and empower women from across asset management and investment service firms to share best practice, mentor and support peer development.

Over the last four years, the level of the percentage of females in senior roles has remained fairly consistent. "Senior management" are defined as those employees who are responsible for a function, making independent management decisions, and who would typically have line management responsibility. TAM has set the target of maintaining the level of women in senior roles at 30–35%, and reports that 33% of its senior management roles are held by women in March 2026.

Diversity and inclusion remains a key focus for the senior management team across the Group and is part of its objective-setting process. The Group remains committed to making progress, demonstrating its support for this objective, and looks forward to reporting on its progress to its stakeholders on an annual basis. This information will be available on the Company website at www.tattonassetmanagement.com.

Suppliers

TAM is firmly committed to preventing modern slavery and adopts a strict zero-tolerance stance towards slavery and human trafficking in all areas of its operations and supply chain. The Group has published its Modern Slavery Statement, which is available on its website.

As a UK-based financial services provider, TAM is not involved in the production, manufacture, or sale of physical goods, and its supply chain is neither complex nor extensive. Nevertheless, the Group remains proactive in promoting and maintaining high ethical standards across its business activities.

The Group's suppliers mainly comprise providers of support services, such as information technology, market data, and property services. In light of the nature of these relationships, the Company considers the risk of modern slavery or human trafficking within its supply chain to be low. Notwithstanding this assessment, TAM is committed to preventing such practices throughout its operations and supply chain. To support this commitment, the Group has established comprehensive policies and procedures designed to identify and mitigate potential risks, which are kept under regular review to ensure ongoing compliance.

Work Experience Programme

The Group has continued its work experience programme, where university students are given the opportunity to learn about investment management. The programme provides graduates with invaluable experience in the financial markets, through spending time in the Group's London office and hearing from a wide variety of team members about the work they do, such as receiving an overview of the MPS market and TAM's position within it, the investment process and outlook, and fund manager selection and risk analysis. The programme continues to grow in popularity, with a large number of applicants, and TAM is considering similar endeavours to grow work experience opportunities.

Charitable engagement

Giving back to the community remains important to TAM, and, over the last year, the Group has contributed £37,000 to charitable causes (FY25: £26,000). These beneficiary organisations include Providence Row, The Trussell Trust, Friend's of Frankie, and Destination Florida.

Supporting charitable causes remains important to TAM's employees; therefore, in addition to a financial donation, these organisations have also received fundraising support from TAM's regional offices, including teams organising events such as sponsored bike rides, runs, Easter and Christmas donations, and other fitness events such as the 'The Deadly Dozen'. The Board is proud of the enthusiasm and dedication that the team has shown for supporting their chosen charities and remain committed to repeating the initiative for years to come.

The Trussell Trust

The Birmingham office continued to support the Trussell Trust for their Day to Make a Difference, with Trussell Trust distributing 2.9 million emergency food parcels between April 2024 and March 2025. 1.8 million of those were for families with children, a 46% rise since COVID.

Staff volunteered at a local food bank across three days, sorting through donations and packing the food parcels to be distributed amongst the Trussell Trust network. Additionally, they collected donations from strategic partners via a Reverse Advent Calendar to assist at Trussell Trust's busiest period of the year.

Providence Row

In the London office, various fundraising efforts were made for Providence Row, with two members of staff taking part in the London marathon, four members of staff running the Battersea Half Marathon. A group of staff also volunteered for a day with the charity, sorting and wrapping donation presents prior to Christmas. Row is an organisation based in London, close to the Tatton Office, which aims to tackle the root causes of homelessness through offering health and wellbeing support, as well as schemes designed to help people get back to work if possible.

All staff are encouraged to take part in "A Day to Make a Difference", where they use paid time off work to engage in a local volunteering day. Employees across the Group completed 24 volunteering days in the year, which is a decrease from FY25, where 43 days were completed. Looking to FY27, TAM will aim to reinforce the opportunity for all staff members internally, and help to organise more volunteering days for groups of staff to help encourage staff members to take part.

The Group has reaffirmed its matched fundraising programme, recognising the efforts that TAM employees make in supporting their local communities and other charities. The Board would like to take this opportunity to note its gratitude and pride in employees who have helped to raise funds for their given charities and the Group is delighted to match their fundraising and support the positive impact that these charities are making.

CARBON REPORTING

Climate-related FINANCIAL *disclosures*

TAM operates as a responsible financial services organisation and, in that capacity, continually evaluates and adopts proactive measures to enhance the sustainability of its operations. TAM remains committed to generating long-term, sustainable value for its stakeholders, while upholding high standards of environmental responsibility throughout the business and across all activities. Ultimately, TAM aims to reduce its environmental footprint, and create a lasting, positive environmental legacy.

Carbon Emissions

From last year, it became a mandatory requirement for the Group to report under Streamlined Energy and Carbon Reporting legislation, and the Group's energy consumption and GHG ("Greenhouse Gas") emissions have been provided in the table on this page. Tatton Investment Management Limited continues to report within the TCFD framework, disclosing carbon emissions and other relevant metrics around its model portfolios and funds.

TAM remains committed to reducing its carbon emissions across all aspects of its business. The Group reports on its Scope 1, 2 and 3 emissions, and looks to reduce operational emissions where possible.

TAM's principal environmental impacts arise from UK-based business travel, alongside energy use and resource consumption across its office premises. Where appropriate, the Group conducts meetings virtually, limiting travel to instances where it is genuinely necessary. Of its three offices, two are already supplied under a renewable electricity tariff. As renewable energy becomes increasingly accessible and cost-effective at a local level, the Group will continue collaborating with landlords, fellow tenants in shared buildings, and utility providers to transition further towards renewable energy arrangements. At present, electricity sourced from renewable supplies accounts for 84% of TAM's total electricity consumption, representing an increase from 80% in the previous year.

The Group's communications are primarily internal, with external engagement conducted through digital channels wherever practicable. It continues to invest in technological solutions to minimise paper usage, including the ongoing enhancement of its Tatton Portal. This platform enables IFAs to access investment materials and review client portfolios online, thereby reducing reliance on printed brochures and other hard-copy documentation.

With a relatively small workforce spread across three UK offices, the Group looks to reduce unneccessary work-related travel through the continued use of video conferencing and the ongoing adoption of hybrid working practices. These measures have lowered the need for domestic travel while supporting operational efficiency. The Group remains focused on these initiatives as it addresses evolving energy security considerations and advances its response to climate-related risks.

TAM's carbon footprint has been calculated using an operational control approach, encompassing entities over which the Group exercises full operational control within its Scope 1 and Scope 2 emissions. The calculation has been undertaken in accordance with the Greenhouse Gas Protocol Corporate Standard. Scope 1 emissions principally arise from gas consumption at one of the Group's premises. Scope 2 emissions relate to purchased electricity across the Group's three office locations and energy associated with transport. Emissions from fuel used in employees' personal vehicles for business purposes, together with travel by train, taxi and air, as well as hotel stays, are reported under Scope 3.

We continue to develop Scope 3 disclosures, improving our data capture and internal reporting systems, especially around employee expenses.

Whilst our energy consumption has increased overall, our full time employees ("FTEs") have increased over the year which has helped to improve our intensity per FTE ratio.

SOURCES OF ENERGY AND EMISSIONS	**GHG EMISSIONS (TCO_2E) MAR-26**	GHG EMISSIONS (TCO_2E) MAR-25
Measured Scope 1 emissions	**3.9**	3.5
Measured Scope 2 emissions	**20.9**	21.5
Total Scope 1 and Scope 2 emissions	**24.8**	25.0
Scope 3 emissions	**100.3**	105.9
Total Scopes 1, 2, and 3 emissions	**125.1**	130.9
Intensity per FTE	**1.0**	1.2
Energy consumption in the UK (kWh)	**296,755**	218,880

Methodology for Calculations

Energy consumption for Scope 1 and Scope 2 gas and electricity use in kilowatt-hours ("kWh") has been taken from supplier invoices where possible, with estimates being used where energy usage has been allocated to a shared building, based on floor area (6% of the total). Where possible, this has been multiplied by the kgCo2e/kWh conversion factors provided by our suppliers, but where this is not available, the UK Government GHG Conversion Factors for Company Reporting ("GHG Conversion Factors") have been used. The mileage of employees using their own cars for business use is recorded in the Group's expenses system and this is converted into kWh and tCo2e using an average car size GHG Conversion Factor. Other Scope 3 emissions disclosed in the current financial year include emissions from home working, train travel, air travel, hotel stays and freight. Actual distance data has been used where possible and converted into emissions using the GHG Conversion Factors. The most relevant intensity ratio for TAM and its sector is considered to be intensity per full time equivalent employee ("FTE"). The average number of FTEs in the year was 120.

Resource Conservation

The Group seeks to mitigate its environmental impact through the careful conservation of resources and the reduction of waste across all areas of its operations. TAM operates a recycling programme for confidential waste, ensuring that it is recycled in full. The Group also continues to invest in more energy-efficient IT infrastructure and ensures that redundant equipment is securely destroyed and responsibly recycled, supporting both data protection standards and environmental objectives.

Looking ahead, the Group intends to enhance the scope and depth of its environmental reporting, including continuing to develop the reporting of Scope 3 emissions. Key operational actions to support progress in managing the Group's carbon emissions include:

- increasing the proportion of electricity consumption sourced from renewable energy;
- seeking to transition towards more renewable energy arrangements across all offices; and
- strengthening the capture and quality of Scope 3 emissions data, including the enhanced integration of carbon reporting within the expenses system, to support more comprehensive reporting in future periods.

Task Force on Climate-related Financial Disclosures Summary

The Task Force on Climate-related Financial Disclosures ("TCFD") was formed with the objective of improving the transparency of climate-related risks and opportunities within financial markets and outlines eleven recommendations for organisations to include in their climate reporting. Tatton Investment Management Limited ("TIML") continues to follow the recommendations of the TCFD in its climate reporting.

As a Group, while it does report under TCFD, TAM continues to build the TCFD principles into its processes and is continually working to improve the transparency of its reporting regarding how climate change will impact the Group's business, including disclosures around carbon emissions as given on the previous page of this report. The Board monitors climate-related risks and opportunities as part of its risk management processes; see pages 26 to 31 for the Group's principal risks, which include the relevant climate-related risks. The TAM Board recognises the importance of not only reporting the impact of climate change on the Group's business, but also of working towards the UK Government's initiative in driving net zero emissions by 2050 through TAM's own operations, investment process, and supply chain.

Since inception, TIML has fallen into the scope of the FCA's requirements for asset managers to make climate-related disclosures that are consistent with the recommendations of the TCFD. Since then, TIML has reported annually, with disclosures made in line with the eleven TCFD recommendations and outlining those of the Company's activities that fall within Scopes 1, 2, and 3. The Company also sets out how it identifies, assesses, and manages climate-related risks, and how this forms part of its governance framework. The 2025 calendar year entity report is available to view on the Tatton Investment Management website, www.tattoninvestments.com.

Introduction of IFRS S1 and IFRS S2

The Group is committed to strengthening its sustainability reporting framework and is actively monitoring the development of IFRS S1 and IFRS S2 disclosure requirements. Management is assessing the necessary governance, risk management, data collection, and reporting processes to support future compliance with these standards and to enhance transparency around sustainability-related risks and opportunities.

STAKEHOLDER ENGAGEMENT

Stronger TOGETHER

At TAM plc, we believe that robust and authentic stakeholder engagement is fundamental to delivering sustainable value over the long term. Our commitment to fostering open, meaningful relationships with all our stakeholders is deeply embedded in our culture, and directly influences both our strategic direction and our operational decisions.

We approach stakeholder engagement as a continuous, two-way conversation that runs through every part of our organisation. By listening actively and encouraging open dialogue, we stay closely attuned to the needs and expectations of all those connected to our business. We are committed to transparent communication and regular reporting, and ensure that significant matters are brought to the attention of the Board in a timely manner. The Board receives regular updates from management through structured internal reporting, covering key areas such as financial performance, operational progress and sustainability considerations, providing the visibility needed to monitor and strengthen our stakeholder relationships over time.

FIRMS AND CLIENTS

At TAM plc, our business model is built around the needs of IFAs and their clients. Understanding how those needs evolve, and anticipating what they will require in the future, is central to how we operate and how we ensure our proposition remains competitive and relevant. Where significant concerns are raised by firms or their clients, these are escalated to the Board for consideration and resolution as appropriate.

Their material issues

- Quality of service
- Performance of our funds and portfolios
- Fair pricing and transparency
- Ease of onboarding
- Range of products
- Access to their choice of platform
- The Group's financial strength

How we engage

- Our dedicated sales team maintain regular, proactive contact to understand adviser needs, share updates and strengthen relationships
- Conduct virtual and in-person meetings with firms to understand evolving client goals
- Host in-person roadshows and partner forums for market updates, product developments, and CPD events

Outcomes and key decisions

- Tatton grew its IFA partner firm network by 108 to 1,218, while Paradigm Mortgages added 99 member firms, bringing its total to 2,014
- Integration of Fintegrate's enhanced technology capabilities is now available to Tatton IFAs via our Tatton Portal system
- Provided additional video and written content to support advisers amid market volatility
- Appointed a new business development director for the Midlands to support relationships with IFAs in these regions

SHAREHOLDERS

Shareholder support is integral to the Group's strategic ambitions and long-term growth. Our approach is designed to deliver value across all key measures, and we are pleased that the composition of our shareholder base closely reflects the long-term vision that guides how we run the business

Their material issues

- Attractive business model and growth potential
- Strong governance, including diversity and remuneration measures
- Sustainable returns via a progressive dividend policy

How we engage

- We provide the latest company announcements, financial reports and additional investor information on our website
- Post-results Board sessions (both virtual and in-person) are held with institutional shareholders and analysts to share performance, strategy and updates
- Year-round investor meetings
- Quick responses are given to shareholder queries and concerns
- The AGM also provides a forum in which all shareholders are invited to engage with the Board

Outcomes and key decisions

- The Group delivered against its dividend policy, with a total full year dividend of 27.0p, an increase of 42.1% (FY25: 19.0p) with a final dividend of 15.0p (FY25: 9.5p)
- Adjusted fully diluted earnings per share ("EPS")[1] increased to 35.05p (FY25: 28.65p), an increase of 22.3%.
- Our financial strength enabled us to commit up to £10 million to Absolute Financial Management Limited, supporting retiring advisers with a credible transition route while maintaining our progressive approach to shareholder returns.

STAKEHOLDER ENGAGEMENT CONTINUED

PEOPLE

Our people are central to delivering the Group's strategy. Attracting and retaining the right talent, within an inclusive and supportive working environment, remains a key priority for the business.

Their material issues

- Fair compensation for their efforts
- Access to learning, growth, and development opportunities
- Making a difference for our customers

How we engage

- Share Company-wide updates via newsletters and emails
- Conduct employee surveys, with findings shared with ESG Committee and Board
- Host staff days to celebrate and reward performance
- Deliver Board presentations on business results and strategy
- Provide consistent management briefings

Outcomes and key decisions

- Staff retention remains high at 95%
- Carried out its bi-annual staff survey, reporting 84% positive response to all questions
- Supported 19 employees across the Group achieve, or work towards professional qualifications in the year
- Extended EMI and Sharesave schemes, valued by employees
- Embedded Group-wide healthcare insurance for employees and families
- ACAS training was provided for all line managers

More information is provided in our **ESG Report on pages 35 to 49**

SOCIETY

We recognise our duty to society and our stakeholders, firmly believing that maintaining exemplary corporate responsibility standards is essential. The ESG Committee evaluates these priorities and escalates significant matters to the Board to guide decision making.

Their material issues

- Operating sustainably and supporting societal wellbeing benefits the broader community
- Society expects the responsible management of client assets and diligent stewardship of investments

How we engage

- Each office selects a charity for Group-supported fundraising
- All employees are encouraged to join local volunteering days for community initiatives
- ESG portfolio managers work with fund managers to align on ESG priorities
- Management collaborates with utility providers to adopt renewable energy

Outcomes and key decisions

- Donated £37,000 to charitable causes this financial year, up from £26,000 in the prior year
- Supported charities included Providence Row, The Trussell Trust, Friend's of Frankie, and Destination Florida
- The Group has continued to expand and improve its reporting on Scope 3 emissions
- Achieved growth in Ethical portfolios
- TAM continued to integrate QCA guidance, undertaking an ESG material issues assessment for the first time

More information is provided in our **ESG Report on pages 35 to 49**

EXTERNAL SERVICE PROVIDERS

Effective engagement with our external service providers is essential to the smooth delivery and distribution of our products, spanning our distribution partners (platforms, IFAs and fund managers) and our broader supplier base.

Their material issues

- Clear communications
- Reliable partnerships
- Robust governance

How we engage

- Perform regular service reviews to maintain high standards and address potential issues
- Conduct annual due diligence assessments to ensure supplier compliance and performance
- Collaborate with key suppliers to optimise processes, enhance efficiency, and align on shared goals
- Provide the Board with consistent updates on provider feedback, concerns, and partnership developments

Outcomes and key decisions

- Implemented new Application Programming Interfaces ("APIs") with select suppliers to improve integration and streamline operations
- During the year, Tatton consolidated its ACD services, reducing operational complexity, previously spread across multiple providers
- A new outsourced trading and settlements system has been implemented in the year, strengthening the control environment around investment operations
- Worked closely with our partners at Fintegrate to integrate their enhanced technology into Tatton's Portal to further support IFAs and their clients
- Expanded relationships with service providers and onboarded new providers to enhance service offerings

REGULATORS

Tatton Investment Management Limited operates under the regulation of the Financial Conduct Authority ("FCA"), with the Board kept informed of significant regulatory updates or concerns. The wider Group also operates under the oversight of various regulatory bodies, including HMRC and the QCA, whose frameworks help ensure that best practice standards are maintained across the organisation.

Their material issues

- Ensuring comprehension and adherence to the FCA Handbook's principles and rules
- Upholding exemplary conduct
- Maintaining open and transparent communication
- Acting in our customers' best interests

How we engage

- Facilitate direct communication through our compliance senior manager function-holder
- Engage openly with the FCA via surveys and direct dialogue to ensure regulatory alignment

Outcomes and key decisions

- Continued to integrate QCA guidance, undertaking an ESG material issues assessment for the first time during the year
- Board and Audit and Risk Committee regularly reviewed compliance reports for oversight
- The Group maintained surplus regulatory capital throughout FY26, ensuring financial stability
- Upheld a tax strategy focused on full compliance, transparency, and low risk, avoiding aggressive tax planning and maintaining professional relations with HMRC
- Regularly engage with and provide feedback to the FCA on emerging regulatory developments

SECTION 172

GOVERNING *with Purpose*

Section 172 Statement

Section 172 (“s.172”) of the Companies Act 2006 requires the Directors to consider how best to promote the success of the Company for the benefit of its members as a whole. In doing so, the Directors must have regard, amongst other matters, to:

(a) the likely consequences of any decisions in the long term;

(b) the interests of the Company’s employees;

(c) the need to foster the Company’s business relationships with suppliers, customers and others;

(d) the impact of the Company’s operations on the community and environment;

(e) the desirability of the Company maintaining a reputation for high standards of business conduct; and

(f) the need to act fairly, as between members of the Company.

BOARD INFORMATION

Training:

Leadership and management receive training on Directors’ duties, to stay informed of Board responsibilities.

Stakeholder Engagement:

Our Board regularly engages with stakeholders. This covers part (c) of s.172, with further details available on pages 52 and 53.

Board Papers:

Board documents cover various topics, including s.172 factors that are pertinent to the Group’s strategic direction, as well as considerations of climate change through its TCFD reporting.

BOARD STRATEGIC DISCUSSION

Strategic Objectives:

The Board periodically reviews and modifies its strategies to meet long-term objectives. This links to parts (a) and (e) of s.172, with examples of this on pages 16, 17 and 20.

Governance:

The Board acknowledges the role of governance in the Group and ensures that it is aligned with the business’s scale and type. See more on pages 56 to 81 (part (f) of s.172).

Structure and Culture:

The Group maintains a flat hierarchy and supports an open, transparent environment for informed decision making. Pages 2, 43 to 49 and 66 contain more information (parts (b) and (d) of s.172).

Information:

The Board regularly reviews financial and operational data to assist in decision making and to promote ongoing value growth.

BOARD DECISION

Actions:

The Board determines the actions to be taken following discussions.

Evaluation:

The Board assesses decision outcomes, adapts strategy as needed, and implements changes where necessary.

Our Board is dedicated to long-term decision making and to upholding the highest standards of conduct, both collectively and individually. We believe that it is crucial to acknowledge and value the perspectives and requirements of our investors, customers, workforce, suppliers, and other stakeholders. Additionally, we remain mindful of our environmental impact as we consider these factors to be fundamental to the Group’s sustained growth and ongoing success. In fulfilling our responsibilities, we have empowered our staff to make day to day decisions within a robust governance structure.

This framework outlines our principles, the methods of communication with stakeholders, and the procedures needed to maintain a robust governance structure and control mechanisms. In coordination with the Company Secretary, our Chairman arranges the agenda for each Board meeting to ensure compliance with section 172, in accordance with our established approach.

We consider the views of our stakeholders during the decision making process, as evidenced by the considerations made during the recent process to secure new London offices for the Group’s investment management division, which is detailed on the next page. The Board also took other decisions that impacted its stakeholders, such as increasing the full year dividend from 19.0p for FY25 to 27.0p for FY26, and the Group’s investment in Absolute Financial Management Group within the financial year.

We believe that our transparent and proactive engagement strategy will foster strong relationships with all stakeholders and contribute to the sustainable success of the Group.

SECTION 172 *in action*

Securing new London offices for the Group's investment management division

As part of the Group's continued commitment to its "Roadmap for Growth" strategy and ambition to reach £30bn of AUM by the end of FY29, the Board has identified that the investment management division's existing London presence requires review. With a growing investment team and an increasing need to engage directly with institutional counterparties, investment platforms, and London-based professional services firms, the Board has recognised that Tatton's current operational footprint will soon outgrow the scale and ambition of the business, having been in the same offices for over 7 years during which revenue, profits and assets have more than tripled. This decision has also been prioritised given the current office lease expires in H1 FY26.

Following a thorough review of current and anticipated requirements, the Board has approved a project to identify and secure a new London office premises. The process began in December 2025, with a final decision and transition expected to be concluded during the first half of FY27.

A working group has been convened to evaluate options, undertake due diligence, and present a recommendation to the Board. Some of the key factors evaluated include location and transport accessibility, size and scalability, physical condition and specification, operational infrastructure, associated cost and contractual terms, and environmental and social features such as the EPC ('Energy Performance Certificate') rating and collaborative working areas, ensuring the final decision appropriately reflects the interests of all stakeholder groups.

Shareholders

In assessing the move, the Board recognises its primary obligation to act in a manner that promotes the long-term success of the Company for the benefit of its members as a whole. The Board has initiated a rigorous cost-benefit analysis, evaluating the total occupancy cost of several shortlisted premises against the expected long-term commercial benefit of a more prominent and professional London base. The working group has been tasked with reviewing comparable market rates and obtaining independent advice to ensure any terms agreed represent fair value and support the Group's ability to maximise long-term shareholder value. The financial impact on the Group's cost base will be disclosed transparently once the decision has been concluded.

Firms and Clients

Tatton's investment management activity is at the heart of the proposition delivered to IFAs and their clients. A well-located and appropriately equipped London office would strengthen our ability to engage effectively with investment platforms, asset managers, and counterparties that support us in delivering competitive outcomes for IFAs and their clients. A more professional environment would also support the division's ability to host IFA firms and their representatives, reinforcing the open and transparent culture that underpins Tatton's relationships across its network. The Board has satisfied itself that any shortlisted premises must not disrupt continuity of service or client-facing activity during the transition period, and that appropriate transition planning will be put in place ahead of any move.

People

The Board is placing considerable weight on the impact of this decision on employees. The investment team operates in a competitive talent market, and the quality of the working environment is a material factor in attracting, retaining, and motivating high-calibre individuals. The Board has sought feedback from relevant employees during the evaluation process and has ensured that shortlisted premises are assessed against criteria relevant to the day-to-day experience of the team, including transport accessibility, workspace quality, collaborative working areas, and proximity to key counterparties.

This decision reflects the Group's continued investment in its people, building on the expansion of its sales and marketing capabilities in this financial year as well as its wider strategic ambitions, and it underlines the Board's commitment to providing an environment in which talent can thrive.

Suppliers and Regulators

The Group has engaged with its legal and property advisers throughout the process, ensuring all contractual and regulatory obligations are appropriately understood ahead of any final commitment. Tatton's obligations under its FCA authorisation, including systems and controls, data security, and physical security, are being reviewed in the context of shortlisted premises, and the Board intends to be satisfied that all requirements will be met from the outset of occupation. The Board is also giving careful consideration to the potential impact on existing suppliers, ensuring that any move does not adversely affect material relationships and that all relevant parties are informed and supported through the transition.

The Board will provide a further update on the outcome of this process in due course.

Risks to Tatton

- Fixed occupancy costs in a period of market uncertainty
- Disruption to investment team operations during the transition period
- Potential for lease terms to limit flexibility

Opportunities for Tatton

- Enhance ability to attract and retain high-calibre investment professionals
- Strengthen relationships with suppliers and IFA partners
- Improve professional environment, supporting Tatton's strong reputation and brand

Key Stakeholder Trade-offs

- Incremental property cost to the Group weighed against the long-term commercial and operational benefits of a stronger London base
- Short-term disruption to the team during transition weighed against the sustained benefits of an improved working environment

BOARD OF DIRECTORS

A focused LEADERSHIP

COMMITTEE MEMBERSHIPS

- N Nomination Committee
- R Remuneration Committee
- A Audit and Risk Committee

Age

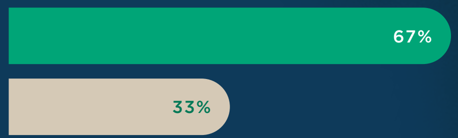
- 30-50 (17%)
- 51-60 (33%)
- 61-70 (50%)
- 71+ (0%)

Tenure

- 1-5 (33%)
- 6-10 (33%)
- 11-15 (33%)

Gender diversity

- Male
- Female



CHRIS POIL

Non-Executive Chairman

APPOINTED CHAIR: 2025

COMMENCED: 2017

Skills, competence, and experience:

Prior to becoming Chairman of the Board, Chris was a Senior Non-Executive Director on the Board.

Chris is highly experienced within the financial services sector, having previously served as the Head of UK Equities and Chairman of the Global Senior Management Team at ING Baring Asset Management, and a Director of Mercury Asset Management. Chris has previously held Non-Executive Directorships at Ignite Group Limited, Novus Leisure Limited and Byron Limited.

N R A

LESLEY WATT

Independent Senior Non-Executive Director, Chair of the Audit and Risk Committee, and Chair of ESG Committee

COMMENCED: 2021

Skills, competence, and experience:

Lesley is a senior executive with over 30 years' experience in board and senior finance positions, including Scottish and Newcastle plc and is currently the part-time CFO for Capital for Colleagues plc and associated companies as well as being a Member of the Board of Governors of St Margaret's School for Girls. She has previously held Non-Executive Directorship positions at a range of companies, including Sosandar plc.

N R A

PHILIPPA HAMNETT

Independent Non-Executive Director, Chair of the Remuneration Committee

COMMENCED: 2025

Skills, competence, and experience:

Philippa (Pippa) joined the Board of TAM plc in 2025 as an Independent Non-Executive Director, with FY2026 being her first full year as Director.

Pippa has extensive capital markets experience as a former senior investment banking and corporate finance professional. Her career to date has spanned investment banking, corporate finance and corporate broking roles at Merrill Lynch, Collins Stewart, Canaccord Genuity, and Zeus Capital.

N R A

PAUL HOGARTH

Chief Executive Officer

COMMENCED: 2007

Skills, competence, and experience:

Paul is the Chief Executive Officer of Tatton Asset Management plc, as well as Senior Partner at Paradigm Consulting.

Paul has over 40 years' experience in financial services, the majority of which was at the centre of IFA distribution. Paul was the co-founder of Bankhall in 1987 and built Bankhall Investment Associates from scratch until its sale in May 2001, at which point, 25% of the IFA sector utilised at least part of the Bankhall service proposition. After leaving Bankhall, he went on to establish Paradigm Partners Limited, which launched in 2007 and has since grown to become one of the UK's top five distribution businesses. Subsequently, he was also the founder of Perspective Financial Group Limited in 2007 and of Tatton Capital Limited in 2012.

PAUL EDWARDS

Chief Financial Officer

COMMENCED: 2018

Skills, competence, and experience:

Paul is the Chief Financial Officer of Tatton Asset Management plc and joined the Board in 2018, shortly after the initial public offering ("IPO"). He is also the Finance Director of Paradigm Partners Limited and Tatton Investment Management Limited.

Paul has previously held Group Finance Directorships at Scapa plc and NCC Group. He has also held several other senior roles in a broad range of listed and private companies and was the Chair of the Hallé Pension Trustees for five years. Paul currently holds the position of Non-Executive Director and Chairman of the Audit Committee at SysGroup plc.

LOTHAR MENTEL

Chief Investment Officer

COMMENCED: 2012

Skills, competence, and experience:

Lothar is the Chief Investment Officer of Tatton Asset Management Limited. He is also the Chief Executive Officer for Tatton Investment Management.

Prior to setting up Tatton Investment Management Limited in 2012, Lothar was the Chief Investment Officer of Octopus Investments from 2008, where he built a multi-manager fund business that he grew to £1.6 billion. He has also held senior positions with N M Rothschild, Threadneedle, Barclays Wealth and Commerzbank Asset Management. Lothar began his career in Germany as a performance and risk analyst, later designing and launching the Barclays multi-manager funds.

DIVISION OF RESPONSIBILITIES

GOVERNANCE *structure*

Executive Committee

The Executive Committee is made up of the Executive Directors of TAM and its key responsibilities include:

- delivery of the Group strategy;
- monitoring the operating and financial performance of the Group and its divisions;
- risk management;
- cash management;
- business planning;
- review and monitoring of the Group's regulatory capital requirements and headroom;
- relationships with relevant authorities and regulatory stakeholders;
- legal and regulatory matters;
- people; and
- brand and reputation.

Divisional and Operating Company Boards

The divisions and Group companies have their own company boards and senior management reporting structures. These boards are responsible for:

- review of individual divisional and company operating and financial performance and budgets;
- sales and marketing;
- customer service;
- people retention and development;
- supplier relationship management;
- regulatory matters; and
- health and safety.

Across the Group, there are also a number of other committees and teams who report to the Company and Group boards.

These committees and teams have specialist knowledge and experience to review and share information, make decisions where appropriate, or report to the boards for decision making where relevant.

- Sales
- Operations
- Investment Committee
- Ethical Investment Committee
- Membership
- Compliance
- IT

The Board

The Group's Board is responsible for the long-term success of the Group and it is ultimately accountable for the Group's strategy, risk management and performance.

The Board's primary roles are to provide entrepreneurial leadership to the Group within a framework of prudent and effective control, which enables risk to be assessed and managed, and to set the Group's strategic objectives and ensure that the necessary resources are made available, so that those objectives can be met.

Key responsibilities include:

- overall management of the Group's strategy and long-term objectives;
- reviewing the Group's financial performance and approving the Group's interim and annual results, dividend policy and shareholder distributions;
- approving changes to the Board and other senior executive roles;
- reviewing the Group's risk management and systems of internal control;
- approving changes to the Group's capital structure;
- approval of corporate plans, including material corporate transactions; and
- reviewing corporate governance arrangements.

Audit and Risk Committee

The Audit and Risk Committee is responsible for:

- reviewing and monitoring the integrity of the Group's financial statements;
- reviewing significant financial reporting matters and accounting policies, judgements and estimates;
- reviewing external audit activity;
- overseeing the relationship with the external auditor, including appointments, removal and fees;
- approving non-audit fees and the related policy;
- monitoring and mitigating emerging and principal risks;
- monitoring the effectiveness of risk management and internal control systems;
- review of annual internal controls management paper, along with ad-hoc updates where required; and
- reviewing any reports of whistleblowing.

Remuneration Committee

The Remuneration Committee is responsible for:

- determining all elements of remuneration for the Executive Directors and for reviewing its ongoing appropriateness;
- considering shareholder feedback on the remuneration policy;
- reviewing the wider strategic remuneration strategy to ensure stakeholder alignment;
- determining the design of all share incentive plans for approval by the Board and shareholders, ensuring that these are aligned to the Group's purpose and values. This also includes determining each year, whether awards will be made, along with the overall amount of such awards;
- determining targets for performance-related incentive schemes and approving total annual payments under these schemes;
- reviewing diversity and inclusion policies and practices and the related reporting requirements; and
- considering the remuneration trends and any major changes in employee benefit structures across the Group and the wider industry.

Nomination Committee

The Nomination Committee is responsible for:

- ensuring the right composition of Board members by evaluating the balance of skills, knowledge, experience and diversity on the Board;
- reviewing the structure, size and composition of the Board and the Board Committees and making recommendations to the Board; and
- leading the process for recruitment to Board positions and the consideration of succession planning.

The CHAIRMAN is responsible for:

Leading the Board, ensuring that shareholders are adequately informed with respect to the Group's affairs and that there are efficient communication channels between management, the Board and shareholders;

Setting the agenda for each meeting of the Board in conjunction with the Company Secretary, in line with the annual work-list agreed upon by the Board;

Encouraging constructive Board relations and promoting open debate and effective discussion and challenge at meetings, ensuring an environment in which each Director feels comfortable in contributing to effective decision making; and

Overseeing the implementation of high standards of corporate governance, as well as evaluating the performance of the Board, its Committees and individual Directors on an annual basis.

The CHIEF EXECUTIVE OFFICER is responsible for:

Recommending and managing the strategies of the Group and leading the senior management team in developing and implementing the strategy to maximise shareholder value;

Maintaining relationships with shareholders and other key stakeholders;

The effectiveness of the Executive Committee, and developing its capabilities to ensure that the business delivers on strategic objectives set out by the Board in line with the Group's risk appetite; and

Communicating the views of the senior management team on business issues to the Non-Executive members of the Board, as well as developing Group policies and communicating the Company's values.

The CHIEF FINANCIAL OFFICER is responsible for:

Monitoring the financial position of the Group to meet its regulatory requirements and the management of its capital structure, ensuring adequate working capital and liquidity to meet the business's strategic objectives;

Providing strategic financial leadership and the day to day management of the finance function;

Explaining the performance of the Group to shareholders, together with the Chief Executive Officer; and

Adding a commercial and internal perspective to Board discussions and supporting the CEO in communicating the views and proposals of the senior management team on business issues to the Non-Executive members of the Board.

The CHIEF INVESTMENT OFFICER is responsible for:

Managing Tatton's investment portfolio performance and setting the investment style and strategy of the investments;

Providing expert knowledge on all investment activities within Tatton, and maintaining knowledge of all market securities and portfolio management products; and

Leading a team of investment professionals who are responsible for sourcing, managing and monitoring investments, as well as establishing an investment policy statement. The Chief Investment Officer will provide insight and direction to the team, ensuring that the investment portfolios meet client needs and remain within the agreed investment framework.

The EXECUTIVE DIRECTORS are responsible for:

Implementing the agreed strategy and the day to day management of the business;

Providing input into and reviewing the annual business plan, budget and strategic long-term direction of the Group;

Approving expenditure and other financial commitments within its authority levels and discussing, formulating and approving proposals to be considered by the Board; and

Identifying areas of improvement across the Group and leading the senior management team in the implementation of such improvements.

The NON-EXECUTIVE DIRECTORS are responsible for:

Contributing to the Group's strategy, whilst providing a constructive challenge to management performance, to ensure effective decision making;

Scrutinising the performance of the Executive Directors in relation to the delivery of strategy and the personal objectives that are set for the individual members of the Board, as well as the implementation of Board decisions and compliance with the Group's regulatory and legal obligations;

Providing independent judgement and offering specialist advice to the Board, taking into account the views of all of the organisation's stakeholders; and

Reviewing the Group's financial information and ensuring that the systems of internal control and the risk management framework are appropriate.

The COMPANY SECRETARY is responsible for:

Working with the Chairman to develop and maintain the policies and processes required to enable the Board to function effectively and efficiently;

Ensuring that the Board receives clear, accurate and timely information, along with the time and resources it needs; and

Advising the Board on corporate governance matters and to ensure that procedures are followed, and applicable rules and regulations are complied with.

The SENIOR INDEPENDENT DIRECTOR is responsible for:

Providing a sounding board for the Chairman and, if necessary, acting as an intermediary for the other Non-Executive Directors;

Providing an alternative channel of communication for investors;

Acting as an intermediary for the other Directors; and

Leading the evaluation of the Chairman, and leading the search for a new Chairman when necessary.

Our approach to GOVERNANCE

Good governance is the foundation on which sustainable businesses are built. As incoming Chair I am committed to maintaining the rigour and accountability that has characterised Tatton's board culture, while ensuring we continue to evolve as the business grows. In FY26 the board played an active role in overseeing another year of strong performance, navigating a significant leadership transition, and maintaining the standards our shareholders and regulators rightly expect. My priority as Chair is to ensure that the culture of challenge, accountability and long-term thinking that has served Tatton well continues to define how this board operates.

Introduction

The Board is committed to achieving high standards of corporate governance, integrity and business ethics. The Group has taken into consideration the guidance for smaller quoted companies on the QCA Code produced by the Quoted Companies Alliance Corporate Governance Code 2023 (the "QCA Code").

Leadership and Role of the Board

The Board is responsible for setting the Group's values and standards and promotes these values throughout the organisation. The Board is responsible for ensuring that its obligations to its shareholders and other stakeholders, including employees, suppliers, customers and the community, are understood and met. The Board's duties are set out in a formal schedule of matters that are specifically reserved for Board decisions. The governance structure of the Group is detailed on page 58 of this report.

Board Committees

The corporate governance structure and framework is illustrated on page 58, which also details the responsibilities of the Nomination Committee, Remuneration Committee and Audit and Risk Committee.

Board Effectiveness, Composition and Independence of the Board

During the year, the Board was comprised of a Non-Executive Chairman, two Non-Executive Directors ("NEDs") and three Executive Directors. The names, biographical details and Committee memberships of the Board are set out on pages 56 and 57 of this report and a skills matrix is shown on page 65. The responsibilities of each Board member have been clearly established and there is a clearly defined division of responsibility between the Chairman and the Chief Executive Officer, as shown on page 59. The minimum time commitment of the Non-Executive Directors is 24 days.

The Board has determined that the Non-Executive Directors are independent in character and judgement, and that neither represents a major shareholder group nor has any involvement in the day to day management of the Company, or its subsidiaries. The Non-Executive Directors continue to complement the Executive Directors' experience and skills, bringing independent judgement and objectivity to enhance shareholder value.

Nomination Committee and Succession Planning

The Nomination Committee forms a key part in the oversight of the Board's composition, ensuring that the skills and experience of the Non-Executive Directors are wide and varied, and that they provide a constructive challenge in the boardroom. The composition of the Board is intended to ensure that its membership represents a mix of backgrounds and experience that will optimise the quality of deliberations and decision making. Diversity in its composition is considered to be an important factor in the effectiveness of the Board and, in searching for prospective Directors, the Committee considers the existing skill sets of the Board and any areas identified for development to meet future needs and address succession planning.

In FY26, the Committee's focus shifted from recruitment to transition management, overseeing Roger Cornick's planned retirement and ensuring a smooth handover of the Chairman role to Chris Poil. The FCA diversity requirements and the Board's overall composition continue to be kept under active review.

The Board members seek continuous improvement, ensuring that they have the necessary up-to-date experience, skills and capabilities, and undertaking development and training where required; see further information on the following page. Although not members of the Committees, the Executive Directors attend meetings of the Audit and Risk Committee, Remuneration Committee and Nomination Committee as invited attendees, when appropriate.

The skills matrix shown on page 65 illustrates the skills and experience of our Non-Executive and Executive Directors. The Board considers that it is of an appropriate size and that the Directors have an appropriate balance of skills and experience to manage the requirements of the business.

The Nomination Committee also oversees succession planning for both Executive and Non-Executive Directors. The approach taken by the Committee to succession planning is similar to that taken with new appointments. The Committee reviews the existing skills, knowledge and experience already present on the Board, seeking to understand its strengths and weaknesses, in order to identify where there may be an opportunity to bring in additional or complementary skills to improve the functionality and depth of experience of the Board.

Timelines for Succession Planning:

Succession planning is addressed on short, medium and long-term timelines to ensure that, as far as is practicable, all eventualities are planned for.

Short-term and emergency planning 0-1 year: Broader business continuity planning includes plans to ensure that there is sufficient short-term coverage in place for key roles on the Board, specifically, the Chairman, CEO, CIO and CFO, including the next steps to take, should absences be longer than anticipated.

Medium-term planning 1-3 years: In the medium term, succession plans aim to allow for the renewal of the composition of the

Board and sub-committees in a controlled and strategic fashion. Medium-term horizon planning allows the Committee to consider the length of tenure of each member and to stagger planned departure dates. This, in turn, allows for a rolling review of gaps in skills, knowledge and diversity of experience and background that may become evident, and allows the Committee sufficient time to address these gaps.

Long-term planning 3+ years: Longer-term succession planning considers changes to the Board's skills, knowledge and diversity that may be required as the business grows, including strategic developments and changes to the markets within which the business operates.

The Nomination Committee oversaw two significant Board changes during the year: the planned retirement of Roger Cornick and the appointment of Chris Poil as Chairman. The Committee's approach to succession planning — reviewing existing skill sets, identifying gaps, and considering tenure staggering — ensured continuity of leadership through this transition. Looking ahead, the Committee continues to apply its short, medium, and long-term succession planning framework as described below.

Performance

The Board conducts a review of the performance of individual Directors to monitor and improve effectiveness. The review of the Chief Executive Officer is undertaken by the Non-Executive Chairman. In addition to individual reviews, the Board considers its overall performance as a body, along with the performance of its Committees.

The overall Board and Committee effectiveness review confirmed satisfactory performance. During the year the Board progressed its consideration of formalising this process, including the introduction of a structured self-evaluation questionnaire for FY27, and the possibility of an independent external evaluation thereafter.

Development and Training

The Chairman is responsible for ensuring the Directors' continue professional development, and that every Director is entitled to receive training and development relevant to their responsibilities and duties. The Directors take advantage of relevant seminars and conferences, and also receive training and advice on new regulatory requirements and relevant current developments from the Company and professional advisers.

Section 172 Duties

The Directors are obliged to fulfil their section 172 duties, having regard to the factors set out in the Chairman's Statement on page 6 and also on pages 54 and 55 and, when taking decisions, ensure that they promote the success of the Company as a whole. We believe that effective stakeholder engagement is critical to running a long-term sustainable business and, by considering the Company's strategic priorities and having a process in place for decision making, the Board aims to make sure that its approach to decision making and the consideration of stakeholder interests are consistent. Further information on the Company's key stakeholders is shown on pages 52 and 53.

Stakeholder Interests and Engagement

The Board is committed to maintaining an ongoing dialogue with the Company's shareholders. The principal methods of communication with private investors remain the Annual Report and the financial statements, the Interim Report, half and full year investor presentations, the Annual General Meeting ("AGM") and the Group's website, www.tattonassetmanagement.com. The AGM provides a forum for constructive communication between the Board and the shareholders. All shareholders are invited to raise any issues or concerns arising from the business that is proposed to be conducted at the AGM meeting, submitting them by email in advance. Responses are published on the Company's website on the morning of the AGM. In addition, throughout the year, the Executive Directors and, separately, the Chairman, meet with investors to discuss matters relevant to the Company.

Internal Control and Risk Management

The Board is ultimately responsible for the Group's system of internal control and for reviewing its effectiveness. Such systems are designed to manage rather than eliminate risks and can only provide reasonable, not absolute, assurance against material misstatement or loss. An ongoing process has been established to promote and communicate an appropriate risk culture within the Group and to identify, evaluate and manage the significant risks faced by each part of the Group.

This process has been in place throughout the year and includes principal risks (industry, financial and operational) facing the Group. The process has also included the review and circulation of the whistleblowing policy to enable the anonymous reporting of complaints. In addition, the Board has also received external reports in relation to cyber security and uses a range of measures to manage this risk, including the use of cyber security policies and procedures, security protection tools and the ongoing detection and monitoring of threats. The Board routinely reviews the effectiveness of its systems of internal control and risk management to ensure that controls react to changes in the Group's operations.

Approved and authorised for issue by the Board of Directors and signed on its behalf by:

CHRIS POIL
Non-Executive Chairman

THE QCA CODE

The Board have applied the principles of the Quoted Companies Alliance Corporate Governance Code (the "QCA Code"). The application of the QCA Code provides a sound foundation for governance that supports the Group in delivering its strategy. Details of how the Group applies the ten principles and, where appropriate, how it has adapted to these changes is outlined in the following pages.

The QCA Code is built on the three fundamentals of delivering growth, maintaining a dynamic management framework, and building trust, to each of which the Board is committed, as it believes that these will support the Group's medium- to long-term success. Under the Alternative Investment Market ("AIM") Rules, the Group is not required to comply with the provisions of the UK Corporate Governance Code. While the UK Corporate Governance Code has not been applied in full, the Board has continued working towards full compliance over the coming years.

Principle 1: Establish a purpose, strategy, and business model that promotes long-term value for shareholders

Purpose has always been at the core of our strategy and is outlined in the At a Glance section on page 2.

At its core, our purpose is to be the provider of choice for IFAs and their clients by providing the highest quality of investment management and best-in-class IFA support services, and ultimately to enhance outcomes for both advisers and their clients. We are focused on the provision of those products and services that an IFA requires to service its clients, and continue to invest in both people and technology that will enhance and enable our business model.

The Group's strategy is kept under review by the Board as it continues to grow its AUM, strategic partnerships, distribution, and market share. The Group's business model and strategy are detailed on pages 3 to 22. The Board acknowledges that there are challenges and risks in delivering its strategy, and its risk management framework, along with the Group's principal risks, which are detailed on pages 26 to 31.

Principle 2: Promote a corporate culture that is based on ethical values and behaviours

The Board is committed to taking responsibility for developing and maintaining a strong, values-driven corporate culture across our Group and is supported in this endeavour by the senior management team. The Board interacts with employees and monitors the Group's culture on an ongoing basis, ensuring that our values are embedded across the organisation. The strategic direction, values, and purpose of TAM are outlined on pages 2 and 3, with details on the Group's aims and objectives and the means by which it strives to achieve them. The Group's culture, underpinned by its core values, is critical in ensuring that TAM can meet its strategic objectives. Our ESG report is shown on pages 35 to 49.

Principle 3: Seek to understand and meet shareholder needs and expectations

The Company seeks to understand the needs and expectations of all of its shareholder base through a wide range of investor relations initiatives, including:

- regular meetings, which are held with our investors throughout the year;
- results presentations for the full year and half year, which are held both virtually and in person;
- providing the latest company announcements, financial reports, and additional investor information on our website;
- the Company's AGM and feedback before and after the meeting; and
- engagement with its private shareholder base to ensure they have equal access to timely information through the Company's website, regulatory announcements, and the AGM, and directly with the Board where available.

Principle 4: Take into account wider stakeholder interest, including social and environmental responsibilities, and their implications for long-term success

TAM identifies its key stakeholders and details how the Group engages with each of its stakeholders on pages 52 to 55, including a section 172 statement.

We believe that it is important to have clear ESG beliefs and principles that guide our Board of Directors, employees, and stakeholders in their actions and decision making. Our guiding ESG principles are detailed within our ESG report on pages 35 to 49.

Principle 5: Embed effective risk management, internal controls, and assurance activities, considering both opportunities and threats throughout the organisation

The Board is ultimately responsible for the Group's risk management and internal control systems, and for determining the Group's risk appetite, and has delegated certain responsibilities to the Audit and Risk Committee ("ARC") (see page 58 for our governance structure and responsibilities).

We carry out a robust assessment of the principal and emerging risks facing the Group, including those that would threaten our business model, future performance, solvency, or liquidity. Our risk management processes and principal risks are shown on pages 23 to 31.

The ARC reviews internal controls at least annually, with management presenting a dedicated internal controls paper to the Committee. The ARC also reviews the need for additional or ad hoc third party assurance activities as part of its ongoing responsibilities.

Principle 6: Establish and maintain the Board as a well-functioning, balanced team led by the Chairman

The Directors acknowledge the importance of high standards of corporate governance and believe that the QCA Code provides the best fit for the Group by setting out a standard of best practice for small and mid-sized quoted companies, particularly those on AIM.

The Board includes a balance of Executive and Non-Executive Directors, with three Non-Executive Directors and three Executive Directors. The Board is managed by the Non-Executive Chairman, who has overall responsibility for corporate governance.

Details of our Board members and their responsibilities are shown on pages 56 to 59.

Principle 7: Maintain appropriate governance structures and ensure that, both individually and collectively, the Directors have the necessary up-to-date experience, skills, and capabilities

The Board seeks to ensure it maintains appropriate governance structures, and as such the composition of the Board is intended to ensure that its membership has a wide and varied skill set, along with a mix of backgrounds and experience that will optimise the quality of their deliberations and decision making.

The Board members seek continuous improvement, ensuring that they have the necessary up-to-date experience, skills and capabilities, by undertaking development and training where required. The Board members and their responsibilities, including those of the Company Secretary, are detailed on page 59.

The Board seeks external advice where required, including reviews of specialist areas such as cyber security and remuneration where appropriate.

Principle 8: Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement

Following a formal review of Board effectiveness undertaken during the year, the Board was found to be functioning well, with a strong blend of skills, experience and strategic awareness, and with the independence of all Non-Executive Directors confirmed. The Board has not identified any significant issues for improvement.

The Board has regular discussions with respect to both composition and succession planning considering the skills, experience, capabilities and background required for Directors and senior management to support the next stage of the Company's development.

Principle 9: Establish a remuneration policy that is supportive of long-term value creation and the Company's purpose, strategy, and culture

The Board recognises its responsibility to effectively align its remuneration policy with the Group's purpose, strategy, and culture.

The remuneration policy implemented by the Remuneration Committee places long-term shareholder value at its core, and supports and reinforces senior management in its decision making and the fostering of corporate culture through appropriately designed long-term incentive plans, the details of which can be found in the Remuneration Committee Report on pages 70 to 77.

Principle 10: Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders

Tatton Asset Management plc is committed to maintaining high standards of corporate governance. The Board of Directors recognises the importance of good governance in the management of the Group and the protection of shareholder interests. Our Corporate Governance report is presented on pages 56 to 81. The Group's strategic objectives and business growth depend on the support and engagement of shareholders. We hold regular meetings with our investors throughout the year and deliver both half year and full year results presentations, both virtually and in person. We provide the latest company announcements, financial reports, and additional investor information on our website. Further information on how we engage with our stakeholders is given on pages 52 to 53.

KEY SKILLS *and* EXPERIENCE

The Board consisted of seven members, comprising the Non-Executive Chairman, Senior Independent Non-Executive Director, two Non-Executive Directors, and three Executive Directors – the CEO, CFO and CIO.

Skills and Experience

The Board considers that it is of an appropriate size, with Directors possessing a balanced mix of technical skills, education, and professional experience to effectively oversee the Group's operations.

The Nomination Committee assesses the Board's size, structure, and composition, to ensure a diverse blend of skills, experience, knowledge, backgrounds, and strengths that align with the Group's strategic goals. Should gaps in the skills matrix emerge, the Committee seeks to recruit new members.

Directors enhance their expertise through daily responsibilities and targeted training, maintaining the up-to-date skills needed for an agile Board.

Biographies of the Non-Executive and Executive Directors, detailing their key skills and experience, are provided on pages 56 and 57.

Level of experience

- Core experience
- Secondary experience

Meeting attendance

	BOARD MEMBERS						
ROLE	ROGER CORNICK[1]	CHRIS POIL	LESLEY WATT	PIPPA HAMNETT	PAUL HOGARTH	LOTHAR MENTEL	PAUL EDWARDS
Board	1/6	6/6	5/6	6/6	6/6	5/6	6/6
Audit and Risk	1/5	5/5	5/5	5/5	4/5	–	5/5
Nomination	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Remuneration	1/3	3/3	3/3	3/3	3/3	–	3/3

Key skills and experience

	BOARD MEMBERS						
KEY SKILLS	ROGER CORNICK	CHRIS POIL	LESLEY WATT	PIPPA HAMNETT	PAUL HOGARTH	LOTHAR MENTEL	PAUL EDWARDS
Financial services experience	Core	Core	Secondary	Core	Core	Core	Core
Corporate governance in UK-listed companies	Core	Core	Core	Core	Core	Secondary	Core
Culture and values	Core	Core	Core	Core	Core	Core	Core
Accounting and finance		Core	Core	Core	Secondary	Secondary	Core
Audit		Core	Core	Secondary	Secondary		Core
Risk and regulation	Core	Core	Core	Core	Core	Core	Core
Corporate strategy	Core	Core	Core	Core	Core	Core	Core
Executive management	Core	Core	Core	Secondary	Core	Core	Core
Remuneration	Core	Core	Core	Core	Core	Core	Core
Marketing and distribution strategy	Core	Secondary		Secondary	Core	Core	Secondary
Mergers and acquisitions	Core	Core	Core	Core	Core	Secondary	Core
Investment management		Core			Core	Core	
Media relations	Core			Secondary	Core	Core	Secondary
Human resources	Core	Secondary	Secondary		Secondary	Secondary	Core
IT and cyber security		Secondary	Core		Secondary	Core	Core
ESG		Core	Secondary		Core	Core	Core
Emerging technologies		Secondary	Secondary		Secondary	Core	Secondary
Regulations		Secondary	Secondary	Secondary	Secondary	Core	Secondary

1. Roger Cornick retired in the year, after approving the 2026 Annual Report, and as such was only in post for the first meetings of the financial year.

MONITORING CULTURE

How the Board MONITORS CULTURE

The Board believes that in order to deliver the Group's strategy successfully, a strong, values-driven culture must be nurtured and sustained throughout the business.

The Board actively engages with employees, and is supported in this by the senior management team, to ensure that organisational culture aligns with the Group's strategy, values, and purpose.

To ensure that TAM's corporate values are embedded throughout the organisation, the Board monitors cultural indicators on a regular basis, to assess whether the culture remains aligned with the Group's evolving strategic direction.

Our strategy, values, and purpose, set out on page 2, informs stakeholders with the Group's aims and objectives, and the means by which it strives to achieve them. The Group's culture, underpinned by its core values, is critical in ensuring that TAM can meet its strategic objectives.

The Board champions an inclusive and equitable workplace environment, where employees are empowered to make sound decisions. Employees are provided with guidance of the desired culture, including a variety of Group policies, the comprehensive employee handbook, and interactive online training modules. All new employees receive the Group's Code of Conduct, which sets clear expectations for ethical behaviour and decision making.

Employee retention:

95%

(FY25: 89%)

Issues raised through whistleblowing:

none

(FY25: none)

To develop an informed understanding of the organisational culture, the Board draws insights from both formal and informal sources. These include:

- feedback from all employee engagement with the Board and senior leadership;
- regular updates to the Board from the Chief Executive Officer and other senior management on people-related matters, including recruitment;
- results from employee surveys;
- Board and Committee presentations at the Annual Staff Days, regular divisional meetings, and team meetings;
- review of people-related risks by the Audit and Risk Committee;
- reports from the Head of Risk and Compliance; and
- whistleblowing reports.

These mechanisms provide the Board with valuable insight into the experience of employees and the information enables the Board to actively monitor and assess the culture across the Group.

The Board is encouraged by the consistently high levels of employee engagement with TAM's values. Nonetheless, culture remains a priority for ongoing focus and the Board and Senior Management Team are always looking for areas of improvement.

Introduction

Following the resignation of Roger Cornick and subsequent appointment of Chris Poil as Chairman of the Board, I succeeded Chris as the Chair of the Audit and Risk Committee. As such, I am pleased to present this report for the Audit and Risk Committee for the year ended 31 March 2026. The Committee plays a key role in overseeing the integrity of the Company's financial statements and the robustness of the Group's system of internal control and financial and risk management. The Committee acts independently of management to ensure that the best interests of shareholders are properly protected in relation to financial reporting and internal control.

The Committee met five times during the year. All members are deemed to have the necessary ability and experience, with an effective balance of skills, to understand financial statements and to discharge their responsibilities effectively. Other Directors and senior management are invited to attend as appropriate, including the Chief Executive Officer, Chief Financial Officer, Head of Compliance and Head of IT, along with other relevant members of senior management, as appropriate.

The external auditor attended four meetings during the year, and the Committee also meets privately with the external audit partner at least once a year without management being present.

As Chair, I hold regular meetings with the Chief Financial Officer, maintaining open dialogue around key audit-related topics ahead of each Committee meeting.

Risk Management

In accordance with Principle 5 of the QCA Corporate Governance Code, the Committee continues to play an important role in reviewing the risk management framework of the Group, which is designed to identify emerging trends and heightened areas of risk. The Committee also considers the Group's internal control systems, policies, and procedures, ensuring that they operate effectively.

The Group does not have an internal audit function and the Committee believes that, based on the Group's current size and complexity, management are able to derive assurance as to the adequacy and effectiveness of internal controls and risk management processes without an internal audit function. The Committee will continue to keep this matter under consideration as the Group continues to grow.

Where appropriate the Committee also invites external parties to provide independent assurance, perspective and challenge to our processes and risk management frameworks. During the year the Committee sought legal advice and other consultancy services in relation to a number of emerging risks and in relation to the delivery of specific key projects.

LESLEY WATT
Chair of the Audit and Risk Committee

Role and Responsibilities

The role of the Audit and Risk Committee is to assist the Board in fulfilling its oversight responsibilities by reviewing and monitoring:

- the integrity of the Group's financial statements;
- significant financial reporting matters and accounting policies, judgements, and estimates;
- internal and external audit activity;
- the relationship with the external auditor, including appointment, removal, and fees; the approval of non-audit fees and the related policy;
- emerging and principal risks, including relevant mitigation;
- the effectiveness of risk management and internal control systems; and
- any reports of whistleblowing.

Committee Attendance

The Committee meets at least four times a year at appropriate intervals in the financial reporting and audit cycle and otherwise as required. The Committee comprises Independent Non-Executive Directors.

MEMBER	POSITION	ELIGIBLE/ATTENDED MEETINGS (INCLUDING AD HOC MEETINGS)
LESLEY WATT	COMMITTEE CHAIR	5/5
CHRIS POIL	NON-EXECUTIVE DIRECTOR AND CHAIR OF THE BOARD	5/5
PIPPA HAMNETT	NON-EXECUTIVE DIRECTOR	5/5

External Audit

The Group's external auditors are Deloitte, who have been appointed since 2017. As an AIM-listed company, TAM plc is not required to rotate its audit firm after 10 years, although the Group will consider undertaking a tender process when it feels that the time is appropriate. During the year, the Audit and Risk Committee monitored the Group's policy on external audit and evaluated and reviewed the independence and effectiveness of Deloitte in their role. No material issues were raised during the course of the year. The Committee agreed the external audit and assurance fees, and reviewed the audit engagement letter.

The external auditor presents their audit plan for the audit of the full year annual report and accounts to the Audit and Risk Committee, prior to the end of the relevant financial year.

The audit plan sets out the scope of the audit, risk focus areas, materiality, and reporting thresholds, along with the audit timetable. At the end of the audit, the auditor presents any audit findings to the Audit and Risk Committee for discussion. The Audit and Risk Committee is satisfied that Deloitte has conducted an effective audit for the year ended 31 March 2026. Details of the auditor's remuneration is provided in note 6 to the consolidated financial statements included within the Annual Report and Accounts.

Non-Audit Fees

The Committee reviews the non-audit services policy each year, in order to safeguard the ongoing independence of the external auditor and ensure compliance with the FRC's ("Financial Reporting Council") Ethical Standard. The Committee has reviewed and approved the policy for this year.

In relation to the provision of non-audit services, the Auditor is precluded from engaging in services that would compromise its independence or violate any professional requirements or regulations affecting its appointment as auditor. Prior to undertaking any non-audit service, external auditor independence is considered, together with the nature of the services and fee levels relative to the audit. Management will confirm with its auditor, prior to commencing any non-audit services engagement, that the service to be provided is allowed under ethical standards and regulations relating to non-audit services. The approval of the Committee must be obtained before the external auditor is engaged to provide any permitted non-audit services. For permitted non-audit services that are considered not to be material, these are capped at 70% of the audit fee, and the Committee has pre-approved the use of the external auditor for cumulative amounts totalling less than or equal to £10,000.

Financial Reporting

The Committee has reviewed with both management and the external auditor the annual financial statements, focusing on: the overall truth and fairness of the results and financial position, including the clarity of disclosures shown in the statements and their compliance with best-practice requirements; the appropriateness of the accounting policies and practices used in arriving at those results; the resolution of significant accounting judgements, or of matters raised by the external auditor during the course of the annual statutory audit; and the quality of the Annual Report and Accounts when taken as a whole, including disclosures on governance, strategy, risks, and remuneration, and whether it gives a fair, balanced, and understandable picture of the Company. The Committee also considered the use of alternative performance measures ("APMs") by the Group, including the appropriateness of their current use and their disclosure in the Financial Statements and Strategic Report.

Anti-Bribery and Whistleblowing

The Audit and Risk Committee has a standing agenda point to review and discuss any reports of whistleblowing received during the period between meetings. Whistleblowing policies, including details of contact information for individuals to whom employees can make a report, are made available to all employees. Further details on the Group's anti-bribery and whistleblowing policies are given in our ESG report on pages 35 to 49.

Key Areas of Focus

The key areas that the Committee considered are set out on the following page. In addition, at each meeting, the Committee received updates from compliance and senior management on major projects, as well as reviewed a dashboard of metrics to monitor key risks, and any whistleblowing reports.

Approval

This report, in its entirety, has been approved by the Audit and Risk Committee and signed on its behalf by:

LESLEY WATT
Chair of the Audit
and Risk Committee

Key Areas of Focus

The Audit and Risk Committee's areas of focus during the year were as follows:

Financial reporting	• Reviewing the Interim and Annual Report and Accounts, ensuring that these are fair, balanced, and understandable for shareholders and other end users; • Reviewing the policies, key assumptions, and judgements applied in the preparation of the Interim and Annual Report and Accounts, including the external auditors' feedback on financial reporting changes and the Group's financial controls; • Reviewing acquisition accounting, including fair value of contingent consideration post-acquisition, the assumptions and judgements applied, and disclosures in the Interim and Annual Report and Accounts in respect of the 8AM, Verbatim, and Fintegrate businesses; • Considering the impairment review performed by management, including the assumptions on the underlying calculation of value-in-use of the assets tested for impairment; • Reviewing the overall presentation of alternative performance measures ("APMs") to ensure that they are not given undue prominence, reviewed the nature of the adjusting items excluded from the statutory results, and evaluated the clarity and explanations of APM reconciliations; • Reviewing the key reporting considerations and the voluntary disclosures in the Annual Report and Accounts regarding climate-related financial disclosures and TCFD. • Consideration of regulatory developments; and • Reviewing the Group's Statement of Going Concern and related assumptions.
External audit	• Approving the annual external audit plan, the terms of reappointment, terms of engagement, and fee proposal; • Providing oversight of the Group's external auditors, Deloitte, including assessing their independence, objectivity, and effectiveness; • Reviewing audit findings, including key issues, accounting and audit judgements and recommendations, guidance, and observations around the Group's internal controls environment; and • Reviewing management representations.
Control oversight	• Reviewing the adequacy and effectiveness of the Group's internal financial controls; • Reviewing recommendations following external reviews of the Group's IT general controls; • Reviewing and approving the Group's policy on non-audit services; and • Reviewing the adequacy and security of the Group's whistleblowing policy and procedures.
Risk appetite, strategy, and exposure management	• Overseeing and recommending to the Board the Group's Risk Appetite Statement, and limits and policies for controlling risk within the Board's stated appetite; • Reviewing risk metrics, particularly focusing on any red-rated risks and assessing the adequacy of mitigating or remedial actions; • Monitoring the steps taken by management to bring red-rated risks in line with the Board's risk appetite; • Assessing regularly and updating, where appropriate, the Risk Appetite Statement involving a regular reassessment of the Group's principal risks and uncertainties, underpinned by key metrics, that articulate the status and tolerance levels of key business risks; • Approving the Group's professional indemnity insurance cover; and • Reviewing findings of an assessment of TIML's operational resilience and business continuity planning.
Top-down and emerging risks	• Monitoring external developments, for example, competition, market conditions, the macroeconomic and regulatory environment, taxation, and legal developments, in order to assess the potential impact on the Group; • Periodically reviewing the Group's potential risk exposures, and considering and challenging management's methodology to identify and address such exposures; • Reviewing climate-related risks and opportunities and approve inclusion of these risks to be reported to the Board; and • Recommending to the Board the principal risks and uncertainties to be reported in the Annual Report and Accounts.
Routine matters	• Reviewing the Committee's composition and the minutes of prior meetings.

Introduction

In this, my first year presiding as Chair of the Remuneration Committee, I am delighted to present, on behalf of the Board, our report on Directors' remuneration for the year ended 31 March 2026. Our role as the Remuneration Committee has been to ensure that robust governance surrounds remuneration within the Group and provides the policy and practical support to promote the Tatton Asset Management plc ("TAM") strategy for long-term growth and the delivery of shareholder value. The Board members' attendance at Committee meetings is detailed on page 65.

The Committee's agenda for its meetings and key discussion points over the year included:

- pay arrangements, including reviewing budgeted salary expenditure across the Group, approving pay reviews for employees as presented to the Remuneration Committee;
- the annual bonus scheme, approving the schemes and targets, and discussing the out-turn of performance to determine the level of bonuses paid out to employees and Directors;
- long-term incentives, including approving the level of vesting of the 2022 scheme (see details later in this report) and setting the targets and approving the participants in the new grant of options in the year; and
- governance, including its annual approval of the Directors' Remuneration Report, and review of shareholder voting on the Remuneration Report at the AGM.

The Committee, led by the Chair, has engaged with investors throughout the year to answer remuneration queries and provide additional context for decisions. This typically takes place in written format, but can include other formats where requested.

Business Performance

The Remuneration Committee report is presented in the context of another year of strong financial performance and robust growth against a backdrop of challenging economic conditions.

Group revenue increased by 20.1% to £54.4m (FY25: £45.3m), and Group adjusted operating profit rose by 24.1% to £28.5m (FY25: £22.9m), representing an underlying adjusted operating profit margin of 52.3% (FY25: 50.6%). The Group's AUM/I[1] grew by 11.0% to reach £24.216bn as at 31 March 2026.

The Remuneration Committee is satisfied that the outcomes reflected in this report are a fair and appropriate representation of the Group's performance during the year. The strong financial results including double-digit revenue and profit growth, expanding margins, and significant growth in AUM/I[1] demonstrate the continued successful execution of the Group's strategy. The Committee is confident that the remuneration framework has effectively incentivised and rewarded that delivery.

Looking ahead, the Committee remains committed to ensuring that the Company's remuneration policy continues to align executive pay with long-term shareholder value, maintains a clear link between reward and performance, and supports the attraction and retention of the talent necessary to sustain the Group's growth trajectory.

Remuneration Policy

Remuneration Policy for Executive Directors

The policy of the Remuneration Committee is to set basic salaries at a level that is competitive with that of comparable businesses. The same principles are applied to the Directors' fixed remuneration, pension contributions, and benefits as are applied to those of employees throughout the organisation. The main principles of the senior executive remuneration policy are set out below:

- attract and retain high-calibre executives in a competitive market, and remunerate executives fairly and responsibly;
- motivate the delivery of our key business strategies and encourage a strong and sustainable performance-oriented culture;
- align the business strategy and achievement of planned business objectives; and
- take into consideration the views of shareholders and best-practice guidelines.

In the financial year to 31 March 2025, Tatton Asset Management implemented a structured remuneration framework for Executive Directors that reflects both the Company's growth since its IPO and current best practice for listed businesses. The framework provides for an annual review of Executive Directors' remuneration, ensuring that the policy remains competitive, appropriate and responsive to the prevailing market environment. Annual cash bonuses are subject to a defined cap, ranging from 100% to 125% of basic salary for the Chief Financial Officer and Chief Investment Officer, and from 100% to 150% of basic salary for the Chief Executive Officer.

Annual grants under the Company's Long-Term Incentive Plan are similarly capped, ranging from 100% to 150% of basic salary for the Chief Financial Officer and Chief Investment Officer, and from 100% to 175% of basic salary for the Chief Executive Officer. The caps for both the annual cash bonus and Long-Term Incentive Plan will remain in place for the new financial year ending March 2027. Both the annual cash bonus and any awards made under the Long-Term Incentive Plan are subject to malus and clawback provisions, which the Committee considers appropriate given the nature of the business and consistent with the expectations of institutional shareholders and the Investment Association's Principles of Remuneration.

The Committee is satisfied that this framework strikes an appropriate balance between incentivising and retaining high-calibre executives in a competitive market and ensuring that remuneration outcomes remain aligned with the long-term interests of shareholders.

1. Alternative performance measures are detailed in note 27.

Components of Remuneration

ELEMENT	OPERATION	OPPORTUNITY	PERFORMANCE METRICS	IMPLEMENTATION OF REMUNERATION POLICY FOR FY2026
Base Salary				
To reflect size and scope of the role and individual's performance and contribution.	Salaries are normally reviewed annually, or at the discretion of the Committee. Reviews typically take place in March and are effective from 1 April each year.	There is no maximum salary increase. The Committee retains discretion to make appropriate adjustments to ensure salary levels remain appropriate in the context of the size and scope of the role and the complexity of the business.	The Group's financial performance and individuals' performance are considered when setting Executive Director base salaries.	Base salary changes for FY26 were as follows: **CEO: £nil** **CIO: +£50,000 (effective from 1 December 2025)** **CFO: £nil** The CIO's salary was reviewed by the Committee and adjusted during the period as detailed above. In the new financial year ending March 2027 the increase in Executive Salaries has been limited to 3%, broadly reflecting inflation.
Pension and benefits				
To provide a market-competitive pension and benefits package.	The Executive Directors receive benefits which include pension contributions, cash in lieu of pension contributions, car allowances, private medical insurance and other benefits as the Remuneration Committee may determine from time to time.	Employer pension contribution of 12% of base salary per annum, or a salary supplement representing this contribution net of employer's National Insurance. The maximum value of other benefits will be set at the cost of providing the benefits described.	Not performance related.	Maximum pension contribution or cash allowance for FY26 was 12% of base salary.

ELEMENT	OPERATION	OPPORTUNITY	PERFORMANCE METRICS	IMPLEMENTATION OF REMUNERATION POLICY FOR FY2026
Discretionary Bonus				
To incentivise the delivery of annual financial performance and the achievement of strategic business priorities, thus delivering value to shareholders.	Performance is measured on an annual basis for each financial year. Performance measures are reviewed prior to the start of the year to ensure they remain appropriate and align with business strategy. Stretching targets are set. At the end of the year the Committee determines the extent to which these were achieved. Awards are paid in cash. Clawback provisions may apply (see below).	**CEO: 100–150% of basic salary** **CFO: 100–125% of basic salary** **CIO: 100–125% of basic salary**	Bonuses are based on predetermined financial performance measures set at the start of the financial year, and individual personal performance. These measures include Revenue, Operating Profit, Adjusted Fully Diluted EPS, and Adjusted Operating Margin. For further details on financial performance, see pages 32 to 34.	Based on the strong financial performance of the business during FY26, and the individual personal performances the Committee determined that the maximum opportunity should be awarded to the Executive Directors.
Long-Term Incentive Plan (“LTIP”)				
To drive sustained long-term performance that supports the creation of shareholder value.	Annual awards of nil-cost options may be made to participants. Award levels and performance conditions are reviewed before each award cycle. Awards will normally have a minimum vesting period of three years. Malus (unvested LTIP) and clawback (vested LTIP) provisions apply (see below).	**CEO: 100–175% of basic salary** **CIO: 100–150% of basic salary** **CFO: 100–150% of basic salary** The Committee reserves the right to review the maximum opportunity to ensure the overall remuneration package remains competitive.	Vesting of LTIP awards is subject to Company performance and continued employment, as set out in the ‘Performance Conditions for Current EMI Schemes’ section below. The Committee has discretion to adjust the formulaic LTIP outcome to ensure alignment with the underlying performance of the business over the performance period.	The maximum award will be the top end of the range available. All LTIP awards will be made subject to sufficient headroom of available options. Awards may be made at a lower level than 100% at the discretion of the Remuneration Committee. Awards above 100% will be at the discretion of the Remuneration Committee. The value of options held by Directors that vested in the year was £0.57m. See below for more information on the vesting of the 2022 scheme.

External Appointments

It is the policy of the Group that no Executive Director may accept any Non-Executive Directorships or other appointments without the prior approval of the Board, and this policy is reflected in contracts of employment. Any outside appointments are considered by the Nomination Committee or the Board to ensure that they would not give rise to a conflict of interest. It is the Group’s policy that remuneration earned from any such appointment may be retained by the individual Executive Director.

Remuneration Policy for the Chairman and Non-Executive Directors

ELEMENT	OPERATION	OPPORTUNITY	PERFORMANCE METRICS	IMPLEMENTATION OF REMUNERATION POLICY FOR FY2026
Fees				
To attract and retain Non-Executive Directors of the highest calibre with broad commercial and other experience relevant to the Company.	The Chairman and other Non-Executive Directors are appointed under a letter of appointment covering time commitment, duties, and involvement in other business interests. The Chair of the Remuneration Committee and the CEO determine the remuneration for the Chairman; the Chairman and the CEO determine the remuneration for the Non-Executive Directors, within the limits set in the Company's Articles of Association. The fee for the Chairman takes into account the time commitment required, the skills and experience of the individual, and market practice in comparable companies.	There is no maximum fee increase. It is expected that increases to Non-Executive Director fee levels will be in line with salaried employees over the life of the policy. In the event of a material misalignment with the market or a change in complexity, responsibility or time commitment, the Board has discretion to make an appropriate adjustment. A basic fee is paid for Board membership, with additional fees for the Senior Independent Director and for the chairing of a Committee.	Not performance related.	**Chairman's fee: £160,000 per annum.** **Non-Executive Directors' fees: £60,000–£80,000 per annum.**

It should be noted that during the financial year to 31 March 2026 there were no material changes to the remuneration policy of the Group.

Service Contracts

It is the Group's policy for all Executive Directors to have contracts of employment that contain a termination notice period of not less than twelve months. All Executive Director appointments continue until terminated by either party, on giving not less than twelve months' notice to the other party. Non-Executive Directors do not have service contracts. A letter of appointment provides for an initial period of twelve months and continues until terminated by either party giving three months' prior written notice, to expire at any time on or after the initial twelve-month period.

Single Total Figure of Remuneration for Each Director (audited)

Directors' remuneration, payable with respect to the year ended 31 March 2026, was as follows:

31/03/2026	SALARY	PENSION CONTRIBUTION	CAR ALLOWANCE	HEALTHCARE	BONUS	LONG-TERM INCENTIVES	SHARESAVE	TOTAL
Paul Hogarth	**550,000**	**66,000**	**15,600**	**3,889**	**825,000**	**190,260**	**–**	**1,650,749**
Lothar Mentel[1]	**366,667**	**44,000**	**15,600**	**1,646**	**500,000**	**190,260**	**–**	**1,118,173**
Paul Edwards	**350,000**	**42,000**	**15,600**	**1,279**	**437,500**	**190,260**	**–**	**1,036,639**
Sub-total	**1,266,667**	**152,000**	**46,800**	**6,814**	**1,762,500**	**570,780**	**–**	**3,805,561**
Non-Executive								
Roger Cornick[2]	**46,667**	**–**	**–**	**–**	**–**	**–**	**–**	**46,667**
Chris Poil[3]	**145,000**	**–**	**–**	**–**	**–**	**–**	**–**	**145,000**
Lesley Watt	**80,000**	**–**	**–**	**–**	**–**	**–**	**–**	**80,000**
Pippa Hamnett	**60,000**	**–**	**–**	**–**	**–**	**–**	**–**	**60,000**
Total	**1,598,333**	**152,000**	**46,800**	**6,814**	**1,762,500**	**570,780**	**–**	**4,137,228**

31/03/2025	SALARY	PENSION CONTRIBUTION	CAR ALLOWANCE	HEALTHCARE	BONUS	LONG-TERM INCENTIVES	SHARESAVE	TOTAL
Paul Hogarth	550,000	66,000	13,500	3,018	600,000	172,500	–	1,405,018
Lothar Mentel	350,000	42,000	15,600	2,959	375,000	172,500	–	958,059
Paul Edwards	350,000	42,000	6,500	1,299	375,000	172,500	15,900	963,199
Sub-total	1,250,000	150,000	35,600	7,276	1,350,000	517,500	15,900	3,326,276
Non-Executive								
Roger Cornick	140,000	–	–	–	–	–	–	140,000
Chris Poil	111,250	–	–	–	–	–	–	111,250
Lesley Watt	77,500	–	–	–	–	–	–	77,500
Pippa Hamnett[4]	5,000	–	–	–	–	–	–	5,000
Total	1,583,750	150,000	35,600	7,276	1,350,000	517,500	15,900	3,660,026

1. Lothar Mentel's bonus reflects the maximum bonus allocation of his prevailing salary at the time of the award being £400,000.
2. Roger Cornick retired in July 2025.
3. Chris Poil was appointed Non-Executive Chairman in July 2025.
4. Pippa Hamnett was appointed in March 2025.

Sharesave Plan

The Sharesave plan is an 'all-employee' Save as You Earn ("SAYE") share option plan, which gives eligible participating employees the opportunity to acquire ordinary shares in the Company using savings of up to £500 per month or such other amount as is permitted under the relevant legislation governing tax-approved savings-related share option plans. 63% of eligible employees are part of the scheme at the year end which demonstrates the commitment and confidence of TAM's employees in the Company and its potential future performance.

TAM plc Long-Term Incentive Plan

The Directors have adopted the TAM plc EMI scheme, which became effective on admission and was extended in each subsequent year up to 2025. The EMI plan is a share option plan under which all eligible employees (including Executive Directors) could be granted options over shares on a tax-advantaged basis, under the provisions of Schedule 5 of the Income Tax (Earnings and Pensions) Act 2003 ("Schedule 5"). Due to the growth and success of the Group, new grants of options made during or after 2022 no longer qualified for this tax-advantageous treatment; however, new non-qualifying options can still be granted under the scheme, and the Directors elected to do so in this financial year. However, changes to EMI scheme rules announced in the 2025 UK Autumn Budget may mean that future awards once again qualify for tax-advantageous treatment.

Vesting of the 2022 TAM plc EMI Scheme

The EMI options granted in 2022 were based on a combination of targets of adjusted fully diluted earnings per share ("EPS") growth of 40% and a total shareholder return ("TSR") of 25% compound annual growth over a three-year period. The 2022 EMI scheme vested in July 2025, and the vesting outcome was 90.6% of the total options granted.

This resulted in 222,921 options vesting. During the year, 195,741 shares were issued to the Employee Benefit Trust and utilised by the Company to satisfy options that were exercised, with the remaining 27,180 options being unexercised as at 31 March 2026.

A further 1,078,082 options were exercised which vested in prior periods but that had remained unexercised as at 31 March 2026.

Performance Conditions for Current EMI Schemes

Options granted under the EMI plan are only exercisable subject to the satisfaction of performance conditions that will determine the proportion of the option that will vest at the end of the three-year performance period. The performance conditions used in determining the number of options that will vest are detailed in the table below, with the three-year performance period commencing on 1 April in the year that the options were granted.

PERFORMANCE CONDITION	WEIGHTING	VESTING CRITERIA
EPS	100% (2023, 2024 and 2025 schemes)	The Option will vest up to 100% of the Shares by reference to the growth in Earnings Per Share: • 40% straight-line growth results in 100% of the option vesting. • 13% straight-line growth results in 33% of the option vesting for 2023 and 25% for 2024 and 2025. • Between growth of 13% and 40%, the proportion of options that vest will be determined on a straight-line basis.

The Committee currently believes that this is a fair and appropriate condition for rewarding participants as it aligns their interests with those of shareholders and, being measured over a three-year period, align the reward with the Group's strategy for growth by encouraging longer-term profitable growth. When determining the adjusted EPS growth, the shares will be fully diluted and the impact of adjusted items as determined by the Board (see note 11) will be disregarded to ensure that they do not artificially impact the EPS measurement.

Directors' Interests in Share Options

Unexercised and outstanding share options granted to Executive Directors are as follows:

EXECUTIVE DIRECTORS	DATE OF GRANT	EXERCISE PRICE	AT 31 MARCH 2025	GRANTED IN THE YEAR	EXERCISED IN THE YEAR	LAPSED IN THE YEAR	AT 31 MARCH 2026
Paul Hogarth	07-Aug-18	£0.00	125,992	–	125,992	–	**–**
	28-Jul-20	£0.00	169,864	–	169,864	–	**–**
	15-Jul-21	£0.00	25,000	–	25,000	–	**–**
	25-Jul-22	£0.00	30,000	–	27,180	2,820	**–**
	24-Jul-23	£0.00	20,000	–	–	–	**20,000**
	03-Feb-25	£0.00	110,887	–	–	–	**110,887**
	16-Jul-25	£0.00	0	158,298	–	–	**158,298**
Lothar Mentel	07-Jul-17	£1.89	789,043	–	379,674	–	**409,369**
	07-Aug-18	£0.00	197,000	–	20,900	–	**176,100**
	28-Jul-20	£0.00	157,730	–	–	–	**157,730**
	15-Jul-21	£0.00	25,000	–	–	–	**25,000**
	25-Jul-22	£0.00	30,000	–	–	2,820	**27,180**
	24-Jul-23	£0.00	20,000	–	–	–	**20,000**
	03-Feb-25	£0.00	70,565	–	–	–	**70,565**
	16-Jul-25	£0.00	–	86,344	–	–	**86,344**
Paul Edwards	28-Jul-20	£0.00	137,658	–	137,658	–	**0**
	15-Jul-21	£0.00	25,000	–	–	–	**25,000**
	25-Jul-22	£0.00	30,000	–	27,180	2,820	**–**
	24-Jul-23	£0.00	20,000	–	–	–	**20,000**
	03-Feb-25	£0.00	70,565	–	–	–	**70,565**
	16-Jul-25	£0.00	–	86,344	–	–	**86,344**
Totals			**2,054,304**	**330,986**	**913,448**	**8,460**	**1,463,382**

Grant of Equity Share Options under the EMI Plan

As at 31 March 2026, the Company had granted options to certain of its Executive Directors and senior managers to acquire (in aggregate) up to 8.17% of its share capital, net of shares held by the Employee Benefit Trust ("EBT"). The 2017 EMI scheme had an exercise price equal to the market value of the shares at the date of grant, £1.89, with schemes in subsequent years having a £nil exercise price.

Terms of Awards

Options may be granted over newly issued shares, treasury shares or shares purchased in the market. To satisfy exercised options, shares may be purchased in the market or as new shares subscribed from the Company. At 31 March 2026, the Company held no shares in treasury (2025: nil), other than those held by the EBT to satisfy options awarded under share incentive schemes.

Unapproved Share Scheme

Options issued under the long-term incentives are intended to be qualifying options for EMI purposes. If they are not qualifying options (for example, because they exceed the statutory limit at the date of grant), then they will take effect as unapproved options, which cannot benefit from the preferential tax treatments afforded to options granted pursuant to an EMI scheme.

Malus and Clawback

The short-term cash bonuses for the Executive Directors are subject to formal malus and clawback mechanisms. Vested and unvested EMI plan awards are also subject to a formal malus and clawback mechanism.

Employee Benefit Trust ("EBT")

The Company's EBT was established for the benefit of the employees and former employees of the Group, and their dependants. The EBT may be used in conjunction with the EMI plan, where the Remuneration Committee decides at its discretion that it is appropriate to do so. The Company may provide funds to the trustee by way of a loan or gift, to enable the trustee to subscribe or purchase existing shares in the market in order to satisfy awards made under the EMI plan or the SAYE share option plan. During the year, the Company has made a gift of £4.928m to the EBT (2025: £0.050m). After the utilisation of the shares held by the EBT to satisfy the exercise of employee EMI options, the EBT held a total of 614,764 ordinary shares at 31 March 2026 (2025: 472,804), equating to 1.00% of the issued ordinary share capital of the Company (2025: 0.78%).

Directors' Interests

The beneficial interests of the Directors and their connected persons in the ordinary share capital of the Company at 31 March 2026 were as follows:

Paul Hogarth	8,986,227	14.7%
Lothar Mentel	1,372,699	2.2%
Paul Edwards	529,483	0.9%
Chris Poil	173,205	0.3%
Lesley Watt	2,325	0.0%
Pippa Hamnett	1,435	0.0%

Total Shareholder Return

The Company's share price in the period from admission on AIM on 7 July 2017 to 31 March 2026 increased from £1.56 to £5.82 and market capitalisation grew from £87,215,720 to £356,892,661, with £64.5m returned to shareholders by way of dividends. The graph below shows the Company's annualised TSR of 17.5% compared with the FTSE AIM All-Share Index total return of minus 1.9% in the period from 6 July 2017 to 31 March 2026. TSR is defined as share price growth plus reinvested dividends. The Directors consider the FTSE AIM All-Share Index to be the most appropriate index against which the TSR of the Company should be measured.

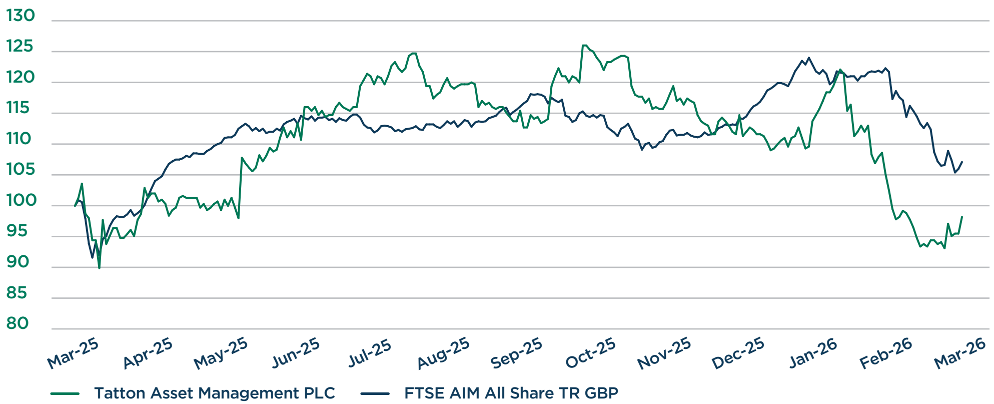
Approval

This report, in its entirety, has been approved by the Remuneration Committee and signed on its behalf by:

PIPPA HAMNETT
Chair of the Remuneration Committee

Tatton Asset Management plc

Total return for Tatton Asset Management PLC and the FTSE AIM All Share index



Source: Morningstar Direct, return rebased to 100 as at 01/04/2025.

Review of the Business and Future Developments

A review of the business and future developments can be found in the Chairman's Statement and the Chief Executive Officer's Review on pages 6 and 7, and pages 8 to 11, respectively.

Principal Activities

TAM plc is a holding company, the shares of which are listed on the AIM market of the London Stock Exchange, and it is domiciled and incorporated in the UK. It has three core operating subsidiaries within two core operating divisions, as follows:

SUBSIDIARY NAME	% OWNED BY THE COMPANY	PRINCIPAL ACTIVITIES OF THE SUBSIDIARY	OPERATING DIVISION
Tatton Investment Management Limited ("Tatton")	100%	Provides investment management for model portfolios and multi-manager funds	Tatton
Paradigm Partners Limited ("Paradigm Consulting" or "PPL")	100%	Provides compliance consultancy and technical support services to IFAs	Paradigm
Paradigm Mortgage Services LLP ("Paradigm Mortgages" or "PMS")	100%	Provides mortgage and insurance product distribution services	Paradigm

Results and Dividends

Group profit before tax was £25.3m (FY25: £21.6m), an increase of 17.2% that was largely due to the growth in revenue in the year, with profit after tax increasing to £18.7m (FY25: £16.0m). Adjusted operating profit[1] was £28.5m (FY25: £22.9m), giving an adjusted operating profit[1] margin of 52.3% (FY25: 50.6%). Operating profit after the effect of share-based payments, amortisation on acquisition-related intangible assets, changes in fair value of contingent consideration, operating loss due to non-controlling interest, and exceptional items is £24.2m (FY25: £20.7m), at a margin of 44.5% (FY25: 45.7%).

An interim dividend with respect to the period ended 30 September 2025 of £7,310,000 (12.0p per share) was paid to shareholders on 19 December 2025. The Directors recommend a final dividend of a further 15.0p per share, or £9,106,000. This has not been included within the Group financial statements as no obligation existed as at 31 March 2026. If approved, the final dividend will be paid on 5 Aug 2026 to ordinary shareholders whose names are on the register at the close of business on 26 June 2026.

1. Alternative performance measures are detailed in note 27.

Dividend Policy

The Company operates a progressive dividend policy to grow dividends in line with the Group's adjusted earnings, with a target payout ratio in the region of 70% of annual adjusted fully diluted earnings per share[1].

The policy is intended to ensure that shareholders benefit from the growth of the Group, which aligns with the strategic objective of growing our dividend. The Board recognises the importance of dividends to shareholders and the benefit of providing sustainable shareholder returns. The target payout ratio has been adopted to provide sufficient flexibility for the Board to remunerate shareholders for their investment, whilst recognising that there may at times be a requirement to retain capital within the Group. In determining the level of dividend in any year, the Directors follow the dividend policy and also consider a number of other factors that influence the proposed dividend, including:

- the level of retained distributable reserves in the Company;
- the availability of cash resources;
- future cash commitments and investment plans, in line with the Company's strategic plan; and
- the impact of the decision on the Company's key stakeholders.

The Company's key stakeholders are shown on pages 52 and 53 and we have detailed how we engage with them and understand their issues and the impact of the decisions of management on them.

Share Capital

As at 31 March 2026, there were 61,321,763 fully paid ordinary shares of 20p, amounting to £12,264,353 an increase of £154,577 on the prior year due to the issue of shares upon the exercising of employee share options. Details of the issued share capital shown are in note 23 of the consolidated financial statements. The Company has one class of ordinary shares, which carry no right to fixed income. Each ordinary share carries the right to one vote at general meetings of the Company. There are no specific restrictions on the size of a holding or on the transfer of shares, which are both governed by the general provisions of the Articles of Association and prevailing legislation, other than that certain restrictions may be imposed from time to time by laws and regulations pursuant to the rules of the Financial Conduct Authority ("FCA"), whereby certain Directors, Officers, and employees of the Group require the approval of the Group to deal in the ordinary shares of the Company. The Directors are not aware of any other agreements between holders of the Company's shares that may result in restrictions on the transfer of securities or on voting rights. No person has any special rights of control over the Company's share capital and all issued shares are fully paid.

Significant Shareholders

At 5 May 2026, the Company had been notified of the following interests representing 3% or more of its issued share capital:

NAME	HOLDING	HOLDING %
Paul Hogarth and connected parties	8,986,227	14.65%
Funds and accounts under management by direct and indirect investment management subsidiaries of Blackrock, Inc.	6,087,448	9.93%
abrdn plc	3,992,530	6.51%
JPMorgan Asset Management	3,948,641	6.44%
Rathbone Investment Management Limited	3,815,556	6.22%
Liontrust Investment Partners LLP	3,532,640	5.76%
Gresham House Asset Management Limited	2,280,670	3.72%

Share Options

Details of the options over the Company's shares under the Company's employee share plans are given in note 25 of the consolidated financial statements.

Purchase of Own Shares

At the 2025 AGM, the shareholders authorised the Company to buy back 10% of its own ordinary shares by market purchase at any time prior to the conclusion of the AGM to be held in 2026. The Company did not purchase any of its own shares during the financial year, other than through the EBT (note 24). The cost of shares purchased and held by the EBT is deducted from equity.

At the forthcoming AGM, the Directors will seek to extend the shareholders' approval for a further period until the conclusion of the AGM to be held in 2027, by way of special resolution for the grant of an authority for the Company to make market purchases of up to 10% of its own shares. The Directors consider that the grant of the power for the Company to make market purchases of the Company's shares would be beneficial for the Company and, accordingly, they recommend this special resolution to shareholders. The Directors would only exercise the authority sought if they believed that such a purchase was in the interests of shareholders generally. The minimum price to be paid will be the shares' nominal value of 20p and the maximum price will be no more than 5% above the average middle market quotations for the shares on the five days before the shares are purchased.

Takeover Directive

The Company has only one class of ordinary share and these shares have equal voting rights. The nature of individual Directors' holdings is disclosed on this page. There are no other significant holdings of any individual.

Board of Directors

The names of the present Directors and their biographical details are shown on pages 56 and 57. At the AGM, to be held on 30 July 2026, all non-retiring Executive and Non-Executive Directors will offer themselves for re-election.

Appointment and Replacement of Directors

With regard to the appointment and replacement of Directors, the Company is governed by its Articles of Association (the "Articles"), the QCA Corporate Governance Code, the Companies Act 2006, and related legislation. The Articles themselves may be amended by special resolution of the shareholders. The powers of the Directors are described in the Articles, which can be found on the Group's website (www.tattonassetmanagement.com).

Directors' Interests

Directors' emoluments, interests in the shares of the Company, and options to acquire shares are disclosed in the Remuneration Committee Report on pages 70 to 77. Paul Hogarth is also the beneficial owner of Paradigm House, the Group's registered address and the trading premises of PPL.

Conflicts of Interest

There are procedures in place to deal with any Directors' conflicts of interest arising under section 175 of the Companies Act 2006.

Directors' Indemnity

All Directors and Officers of the Company have the benefit of the indemnity provision contained in the Company's Articles. The provision, which is a qualifying third party indemnity provision, was in force throughout the last financial year and is currently still in force. The Group also purchased and maintained, throughout the financial period, Directors' and Officers' liability insurance with respect to itself and its Directors and Officers, although no cover exists in the event that Directors or Officers are found to have acted fraudulently or dishonestly.

Principal Risks

A report on the principal risks, risk management, and internal controls can be found on pages 23 to 31.

Employees, Suppliers, Customers, and Other Stakeholders

The Group is committed to the principle of equal opportunities in employment and to ensuring that no applicant or employee receives less favourable treatment on the grounds of gender, marital status, age, race, colour, nationality, ethnic or national origin, religion, disability, sexuality, or unrelated criminal convictions.

The Group applies employment policies that are believed to be fair and equitable and that ensure that entry into, and progression within, the Group is determined solely by the application of job criteria and by personal ability and competency. The Group aims to give full and fair consideration to the possibility of employing disabled persons wherever suitable opportunities exist. Employees who become disabled are given every opportunity to continue their positions or be trained for other suitable positions. The Group provides a Group personal pension plan that is open to all employees. The Group operates an Enterprise Management Incentive scheme and a Group Sharesave scheme, details of which are provided in the Remuneration Committee Report and the financial statements. There is further information on the Group's employee engagement and how it fosters relationships with its key stakeholders, including suppliers, customers, and others on pages 52 and 53. Details of how the interests of stakeholders are considered in the Board's decision making can be found in the section 172 statement on pages 54 and 55.

Alternative Performance Measures

We use a number of performance measures to assist in presenting information in this statement in a way that can be easily analysed and understood. We use such measures consistently and reconcile them as appropriate, and they are used by management when evaluating performance. For more information, see pages 32 to 34, and notes 2.26 and 27.

Financial Instruments

The risk management objectives and policies of the Group are set out within note 22 of the financial statements.

Energy Consumption

Details of the Group's energy consumption and the measures taken to achieve energy efficiencies are provided on page 50 and 51 of the Strategic Report.

Political Donations

The Group made no political donations or contributions during the year (FY25: £nil).

Annual General Meeting ("AGM")

The AGM of the Company will be held on 30 July 2026. A notice convening the meeting will be sent to shareholders on 19 June 2026.

Corporate Governance

A full review of corporate governance appears on pages 56 to 81.

Related parties

Details of related party transactions are given in note 26.

Post Balance Sheet Date Events

There have been no post balance sheet events.

Going Concern

The Board has reviewed detailed papers prepared by management that consider the Group's expected future profitability, dividend policy, capital position, and liquidity, both as they are expected to be and also under more stressed conditions. In doing so, the Directors have considered the current economic environment, with its high interest rates, high yet falling inflation, cost of living pressures, and the impact of climate change.

Whilst macroeconomic conditions and the impact of climate change may affect the Group, and are considered under the Group's principal risks, these are not considered to impact the going concern basis of the Group – the Board is satisfied that the business can operate successfully in these conditions but will continue to monitor developments in these areas. The Board uses the approved budget as its base case and then applies stress tests to this. In its stress tests, the Board has considered a significant reduction in equity market values, for example, if there was a repeat of the market impacts seen at the outbreak of COVID-19, or sudden and high volumes of outflows from AUM as a result of a reputational, regulatory, or performance issues. This would reduce revenue and profitability; however, the results of these tests gave rise to no material uncertainties as to the Groups ability to continue as a going concern. The Board closely monitors KPIs and reports from management regarding investment performance, feedback from IFAs and key regulatory changes or issues.

See pages 26 to 31 for details of mitigations of these principal risks. In addition, the Board has also considered the following:

Liquidity – The Group has a robust financial liquidity position, with £33.9m in cash at 31 March 2026 and £0.03m of bank loans in its subsidiary, Fintegrate Financial Solutions Limited, along with a highly efficient working capital cycle, with a strong operating cash conversion of 100.9% (this being the ratio of cash generated from operations to adjusted operating profit[1]), which ensures that the Group has high levels of liquidity to meet its liabilities.

Regulatory position – Management have confirmed that the Group continues to have significant headroom over its regulatory requirements, as detailed in note 3, meaning that the likelihood of regulatory restrictions impacting trading or financial performance remains low.

Having given due consideration to the risks, uncertainties, and contingencies disclosed in the financial statements and accompanying reports, the Directors believe that the business is well-placed to manage its business risk successfully and are satisfied that the Group has adequate resources to continue in operational existence for at least twelve months from the date that the financial statements are authorised for issue. Accordingly, the financial statements have been prepared on a going concern basis.

Auditor

Deloitte LLP was the Group's independent auditor during the year and has confirmed its willingness to continue in office.
A resolution to reappoint Deloitte LLP as auditor to the Group and to authorise the Directors to set its remuneration will be proposed at the 2026 AGM.

Statement of Directors' Responsibilities/Disclosures to the Auditor

Each of the persons who are Directors at the date of approval of this report confirm that as far as the Directors are aware, there is no relevant information of which the Group's independent auditor is unaware. The Directors have taken all the steps that they ought to have taken as Directors to make themselves aware of any relevant audit information and to establish that the Company's independent auditor is aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with UK-adopted international accounting standards and applicable law and regulations. Company law requires the Directors to prepare Group and Company financial statements for each financial year. Under that law, the Directors are required to prepare the Group financial statements in accordance with UK-adopted international accounting standards and have chosen to prepare the Company financial statements in accordance with UK accounting standards and applicable law, including the FRS 101 "Reduced Disclosure Framework". Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss for the Group and Company for that period.

In preparing the Company financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether they have been prepared in accordance with UK-adopted international accounting standards, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Company will continue in business.

In preparing the Group financial statements, International Accounting Standard 1 requires that Directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable, and understandable information;
- provide additional disclosures when compliance with the specific requirements of the financial reporting framework are insufficient to enable users to understand the impact of particular transactions, other events, and conditions on the Group's financial position and financial performance; and
- make an assessment of the Group's ability to continue as a going concern.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company, and that enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and, hence, for taking reasonable steps regarding the prevention and detection of fraud and other irregularities.

The Directors are responsible for ensuring that the Annual Report and the financial statements are made available on a website. Financial statements are published on the Company's website, in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. The Directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Each of the Directors, whose names and responsibilities are listed in the Corporate Governance report, confirms that, to the best of their knowledge:

- the financial statements have been prepared in accordance with the relevant financial reporting framework and give a true and fair view of the assets, liabilities, financial position, and profit or loss of the Company and the undertakings included in the consolidation taken as a whole;
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face; and
- the Annual Report and financial statements, taken as a whole, are fair, balanced, and understandable and provide the information necessary for shareholders to assess the Company's position and performance, business model and strategy.

The Directors' Report has been approved and authorised for issue by the Board of Directors on 15 June 2026 and signed on its behalf by:

PAUL HOGARTH
Chief Executive Officer

PAUL EDWARDS
Chief Financial Officer

Report on the audit of the financial statements

1 | Opinion

In our opinion:

- the financial statements of Tatton Asset Management plc (the 'parent company') and its subsidiaries (the 'group') give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2026 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with United Kingdom adopted international accounting standards and IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB);
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 Reduced Disclosure Framework; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the consolidated statement of total comprehensive income;
- the consolidated statement of financial position;
- the consolidated statement of changes in equity;
- the consolidated statement of cash flows;
- the related notes 1 to 30 to the consolidated financial statements;
- the Company statement of financial position;
- the Company statement of changes in equity; and
- the related notes 1 to 22 to the Company financial statements.

The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law, United Kingdom adopted international accounting standards and IFRS Accounting Standards as issued by the IASB. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 Reduced Disclosure Framework (United Kingdom Generally Accepted Accounting Practice).

2 | Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ('ISAs (UK)') and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard as applied to listed entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services provided to the group and the parent company for the year are disclosed in note 6 to the financial statements. We confirm that we have not provided any non-audit services prohibited by the FRC's Ethical Standard to the group or the parent company.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

3 | Summary of our audit approach

Key audit matter	The key audit matter that we identified in the current year was: • Valuation of the investment in joint venture of 8AM Global Limited ("8AM") The key audit matter is identified as follows: **Similar level of risk**
Materiality	The materiality that we used for the group financial statements was £1,265,000 which was determined on the basis of 5% of profit before tax.
Scoping	We have scoped in seven components for procedures on one or more classes of transactions, account balances or disclosures that together represent 99% of the Group's revenue; 99% of the Group's profit before tax, and 87% of the Group's net assets.
Significant changes in our approach	There have been no significant changes to our approach from the prior year.

4 | Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors' assessment of the group's and the parent company's ability to continue to adopt the going concern basis of accounting included:

- Understanding the entity's process for the preparation of the going concern assessment and any related controls;
- Evaluating management's assessment, identifying the assumptions, and testing the mechanical accuracy of the underlying forecast;
- Performing sensitivity analysis on the key assumptions applied to understand whether they could give rise to a material uncertainty on the use of the going concern basis;
- Checking consistency with the forecast assumptions applied in the going concern assessment across other forecasts within the Group; and
- Assessing the appropriateness of management's going concern disclosures in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

5 | Key audit matters

The key audit matter communicated below is a matter that, in our professional judgement, was of most significance in our audit of the financial statements of the current year and included the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. This matter had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team.

This matter was addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

5.1. Valuation of the investment in joint venture of 8AM Global Limited

Key audit matter description	On 15 August 2022 the Group acquired 50% of the issued share capital of 8AM Global Limited, recognising £6.8m investment classified as a joint venture. Judgement is required as to whether any of the investments should be impaired based on the financial position and future prospects of the investments. In the year ended 31 March 2026, the director's assessed the 8AM Global joint venture's valuation by determining the investment's recoverable amount and comparing this to the carrying value, which demonstrated sufficient headroom, and thus no impairment was required. As of 31 March 2026, the investment's carrying value was £5.1m (FY25: £5.3m). We have identified a key audit matter and a fraud risk in relation to valuation of the investment in joint venture of 8AM Global Limited. This is due to management internally deriving the estimates and applying significant judgement to the highly sensitive assumptions around the discounted cashflows used to assess the recoverability of the investment in joint venture. The valuation is particularly sensitive to the discount rate assumption applied to the forecasted cash flows. Therefore, there is potential risk of management bias in making these assumptions. The accounting policies adopted by the Group have been disclosed within note 2.13 to the financial statements and valuation of the investments in joint ventures has been identified as a key source of estimation uncertainty, disclosed within note 2.24.
How the scope of our audit responded to the key audit matter	To address the risk in valuation of the investment in joint venture of 8AM Global Limited key audit matter, we have: • Obtained an understanding of relevant key controls related to the valuation assessment of the investment in the joint venture; • Assessed the reasonableness of management's paper prepared for the valuation assessment in relation to the investment in joint venture; • With the involvement of our valuation specialists, we assessed the discount rate used in the valuation assessment and then evaluated whether these were appropriately applied to management's cash flow assumptions; • Assessed whether the accounting treatment was in compliance with IAS 36 – Impairment of Assets and IAS 28 — Investments in Associates and Joint Ventures; • Tested management's discounted cash flow model for mechanical accuracy; and • Assessed the appropriateness of the disclosures within the financial statement to determine whether all required information has been disclosed for the investment in joint venture of 8AM.
Key observations	We concluded that management's approach and valuation of the investment in the joint venture was appropriate and that the carrying value of the investment in joint venture of 8AM Global Limited as of 31 March 2026 is not materially misstated.

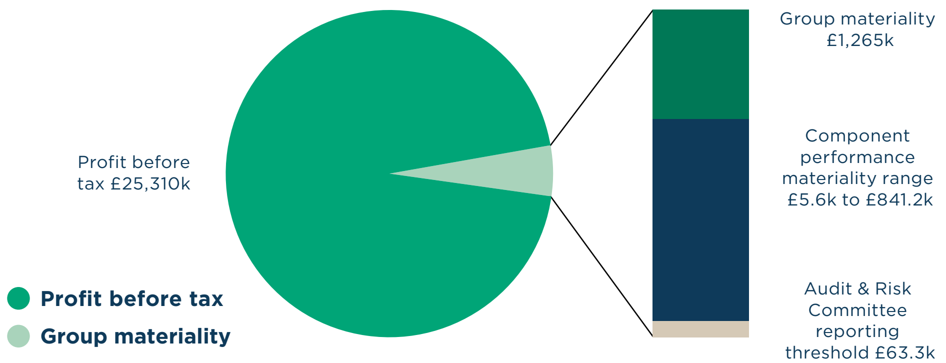
6 | Our application of materiality

6.1. Materiality

We define materiality as the magnitude of misstatement in the financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the scope of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	GROUP FINANCIAL STATEMENTS	PARENT COMPANY FINANCIAL STATEMENTS
Materiality	£1,265,000 (FY25: £1,086,000)	£885,500 (FY25: £760,200)
Basis for determining materiality	5% of profit before tax (FY25: 5% of profit before tax)	For the purpose of our opinion on the parent company financial statements materiality has been set at 1.6% (FY25: 0.7%) of total assets. The performance materiality applied to the parent company for the purposes of the group audit opinion is discussed in section 7.1.
Rationale for the benchmark applied	We have determined materiality based on profit before tax as it is a profit driven business, therefore is considered the most relevant benchmark for users of the financial statements.	The main operation of the parent company is to hold investments in the subsidiaries. We have therefore selected total assets as the benchmark for determining materiality.



6.2. Performance materiality

We set performance materiality at a level lower than materiality to reduce the probability that, in aggregate, uncorrected and undetected misstatements exceed the materiality for the financial statements as a whole.

	GROUP FINANCIAL STATEMENTS	PARENT COMPANY FINANCIAL STATEMENTS
Performance materiality	70% (FY25: 70%) of group materiality	70% (FY25 : 70%) of parent company materiality
Basis and rationale for determining performance materiality	In determining performance materiality, we considered the following factors: • Our understanding of the entity and its environment; • Our risk assessment, including our assessment of the quality of Group's overall control environment and whether we were able to rely on controls; and • Our past experience of the audit, which has indicated a low number of corrected and uncorrected misstatements identified in prior periods.	

6.3. Error reporting threshold

We agreed with the Audit & Risk Committee that we would report to them all audit differences in excess of £63,250 (FY25: £54,300), as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds. We also report to the Audit & Risk Committee on disclosure matters that we identify when assessing the overall presentation of the financial statements.

7 | An overview of the scope of our audit

7.1. Identification and scoping of components

Our group audit was scoped by obtaining an understanding of the group and its environment, including group-wide controls, and assessing the risks of material misstatement at the group level. Based on that assessment, our group audit scope identified and focused on the significant balances in the income statement and statement of financial position of the group.

We have performed an audit of the entire financial information on all entities within the group with the exception of Tatton Crown Investments Limited, Tatton Capital Group Limited, Tatton Oak Limited and Sinfonia Asset Management Limited which are exempt from statutory audit requirements and immaterial to the group. We performed analytical procedures at the group level for these entities.

7 | An overview of the scope of our audit continued

7.1. Identification and scoping of components continued

All entities subject to an audit of the entire financial information were performed directly by the group audit team and executed at levels of performance materiality applicable to each individual entity that were lower than group performance materiality and ranged from £5,600 to £841,225 (FY25: £57,400 to £722,190). These account for 99% (FY25: 99%) of the Group's revenue; 99% (FY25: 98%) of the Group's profit before tax, and 87% (FY25: 85%) of the Group's net assets. At the parent company level, we have also performed testing over the consolidation process of group entities.

7.2 | Our consideration of the control environment

The key IT system relevant to the audit was the financial accounting system as this is integral to the accounting records maintained by the Group. With the involvement of our IT specialists we obtained an understanding of the control environment and related controls during the year. We have not relied upon any controls associated with this system as its operation involves a high degree of manual intervention.

We obtained an understanding of relevant controls in place for financial reporting process and valuation of the investment in joint venture of 8AM Global Limited. We have also obtained an understanding of relevant controls in relation to investment wrap service-related revenue and mortgage commissions; however, we have not taken a controls reliance approach.

7.3. Our consideration of climate-related risks

In planning our audit, we have considered the potential impact of climate change on the Group's business and its financial statements. The Group continues to develop its assessment of the potential impacts of environmental, social and governance ("ESG") related risks, including climate change, as outlined in the Strategic Report on pages 35 to 51.

As a part of our audit, we have obtained an understanding of management's process of identifying climate-related risks, the determination of mitigating actions and the impact on the Group's financial statements. We performed our own qualitative risk assessment of the potential impact of climate change on the Group's account balances and classes of transactions and did not identify any additional risks of material misstatement.

We read the Strategic Report to consider whether the climate related disclosures are materially consistent with the financial statements and our knowledge obtained in the audit. Directors have assessed that there is currently no material impact arising from climate change on the judgements and estimates determining the valuations within the financial statements. This is disclosed in Note 2.22 to the financial statements. We have also evaluated the appropriateness of disclosures included in the financial statements.

8 | Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard

9 | Responsibilities of Directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

10 | Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

11 | Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

11.1. Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance including the design of the group's remuneration policies, key drivers for directors' remuneration, bonus levels and performance targets;
- results of our enquiries of management, the directors and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, including those that are specific to the group's sector;
- any matters we identified having obtained and reviewed the group's documentation of their policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team and relevant internal specialists, including tax, valuations, IT, and share-based payments specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the valuation of the investment in joint venture of 8AM Global Limited.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included the FCA regulations.

11.2. Audit response to risks identified

As a result of performing the above, we identified the valuation of the investment in joint venture of 8AM Global Limited as a key audit matter related to the potential risk of fraud. The key audit matters section of our report explains the matter in more detail and also describes the specific procedures we performed in response to that key audit matter.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management, the Audit & Risk Committee and external legal counsel concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC and the FCA; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Report on other legal and regulatory requirements

12 | Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and of the parent company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

13 | Opinion on other matter prescribed by our engagement letter

In our opinion the part of the directors' remuneration report to be audited has been properly prepared in accordance with the provisions of the Companies Act 2006 that would have applied were the company a quoted company.

14 | Matters on which we are required to report by exception

14.1. Adequacy of explanations received and accounting records

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns.

We have nothing to report in respect of these matters.

14.2. Directors' remuneration

Under the Companies Act 2006 we are also required to report if in our opinion certain disclosures of directors' remuneration have not been made.

We have nothing to report in respect of these matters.

15 | Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

NICK GRAHAM FCA
(Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Manchester, United Kingdom
15 June 2026

CONSOLIDATED STATEMENT OF TOTAL COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Revenue	5	**54,436**	45,309
Share of loss from joint ventures	14	**(91)**	(148)
Administrative expenses		**(30,110)**	(24,475)
Operating profit	6	**24,235**	20,686
Share-based payment charges	7	**2,896**	1,503
• Amortisation of acquisition-related intangible assets	7	**657**	657
• Operating loss relating to non-controlling interest	7	**111**	100
• Fair value adjustment to acquisition-related contingent consideration	7	**42**	–
• Exceptional items	7	**544**	–
Adjusted operating profit[1]		**28,485**	22,946
Finance income	8	**1,193**	1,033
Finance costs	9	**(118)**	(123)
Profit before tax		**25,310**	21,596
Taxation charge	10	**(6,594)**	(5,594)
Profit and total comprehensive income for the financial year		**18,716**	16,002
Profit and total comprehensive income attributable to owners of the Parent Company		**18,840**	16,141
Loss and total comprehensive income attributable to non-controlling interests		**(124)**	(139)
Earnings per share – Basic	11	**30.75p**	26.43p
Earnings per share – Diluted	11	**30.22p**	26.21p
Adjusted earnings per share – Basic[1]	11	**36.06p**	29.42p
Adjusted earnings per share – Diluted[1]	11	**35.44p**	29.17p
Adjusted earnings per share – Fully diluted[1]	11	**35.05p**	28.65p

1. See note 27.

All revenue, profit, and earnings are with respect to continuing operations.

There were no other recognised gains or losses other than those recorded above in the current or prior year; therefore, a Statement of Other Comprehensive Income has not been presented.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Non-current assets			
Investments in joint ventures	14	**5,137**	5,256
Goodwill	15	**9,796**	9,796
Financial assets at fair value through profit or loss	22	**155**	–
Financial assets at amortised cost	22	**4,510**	–
Intangible assets	16	**3,218**	3,493
Property, plant and equipment	17	**943**	932
Deferred tax assets	20	**1,595**	2,883
Other receivables	18	**147**	–
Total non-current assets		**25,501**	22,360
Current assets			
Trade and other receivables	18	**7,353**	6,538
Financial assets at fair value through profit or loss	22	**1,260**	1,133
Corporation tax		**247**	291
Cash and cash equivalents		**33,862**	32,119
Total current assets		**42,722**	40,081
Total assets		**68,223**	62,441
Current liabilities			
Trade and other payables	19	**(12,731)**	(11,232)
Total current liabilities		**(12,731)**	(11,232)
Non-current liabilities			
Other payables	19	**(445)**	(657)
Total non-current liabilities		**(445)**	(657)
Total liabilities		**(13,176)**	(11,889)
Net assets		**55,047**	50,552

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Equity			
Share capital	23	**12,264**	12,110
Share premium account		**15,752**	15,614
Own shares	24	**(4,387)**	(2,363)
Other reserve		**2,041**	2,041
Merger reserve		**(28,968)**	(28,968)
Retained earnings		**58,357**	52,156
Equity attributable to owners of the Parent Company		**55,059**	50,590
Non-controlling interest		**(12)**	(38)
Total equity		**55,047**	50,552

The financial statements were authorised and approved by the Board of Directors on 15 June 2026 and were signed on its behalf by:

PAUL EDWARDS
DIRECTOR

Company registration number: 10634323

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	SHARE CAPITAL (£'000)	SHARE PREMIUM (£'000)	OWN SHARES (£'000)	OTHER RESERVE (£'000)	MERGER RESERVE (£'000)	RETAINED EARNINGS (£'000)	TOTAL EQUITY ATTRIBUTABLE TO SHAREHOLDERS (£'000)	NON-CONTROLLING INTEREST (£'000)	TOTAL EQUITY (£'000)
At 1 April 2024		12,102	15,487	(3,278)	2,041	(28,968)	45,892	43,276	58	43,334
Profit and total comprehensive income		–	–	–	–	–	16,141	16,141	(139)	16,002
Dividends	12	–	–	–	–	–	(10,440)	(10,440)	–	(10,440)
Share-based payments	25	–	–	–	–	–	1,160	1,160	50	1,210
Deferred tax on share-based payments	20	–	–	–	–	–	203	203	–	203
Current tax on share-based payments		–	–	–	–	–	158	158	–	158
Issue of share capital on exercise of employee share options		8	127	–	–	–	–	135	–	135
Own shares acquired in the year	24	–	–	(50)	–	–	–	(50)	–	(50)
Own shares utilised on exercise of options	24	–	–	965	–	–	(965)	–	–	–
Change in non-controlling interest		–	–	–	–	–	7	7	(7)	–
At 31 March 2025		**12,110**	**15,614**	**(2,363)**	**2,041**	**(28,968)**	**52,156**	**50,590**	**(38)**	**50,552**
Profit and total comprehensive income		**–**	**–**	**–**	**–**	**–**	**18,840**	**18,840**	**(124)**	**18,716**
Dividends	12	**–**	**–**	**–**	**–**	**–**	**(13,017)**	**(13,017)**	**–**	**(13,017)**
Share-based payments	25	**–**	**–**	**–**	**–**	**–**	**2,455**	**2,455**	**–**	**2,455**
Deferred tax on share-based payments	20	**–**	**–**	**–**	**–**	**–**	**(1,246)**	**(1,246)**	**–**	**(1,246)**
Current tax on share-based payments		**–**	**–**	**–**	**–**	**–**	**1,428**	**1,428**	**–**	**1,428**
Issue of share capital on exercise of employee share options		**154**	**138**	**(154)**	**–**	**–**	**–**	**138**	**–**	**138**
Own shares acquired in the year	24	**–**	**–**	**(4,928)**	**–**	**–**	**–**	**(4,928)**	**–**	**(4,928)**
Own shares utilised on exercise of options	24	**–**	**–**	**3,058**	**–**	**–**	**(2,255)**	**803**	**–**	**803**
Change in non-controlling interest		**–**	**–**	**–**	**–**	**–**	**(4)**	**(4)**	**150**	**146**
At 31 March 2026		**12,264**	**15,752**	**(4,387)**	**2,041**	**(28,968)**	**58,357**	**55,059**	**(12)**	**55,047**

The other reserve and merger reserve were created on 19 June 2017 when the Group was formed. The other reserve comprises the profits of the Group entities prior to the merger, and the merger reserve is the difference between the Company's capital and the acquired Group's capital, which has been recognised as a component of equity. The merger reserve was created through merger accounting principles on the share for share exchange on the formation of the Group. Both the other reserve and the merger reserve are non-distributable.

During the year, the Group's investment in Fintegrate Financial Solutions Limited changed from 53.36% to 56.67%. In the year ending FY25, the investment in Fintegrate Financial Solutions Limited changed from 56.49% to 53.36%

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Operating activities			
Profit for the year		**18,716**	16,002
Adjustments:			
Income tax expense	10	**6,594**	5,594
Finance income	8	**(1,193)**	(1,033)
Finance costs	9	**118**	123
Depreciation of property, plant and equipment	17	**309**	291
Amortisation of intangible assets	16	**690**	630
Share-based payment expense	25	**1,871**	1,413
Fair value gains on financial assets at fair value through profit or loss	22	**(127)**	(27)
Post-tax share of loss of joint venture less amortisation and impairment loss	14	**91**	148
Changes in:			
Trade and other receivables		**(815)**	(1,241)
Trade and other payables		**2,497**	2,741
Cash generated from operations		**28,751**	24,641
Income tax paid		**(5,131)**	(5,889)
Net cash from operating activities		**23,620**	18,752

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Investing activities			
Dividends received from joint venture		**80**	–
Purchase of financial assets at fair value through profit or loss	22	**(155)**	(1,000)
Purchase of financial assets at amortised cost	22	**(4,510)**	–
Purchase of intangible assets	16	**(415)**	(437)
Purchase of property, plant and equipment	17	**(322)**	(68)
Interest received	8	**1,046**	1,033
Changes in fair value of contingent consideration	7	**42**	–
Payment of contingent consideration	22	**(485)**	(530)
Net cash used in investing activities		**(4,719)**	(1,002)
Financing activities			
Dividends paid	12	**(13,017)**	(10,440)
Proceeds from the issue of shares		**144**	135
Proceeds from the exercise of options		**950**	125
Purchase of own shares	24	**(4,928)**	(50)
Repayment of loan liabilities	21	**(22)**	(23)
Repayment of lease liabilities	21	**(285)**	(216)
Net cash used in financing activities		**(17,158)**	(10,469)
Net increase in cash and cash equivalents		**1,743**	7,281
Cash and cash equivalents at the beginning of the period		**32,119**	24,838
Cash and cash equivalents at the end of the period		**33,862**	32,119

1 | General information

Tatton Asset Management plc (the "Company") is a public company limited by shares. The address of the registered office is Paradigm House, Brooke Court, Lower Meadow Road, Wilmslow, SK9 3ND. The registered number is 10634323.

The Group comprises the Company and its subsidiaries. The Group's principal activities are discretionary fund management, the provision of compliance and support services to independent financial advisers ("IFAs"), the provision of mortgage adviser support services, and the marketing and promotion of multi-manager funds.

News updates, regulatory news, and financial statements can be viewed and downloaded from the Group's website, www.tattonassetmanagement.com. Copies can also be requested from: The Company Secretary, Tatton Asset Management plc, Paradigm House, Brooke Court, Lower Meadow Road, Wilmslow, SK9 3ND.

The Company has taken advantage of the exemption in section 408 of the Companies Act 2006 not to present its own income statement.

2 | Material accounting policies

The principal accounting policies applied in the presentation of the annual financial statements are set out below. The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in the consolidated financial statements.

2.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with United Kingdom adopted international accounting standards and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued by the International Accounting Standards Board ("IASB") and the Companies Act 2006. The financial statements of the Company have been prepared in accordance with UK Generally Accepted Accounting Practice, including Financial Reporting Standard 101 'Reduced Disclosure Framework' ("FRS 101").

The consolidated financial statements have been prepared on a going concern basis and prepared on a historical cost basis, except for financial assets and financial liabilities measured at fair value. The consolidated financial statements are presented in sterling and have been rounded to the nearest thousand (£'000). The functional currency of the Company is sterling, as this is the currency of the jurisdiction wherein all of the Group's sales are made.

The preparation of financial information in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of the amount, event, or actions, actual events may ultimately differ from those estimates.

2.2 Going concern

The Board has reviewed detailed papers prepared by management that consider the Group's expected future profitability, dividend policy, capital position, and liquidity, both as they are expected to be and also under more stressed conditions. In doing so, the Directors have considered the current economic environment, with its high interest rates, high yet falling inflation, cost of living pressures, and the impact of climate change.

Whilst macroeconomic conditions and the impact of climate change may affect the Group, and are considered under the Group's principal risks, these are not considered to impact the going concern basis of the Group – the Board is satisfied that the business can operate successfully in these conditions but will continue to monitor developments in these areas. The Board uses the approved budget as its base case and then applies stress tests to this. In its stress tests, the Board has considered a significant reduction in equity market values, for example, if there was a repeat of the market impacts seen at the outbreak of COVID-19, or sudden and high volumes of outflows from AUM as a result of a reputational, regulatory, or performance issues. This would reduce revenue and profitability; however, the results of these tests show that there are still sufficient resources to continue as a going concern. There are not considered to be any plausible scenarios that would lead to the failure of the Company. The Board closely monitors KPIs and reports from management around investment performance, feedback from IFAs, and key regulatory changes or issues. See more information in the Directors' Report on pages 78 to 81. Accordingly, the Directors continue to adopt the going concern basis when preparing these financial statements.

2.3 Basis of consolidation

The Group's financial statements consolidate those of the Company and entities controlled by the Company (its subsidiaries) as at 31 March 2026. The Company controls a subsidiary if it has power over the investee, is exposed to, or has rights to variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the subsidiary. The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of these three elements of control. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary.

All subsidiaries have a reporting date of 31 March, with Fintegrate Financial Solutions Limited, shortening its 2026 accounting period, from 30 June 2026 to 31 March 2026, in order to align with the wider group. In the case of joint ventures, those entities are presented as a single line item in the Consolidated Statement of Total Comprehensive Income and the Consolidated Statement of Financial Position.

2 | Material accounting policies continued

2.3 Basis of consolidation continued

All transactions between Group companies are eliminated on consolidation, including unrealised gains and losses on transactions between Group companies. Where unrealised losses on intra-Group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from a Group perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Profit or loss and other comprehensive income of subsidiaries acquired or disposed of during the year are recognised from the effective date of acquisition (when control is obtained), up to the effective date of disposal (when control of the subsidiary ceases), as applicable.

2.4 Adoption of new and revised standards

New and amended IFRS Standards that are effective for the current year

- Amendments to IAS 21 – Lack of Exchangeability
- Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments
- Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature-dependent Electricity
- Minor amendments to IFRS 1 – First-time Adoption of IFRS
- Minor amendments to IFRS 7 – Financial Instruments: Disclosures
- Minor amendments to IFRS 9 – Financial Instruments
- Minor amendments to IFRS 10 – Consolidated Financial Statements
- Minor amendments to IAS 7 – Statement of Cash Flows

The Directors adopted the new or revised Standards listed above, but they have had no material impact on the financial statements of the Group.

Standards in issue but not yet effective

The following IFRS and IFRIC interpretations have been issued but have not been applied by the Group in preparing these financial statements, as they are not yet effective. The Group intends to adopt these Standards and Interpretations when they become effective, rather than adopting them early.

Effective date periods beginning 1 January 2026 or later:

- IFRS 18 – Presentation and Disclosure in Financial Statements
- IFRS 19 – Subsidiaries without Public Accountability: Disclosures
- Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments
- Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7
- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28

With the exception of the adoption of IFRS 18, the adoption of the above standards and interpretations is not expected to lead to any changes to the Group's accounting policies, nor to have any other material impact on the financial position or performance of the Group. The impact of IFRS 18 on the Group is currently being assessed and it is not yet practicable to quantify the effect of this standard on these consolidated financial statements; however, there is no impact on presentation for the Group in the current year. This will be applicable for the Group's FY2028 Annual Report.

2.5 Revenue

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT, and other sales-related taxes. Revenue is recognised when control is transferred and the performance obligations are considered to be met.

The Group's revenue is made up of the following principal revenue streams:

- Fees for discretionary fund management services in relation to on-platform investment assets under management ("AUM"). Revenue is recognised daily, based on the AUM, on a continuous basis over the period in which the related service is provided.
- Fees charged to IFAs for compliance consultancy services, which are recognised when performance obligations are met. Membership services include support and software income that is recognised on an over-time basis in line with access to the services. Membership services also includes specific services, such as regulatory visits and learning and development, and revenue is recognised in line with the service to the customer, at the point the service is provided.
- Fees for providing investment platform services. Revenue is recognised on a daily basis, in line with the satisfaction of performance obligations, on the assets under administration held on the relevant investment platform.
- Fees for mortgage-related services, including commissions from mortgage and other product providers and referral fees from strategic partners. Commission is recognised at a point in time when commission is approved for payment by the lender, which is the point at which all performance obligations have been met.
- Fees for marketing services provided to providers of mortgage and investment products, which are recognised in line with the service provided to the customer.

Contract assets

A contract asset is initially recognised for revenue earned from services for which the receipt of consideration is conditional on the successful completion of the service and performance obligation. Upon completion of the service, the amount recognised as accrued income is reclassified to trade receivables. Contract assets are stated at amortised cost as reduced by appropriate allowances for estimated irrecoverable amounts and are presented as Accrued income in the notes to the financial statements.

2 | Material accounting policies continued

2.5 Revenue continued

Contract liabilities

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as deferred income until the Group delivers the performance obligations under the contract (i.e., transfers control of the related goods or services to the customer), at which point revenue is recognised in line with the delivery of the performance obligation.

2.6 Finance income and finance expense

Finance income is recognised as interest accrued (using the effective interest method) and includes interest receivable on the Group's cash and cash equivalents, on funds invested outside the Group, and on preference share dividends accrued. Interest received is recognised as a cash flow from investing activities in the Consolidated Statement of Cash Flows.

Finance expense comprises the unwinding of discounts on contingent consideration and interest incurred on lease liabilities recognised under IFRS 16. Finance costs are recognised in the Consolidated Statement of Total Comprehensive Income using the effective interest rate method. Interest paid is recognised as a cash flow from financing activities in the Consolidated Statement of Cash Flows.

2.7 Separately disclosed items

Separately disclosed items may include Exceptional items as detailed below, but may also include other items that meet at least one of the following criteria:

- It is a significant item, which may cross more than one accounting period;
- It is a significant non-cash item, including share-based payment charges;
- It has been directly incurred as a result of either an acquisition or divestiture, including amortisation of acquisition-related intangible assets or fair value changes of contingent consideration;
- It is unusual in nature, e.g. outside of the normal course of business; or
- The operating profit/(loss) relating to non-controlling interest is also removed, to reflect the adjusted operating profit attributable to the Company's shareholders.

The Board exercises judgement as to whether the item should be classified as an adjusting item within Separately disclosed items. Separately disclosed items are shown separately on the face of the Statement of Total Comprehensive Income and included within Administrative expenses or, in the case of amortisation on intangible assets relating to a joint venture, the cost is included within Share of profit/(loss) from joint ventures. Although some of these items may recur from one period to the next, operating profit has been adjusted for these items on a consistent basis to provide additional helpful information and enable an alternative comparison of performance over time. The alternative performance measures ("APMs") disclosed in note 27 are consistent with how the business performance is planned and reported within the internal management reporting to the Board. Some of these measures are also used for the purpose of setting remuneration targets.

2.8 Exceptional items

Exceptional items are disclosed and described separately in the financial statements to provide further information on items that are one-off and are material in size or nature and so are shown separately, due to the significance of their nature and amount. This includes items that are incremental to normal operations, such as costs relating to an acquisition, disposal, integration, or impairment losses; these do not reflect the business's trading performance and so are adjusted to ensure consistency between periods.

2.9 Goodwill and intangible assets

Goodwill from a business combination is initially recognised and measured as set out in note 2.12. Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units ("CGU") (or groups of CGUs) expected to benefit from the synergies of the combination. CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the CGU is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period. On disposal of a CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Following initial recognition, intangible assets are held at cost less any accumulated amortisation and any provision for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows (CGUs).

2 | Material accounting policies continued

2.9 Goodwill and intangible assets continued

Intangible assets acquired separately are measured on initial recognition at cost. Any computer software licences acquired are capitalised at the cost incurred to bring the software into use, and are amortised on a straight-line basis over their estimated useful lives, which are estimated as being five years. An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following conditions have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial, and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above.

Costs associated with developing or maintaining computer software programmes that do not meet the capitalisation criteria under IAS 38 are recognised as an expense as incurred.

Intangible assets acquired in a business combination and recognised separately from goodwill are recognised initially at their fair value at the acquisition date (which is regarded as their cost). Subsequent to initial recognition, client relationship intangible assets, brand intangible assets, and acquired software have a finite useful life and are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated using the straight-line method over their useful lives, estimated for all asset classes as 10 years.

Gains and losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying value of the asset. The difference is recognised in the income statement.

An assessment is made at each reporting date as to whether there is any indication that an asset in use may be impaired. If any such indication exists and the carrying values exceed the estimated recoverable amount at that time, the assets are written down to their recoverable amount. The recoverable amount is measured as the greater of fair value less costs to sell and value in use. Non-financial assets that have suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.10 Impairment

Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment at each Statement of Financial Position date and whenever there is an indication at the end of a reporting period that the asset may be impaired. Assets subject to depreciation and amortisation are reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. Where the asset does not generate cash flows that are independent of other assets, the Group estimates the recoverable amount of each cash-generating unit ("CGU") to which the asset belongs. Impairment losses on previously revalued assets are recognised against the revaluation reserve as far as this reserve relates to previous revaluations of the same assets. Other impairment losses are recognised in the Statement of Total Comprehensive Income, based on the amount by which the carrying value of an asset or CGU exceeds its recoverable amount. The recoverable amount is the higher of the fair value less the costs to sell and the value in use. In assessing value in use, the estimated future cash flows are discounted to their present value, using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which estimates of future cash flows have not been adjusted. Impairment losses recognised with respect to CGUs are allocated first to reduce the carrying amount of any goodwill allocated to CGUs and then to reduce the carrying amount of other assets in the unit on a pro rata basis.

Where an impairment loss on intangible assets, excluding goodwill, subsequently reverses, the carrying amount of the asset or CGU is increased to the revised estimate of its recoverable amount, in such a way that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or CGU) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss to the extent that it eliminates the impairment loss that has been recognised for the asset in prior years. Any increase in excess of this amount is treated as a revaluation increase.

2.11 Property, plant and equipment

Property, plant and equipment assets are stated at cost, net of accumulated depreciation and accumulated provision for impairment. Depreciation is charged to the income statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Principal annual rates are as follows:

- computer, office equipment and motor vehicles – 20–33% straight-line; and
- fixtures and fittings – 20% straight-line.

The estimated useful lives, residual values, and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

2 | Material accounting policies continued

2.11 Property, plant and equipment continued

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or scrappage of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset, and is recognised in the Statement of Total Comprehensive Income.

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree, and the equity interest issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in the income statement as incurred.

2.12 Business combinations

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value at the acquisition date, except that: deferred tax assets or liabilities and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with IAS 12 'Income Taxes' and IAS 19 'Employee Benefits' respectively; liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with IFRS 2 'Share-based payments' at the acquisition date (see below); and assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 'Non-current Assets Held for Sale and Discontinued Operations' are measured in accordance with that standard.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

When the consideration transferred by the Group in a business combination includes a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and is included as part of the consideration transferred in a business combination. Changes in fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date. The payment of contingent consideration will be treated as an investing cash flow of the Group.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Any other contingent consideration is remeasured to fair value at subsequent reporting dates, with changes in fair value recognised in profit or loss. The unwinding of the discount rate where contingent consideration is discounted is recognised as a finance cost in the Statement of Comprehensive Income.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised to reflect new information obtained about the facts and circumstances that existed as at the acquisition date that, if known, would have affected the amounts recognised as of that date.

2.13 Joint ventures

Joint ventures are entities in which the Company has an investment where it, along with one or more other shareholders, has contractually agreed to share control of the business and where decisions over the relevant activities require the unanimous consent of the joint partners. The results and assets and liabilities of joint ventures are incorporated in these financial statements using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for in accordance with IFRS 5. Under the equity method, the Company initially records the investment in the Consolidated Statement of Financial Position at the fair value of the purchase consideration (cost) and adjusted thereafter to recognise the Company's share of the entity's profit or loss after tax and amortisation of intangible assets.

An investment in a joint venture is accounted for using the equity method from the date on which the investee becomes a joint venture. On acquisition of the investment in a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired. The Statement of Financial Position, therefore, subsequently records the Company's share of the net assets of the entity, plus any goodwill and intangible assets that arose on purchase, less subsequent amortisation. The Statement of Changes in Equity records the Company's share of other equity movements of the entity. At each reporting

2 | Material accounting policies continued

2.13 Joint ventures continued

date, the Company applies judgement to determine whether there is any indication that the carrying value of joint ventures may be impaired.

If there is objective evidence that the Group's net investment in a joint venture is impaired, the requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment, in accordance with IAS 36, as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised, in accordance with IAS 36, to the extent that the recoverable amount of the investment subsequently increases. The Group discontinues the use of the equity method from the date when the investment ceases to be a joint venture.

2.14 Leases

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease given in IFRS 16.

The Group recognises a right-of-use ("ROU") asset and a lease liability at the commencement date of the lease, with the exception of short-term leases (defined as leases with a lease term of twelve months or less). The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The ROU assets are subsequently depreciated on a straight-line basis over the shorter of the expected life of the asset and the lease term, adjusted for any remeasurements of the lease liability. At the end of each reporting period, the ROU assets are assessed for indicators of impairment in accordance with IAS 36.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate. The incremental borrowing rate is determined, where possible, by using recent third party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since the third party financing was received. The incremental borrowing rate depends on the term, country, currency, and security of the lease, and also the start date of the lease.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is subsequently measured by adjusting the carrying amount to reflect the interest charge, the lease payments made, and any reassessment or lease modifications. The lease liability is remeasured if the Group changes its assessment of whether it will exercise a purchase, extension, or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the ROU asset, or is recorded in profit or loss if the carrying amount of the ROU asset has been reduced to zero.

Where the Group is an intermediate lessor in a sub-lease, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the ROU asset arising from the head lease, not with reference to the underlying asset.

2.15 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and short-term deposits held with banks by the Group. Cash equivalents are short-term (generally with an original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and that are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Bank overdrafts that are repayable on demand and that form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose only of the Consolidated Statement of Cash Flows. At 31 March 2026 there were no balances drawn down on bank overdrafts (FY25: nil).

2 | Material accounting policies continued

2.16 Financial instruments

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

All financial assets are recognised and derecognised on a trade date where the purchase or sale of a financial asset is under a contract with terms that require delivery of the financial asset within a timeframe established by the market concerned, and are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss.

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, cash and bank balances, and trade and other payables.

Financial investments

Financial investments are classified as fair value through profit or loss ("FVTPL") if they do not meet the criteria of fair value through other comprehensive income ("FVOCI") or amortised cost. They are also classified as FVTPL if they are either held for trading or specifically designated in this category on initial recognition. Assets in this category are initially recognised at fair value and subsequently remeasured, with gains or losses arising from changes in fair value being recognised in the Statement of Comprehensive Income.

The Group's financial investments include investments in a regulated open-ended investment company that is managed and evaluated on a fair value basis in line with the market value, and an equity investment comprised of ordinary share capital. These financial assets do not meet the criteria of FVOCI or amortised cost as the asset is not held to collect contractual cash flows and/or selling financial assets, and the asset's contractual cash flows do not represent solely payments of principal and interest ("SPPI").

The Group also holds an equity investment in unconvertible redeemable preference shares, which is measured at amortised cost. These financial assets are held within a business model whose objective is to collect contractual cash flows, and those cash flows consist solely of preference share dividends that have the characteristics of interest.

Trade receivables

Trade receivables do not carry interest and are stated at amortised cost, as reduced by appropriate allowances for estimated irrecoverable amounts. They are recognised when the Group's right to consideration is only conditional on the passage of time. The financial assets are held in order to collect the contractual cash flows and those cash flows are payments of interest and principal only.

Impairment of financial assets

The Group applies the IFRS 9 simplified approach to measuring expected credit losses that uses a lifetime expected loss allowance for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has, therefore, concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a period of twelve months before 31 March 2026 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. No impairment has been recognised in the year (FY25: £nil).

The Group applies the IFRS 9 standard approach to measuring expected credit losses for other receivables. To measure the lifetime expected credit losses, the Group has considered the probability of default, level of exposure, the age of the asset, collateral, and the wider macroenvironment. The Group defines default in line with IFRS 9, being a credit event indicating that a borrower is unlikely to pay its obligations. No impairment has been recognised in the year (FY25: £nil).

Trade and other payables

Trade and other payables, except for those which are financial liabilities at FVTPL, are recognised initially at fair value and are subsequently measured at amortised cost using the effective interest method, where applicable or required. These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial period, which are unpaid.

Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is (i) contingent consideration of an acquirer in a business combination, (ii) held for trading, or (iii) designated as at FVTPL. Financial liabilities at FVTPL are measured at fair value, with any gains or losses arising on changes in fair value recognised in profit or loss.

2 | Material accounting policies continued

2.17 Taxation

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes those items of income or expense that are taxable or deductible in other years, and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the Statement of Financial Position date.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences, and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary difference and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each Statement of Financial Position date and is reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised based on tax laws and rates that have been enacted or substantively enacted at the Statement of Financial Position date. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited in other comprehensive income, in which case the deferred tax is also dealt with in other comprehensive income.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off the current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

2.18 Retirement benefit costs

The Group pays into personal pension plans for which the amount charged to income with respect to pension costs and other post-retirement benefits is the amount of the contributions payable in the year. Payments to defined contribution retirement benefit scheme are recognised as an expense when employees have rendered service entitling them to the contributions. Differences between contributions payable and paid are accrued or prepaid. The assets of the plans are invested and managed independently of the finances of the Group.

2.19 Equity, reserves and dividend payments

Share capital represents the nominal value of shares that have been issued. Retained earnings include all current and prior periods' retained profits or losses.

Dividend distributions payable to equity shareholders are included in other liabilities when the dividends have been approved at a general meeting prior to the reporting date.

2.20 Employee Benefit Trust

The Company provides finance to the EBT to purchase the Company's shares on the open market, in order to meet its obligation to provide shares when an employee exercises awards made under the Group's share-based payment schemes. Administration costs connected with the EBT are charged to the Statement of Comprehensive Income.

The cost of shares purchased and held by the EBT is deducted from equity in the Company and the Group. The assets held by the EBT are consolidated into the Group's financial statements. Any consideration paid or received for the purchase or sale of these shares is shown as a reduction in the reconciliation of movements in shareholders' funds. No gain or loss is recognised in the Statement of Other Comprehensive Income on the purchase, sale, issue, or cancellation of these shares.

2 | Material accounting policies continued

2.21 Share-based payments

The Group issues equity-settled share-based payments to certain employees. Equity-settled share-based payments are measured at fair value at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest. At each reporting date, the Group revises its estimate of the number of equity instruments expected to vest as a result of the effect of non-market-based vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss, such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to reserves. Fair value is measured by use of the Black–Scholes model or Monte Carlo model, as appropriate.

2.22 Climate change

The Group is continually developing its assessment of the impact that climate change has on the assets and liabilities recognised and presented in its financial statements. The potential impact of climate change on the Group's AUM and future net operating revenue generation is considered in the Principal Risks section of this Annual Report and Accounts. These considerations did not have a material impact on the financial reporting judgements and estimates in the current year. This reflects the conclusion that climate change is not expected to have a significant impact on the Group's short-term cash flows, including those considered in the going concern and viability assessments.

2.23 Operating segments

The Board is considered to be the chief operating decision maker ("CODM"). The Group comprises two operating segments, which are defined by trading activity:

- Tatton – investment management services
- Paradigm – the provision of compliance and support services to IFAs and mortgage advisers

Some centrally incurred overhead costs are allocated to the Tatton and Paradigm divisions on an appropriate pro rata basis. There remain central overhead costs within the Operating Group that have not been allocated to the Tatton and Paradigm divisions, which are classified as 'Unallocated' within note 4.

2.24 Critical accounting judgements and key sources of estimation uncertainty

In the process of applying the Group's accounting policies, which are described above, management have made judgements and estimations about the future that have an effect on the amounts recognised in the financial statements. The estimates and underlying assumptions are reviewed on an ongoing basis. Any sources of estimation uncertainty are disclosed appropriately, including the sensitivity of the carrying amounts to the methods, assumptions and estimates underlying their calculation. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Changes for accounting estimates would be accounted for prospectively under IAS 8.

Investments in joint ventures

Estimation uncertainty

Impairment of investments in joint ventures

Impairment exists when there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the net investment (a 'loss event') and where that loss event (or events) has an impact on the estimated future cash flows from the net investment that can be reliably estimated. The entire carrying amount of the investment is tested for impairment, in accordance with IAS 36, as a single asset, by comparing its recoverable amount (the higher of value in use and fair value less costs of disposal) with its carrying amount.

For the purposes of impairment testing, the recoverable amount of the investment in the joint venture, 8AM, has been determined based on value in use calculations using a discounted cash flow model that requires the use of assumptions. The pre-tax discount rate applied to the cash flow forecasts is derived from a weighted average cost of capital model, the inputs for which are externally available. The pre-tax discount rate used to calculate value is 15.9% (FY25: 16.9%). The model assesses sensitivity to operating margins, discount rates, and AUM growth rates. The results of the calculation indicate no impairment.

The Group has conducted an analysis of the sensitivity to changes in the key assumptions used to determine amount and timing of cash flows, including:

- a reduction in growth rate;
- a reduction in the terminal growth rate; and
- an increase in the discount rate.

2 | Material accounting policies continued

2.24 Critical accounting judgements and key sources of estimation uncertainty continued

Reducing forecast growth rates for the five-year forecast period reduces headroom above the threshold for impairment by c.£380,000 for every 5% reduction in growth. Reducing the terminal growth rate to 0% would reduce headroom above the threshold for impairment by c.£1,300,000. Increasing the discount rate would reduce headroom above the threshold for impairment by c.£660,000 for every 1% increase in discount rate.

Business combinations

Critical judgement

Client relationships, brand, and software intangibles purchased through corporate transactions

When the Group purchases client relationships, brands, and software through transactions with other corporate entities, a judgement is made as to the identification of the intangible asset and whether the transaction should be accounted for as a business combination or as a separate purchase of intangible assets. In making this judgement, the Group assesses the assets, liabilities, operations, and processes that were the subject of the transaction against the definition of a business combination in IFRS 3. For a business combination, it is determined whether all elements of a business in IFRS 3 have been met; in particular, consideration is given to the inputs, processes, and outputs, and that there is, at least, an input and a substantive process that together significantly contribute to the ability to create output. It has also been considered whether the integrated set of activities is capable of being conducted and managed as a business by a market participant, and a judgement made as to whether the acquired process is substantive. If the acquisition is not deemed to be a business, it is treated as an acquisition of an asset or a group of assets.

There are no other judgements or assumptions made about the future, or about any other major sources of estimation uncertainty at the end of the reporting period, which have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2.25 Other estimates

Estimation uncertainty

Share-based payments

Given the significance of share-based payments as a form of employee remuneration for the Group, management are providing additional information on the estimates involved in the accounting for share-based payments. This is not considered to be a key source of estimation uncertainty, given the materiality of the impact that changes in estimates have and as a result of the changes in estimates not impacting the carrying amount of an asset or liability in the balance sheet. The principal estimations relate to:

- forfeitures (where awardees leave the Group as 'bad' leavers and, therefore, forfeit unvested awards); and
- the satisfaction of performance obligations attached to certain awards.

These estimates are reviewed regularly and the charge to the Statement of Total Comprehensive Income is adjusted accordingly (at the end of the relevant scheme as a minimum). Based on the current forecasts of the Group, the charge for the year is based on 100% of the options in various scheme years vesting for the element relating to non-market-based performance conditions. A decrease of 10% in the vesting assumptions would reduce the charge in the next financial year by £461,000.

In considering the level of satisfaction of performance obligations, the Group's forecast has been reviewed and updated for the expected impact of the various market scenarios and management actions. This forecast has been used to estimate the relevant vesting assumptions for the Enterprise Management Incentive ("EMI") schemes in place.

2.26 Alternative performance measures

In reporting financial information, the Group presents alternative performance measures ("APMs") that are not defined or specified under the requirements of IFRSs. The Group believes that these APMs provide users with additional helpful information on the performance of the business. The APMs are consistent with how the business performance is planned and reported within the internal management reporting to the Board. Some of these measures are also used for the purpose of setting remuneration targets. The APMs used by the Group are set out in note 27, including explanations of how they are calculated and how they can be reconciled to a statutory measure where relevant. There is also further information on separately disclosed items in note 7.

3 | Capital management

The components of the Group's capital are detailed on the Consolidated Statement of Financial Position and as at the reporting date the Group had capital of £55,047,000 (FY25: £50,552,000). Capital generated from the business is both reinvested in the business to generate future growth and returned to shareholders, principally in the form of dividends.

The Group's objectives when managing capital are (i) to safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; (ii) to maintain a strong capital base and utilise it efficiently to support the development of its business; and (iii) to comply with the regulatory capital requirements set by the FCA. Capital adequacy and the use of regulatory capital are monitored by the Group's management and Board. There is one active regulated entity in the Group: Tatton Investment Management Limited, regulated by the FCA.

Regulatory capital is determined in accordance with the requirements of the FCA's Investment Firms Prudential Regime and the Capital Requirements Directive IV prescribed in the UK by the FCA. The Directive requires continual assessment of the Group's risks that is underpinned by the Group's Internal capital adequacy and risk assessment ("ICARA"). The ICARA considers the relevant current and future risks to the business and the capital that is considered necessary to support these risks.

The Group actively monitors its capital base to ensure that it maintains sufficient and appropriate capital resources to cover the relevant risks to the business and to meet consolidated and individual regulated entity regulations and liquidity requirements. The Group assesses the adequacy of its own funds on a consolidated and legal entity basis on a frequent basis. This includes continuous monitoring of 'K-factor' variables, which captures the variable nature of risk involved in the Group's business activities. A regulatory capital update is additionally provided to senior management on a monthly basis. In addition to this, the Group has implemented a number of 'Key risk indicators', which act as early warning signs, with the aim of notifying senior management if the Group's own funds misalign with the Group's risk appetite and internal thresholds.

The FCA requires the Group to hold more regulatory capital resources than the total capital resource requirement. The total capital requirement for the Group is the higher of the Group's own funds requirement (based on 25% of fixed overheads), its own harm requirement (based on the Group's requirement for harms from ongoing activities as calculated in the ICARA) and wind-down requirement (capital requirement should the firm wind down). The total capital requirement for the Group is £5.44m (unaudited), which is based on the Group's own funds requirement. As at 31 March 2026, the Group has regulatory capital resources of £20.4m (unaudited), which is significantly in excess of the Group's total capital requirement. During the period, the Group and its regulated subsidiary entities complied with all regulatory capital requirements.

4 | Segment reporting

Information reported to the Board of Directors as the CODM for the purposes of resource allocation and assessment of segmental performance is focused on the type of revenue. The principal types of revenue are discretionary fund management and the marketing and promotion of the funds run by the companies under Tatton Capital Limited ("Tatton") and the provision of compliance and support services to IFAs and mortgage advisers ("Paradigm").

The Group's reportable segments under IFRS 8 are, therefore, Tatton and Paradigm, with centrally incurred overhead costs applicable to the segments being allocated to the Tatton and Paradigm divisions on an appropriate pro rata basis. Unallocated central overhead costs of the Operating Group are classified as 'Unallocated' in the table below to provide a reconciliation of the segment information to the financial statements. Unallocated costs include general corporate expenses, head office salaries including cash and non-cash components of executive remuneration which bring benefit to all parts of the Group, and other administrative costs that are not directly attributable to the operating segments. These costs are managed at the corporate level and are not allocated to the segments for performance evaluation. All transactions between reporting segments are accounted for at arms length and are excluded within the consolidated accounts.

The principal activity of Tatton is that of discretionary fund management ("DFM") of investments on-platform and the provision of investment wrap services.

The principal activity of Paradigm is that of the provision of support services to IFAs and mortgage advisers. For management purposes, the Group uses the same measurement policies as are used in its financial statements. The Paradigm division includes the trading subsidiaries of Paradigm Partners Limited and Paradigm Mortgages Services LLP, which operate as one operating segment as they have the same economic characteristics, they are run and managed by the same management team, and the methods used to distribute the products to customers are the same. The information presented in this note is consistent with the presentation for internal reporting. Total assets and liabilities for each operating segment are not regularly provided to the CODM.

4 | Segment reporting continued

The following is an analysis of the Group's revenue and results by reportable segment:

YEAR ENDED 31 MARCH 2026	TATTON (£'000)	PARADIGM (£'000)	UNALLOCATED (£'000)	GROUP (£'000)
Revenue (note 5)	**47,570**	**6,834**	**32**	**54,436**
Share of post-tax loss from joint ventures (note 14)	**(91)**	**–**	**–**	**(91)**
Administrative expenses	**(18,477)**	**(5,366)**	**(6,267)**	**(30,110)**
Operating profit/(loss)	**29,002**	**1,468**	**(6,235)**	**24,235**
Share-based payments (note 25)	**650**	**302**	**1,944**	**2,896**
Amortisation of acquisition-related intangible assets (note 7)	**621**	**36**	**–**	**657**
Operating loss on non-controlling interest (note 7)	**–**	**111**	**–**	**111**
Fair value adjustment to acquisition-related contingent consideration (note 7)	**–**	**–**	**42**	**42**
Exceptional items (note 7)	**544**	**–**	**–**	**544**
Adjusted operating profit/(loss)[1]	**30,817**	**1,917**	**(4,249)**	**28,485**

YEAR ENDED 31 MARCH 2026	TATTON (£'000)	PARADIGM (£'000)	UNALLOCATED (£'000)	GROUP (£'000)
Statutory operating costs included the following:				
Depreciation	**66**	**25**	**218**	**309**
Amortisation	**824**	**72**	**2**	**898**

YEAR ENDED 31 MARCH 2025	TATTON (£'000)	PARADIGM (£'000)	UNALLOCATED (£'000)	GROUP (£'000)
Revenue (note 5)	38,987	6,322	–	45,309
Share of post-tax loss from joint ventures (note 14)	(148)	–	–	(148)
Administrative expenses	(14,974)	(4,779)	(4,722)	(24,475)
Operating profit/(loss)	23,865	1,543	(4,722)	20,686
Share-based payments (note 25)	397	157	949	1,503
Amortisation of acquisition-related intangible assets (note 7)	621	36	–	657
Operating loss on non-controlling interest (note 7)	–	100	–	100
Fair value adjustment to acquisition-related contingent consideration (note 7)	–	–	–	–
Exceptional items (note 7)	–	–	–	–
Adjusted operating profit/(loss)[1]	24,883	1,836	(3,773)	22,946

YEAR ENDED 31 MARCH 2025	TATTON (£'000)	PARADIGM (£'000)	UNALLOCATED (£'000)	GROUP (£'000)
Statutory operating costs included the following:				
Depreciation	64	58	169	291
Amortisation	782	53	2	837

All turnover arose in the United Kingdom. The key decision makers use the KPIs as detailed on pages 20 to 22.

1. Alternative performance measures are detailed in note 27.

5 | Revenue

The disaggregation of consolidated revenue is as follows:

OPERATING SEGMENT	MAJOR PRODUCT/SERVICE LINE	**31-MAR 2026 (£'000)**	31-MAR 2025 (£'000)
Tatton	Investment management fees	**47,570**	38,987
Paradigm	IFA consulting and support services income	**2,335**	2,342
Paradigm	Mortgage-related services income	**3,851**	3,200
Paradigm	Marketing income	**648**	780
Central	Support services income	**32**	–
		54,436	45,309

The disclosure of revenue by product line is consistent with the revenue information that is disclosed for each reportable segment under IFRS 8 'Operating segments' (see note 4). All the revenue relates to trading undertaken in the UK.

Investment management fees are recurring charges derived from the market value of retail customer assets, based on asset mix and portfolio size, and are, therefore, subject to market and economic risks. The rate charged is variable and is dependent on the product. Although most ongoing revenue is based on the value of underlying benefits, these are not considered to constitute variable income in which significant judgement or estimation is involved. The calculations are based on short timelines or point-in-time calculations that represent the end of a quantifiable period, in accordance with the contract. These are charged to and paid by the client on the same value, constituting the transaction price for the specified period. At any time during the period, a client may choose to remove their assets from a service and no further revenue is received.

All obligations to the customer are satisfied at the end of the period in which the service is provided for ongoing revenue, with payment being due immediately.

IFA consulting and support services income and marketing income are fixed based on the service provided. The rate charged for mortgage-related services income is variable and is dependent on the product. See note 2.5 for details of when revenue is recognised for the Paradigm product lines, including compliance consultancy services, mortgage-related services, and marketing services.

There are no elements of revenue that relate to contracts with an expected duration of over one year; therefore, the Group has applied the practical expedient for contracts of less than one year.

6 | Operating profit

The operating profit and the profit before taxation are stated after charging/(crediting):

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Amortisation of software (note 16)	**241**	180
Amortisation of acquisition-related intangibles (note 7)	**657**	657
Depreciation of property, plant and equipment (note 17)	**109**	96
Depreciation of right-of-use assets (note 17)	**200**	195
Exceptional items (note 7)	**544**	–
(Gain)/loss arising on financial assets designated as FVTPL (note 22)	**(127)**	(27)
Employee benefit expense (note 13)	**17,888**	14,868
Fair value adjustment to acquisition-related contingent consideration (note 7)	**42**	–
Services provided by the Group's auditor:		
Audit of the statutory consolidated and Company financial statements of		
Tatton Asset Management plc	**136**	149
Audit of subsidiaries	**118**	91
Other fees payable to the auditor:		
Non-audit services	**12**	10

Total audit fees were £254,000 (FY25: £240,000). Total non-audit fees payable to the auditor were £12,000 (FY25: £10,000).

'Amortisation of software' in the table above excludes £37,000 (FY25: £36,000) of amortisation relating to the software acquired on acquisition of Fintegrate, which is included in the £657,000 (FY25: £657,000) of amortisation of acquisition-related intangibles.

7 | Separately disclosed items

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Share-based payment charges (note 25)	**2,896**	1,503
Amortisation of acquisition-related intangible assets	**657**	657
Operating loss relating to non-controlling interest	**111**	100
Fair value adjustment to acquisition-related contingent consideration	**42**	–
Exceptional items	**544**	–
Total separately disclosed items	**4,250**	2,260

Separately disclosed items that are shown separately on the face of the Statement of Total Comprehensive Income represent costs and income that do not reflect the Group's trading performance and may be considered material (individually or in aggregate if of a similar type) due to their size or frequency, and are adjusted to present Adjusted operating profit so as to ensure consistency between periods. The costs or income above are all included within Administrative expenses.

Although some of these items may recur from one period to the next, operating profit has been adjusted for these items to give better clarity regarding the underlying performance of the Group. The alternative performance measures ("APMs") are consistent with how the business performance is planned and reported within the internal management reporting to the Board. Some of these measures are also used for the purpose of setting remuneration targets.

Fair value adjustment to acquisition-related contingent consideration

During the year, the Group paid the final instalment of contingent consideration relating to a previous acquisition. At the point of settlement, the liability was remeasured to fair value, resulting in a fair value adjustment recognised in the income statement. This revaluation reflects the mechanics of the contingent consideration arrangement rather than the trading performance of the underlying business and represents a one-off, final transaction associated with the acquisition.

Exceptional items

During the year, the Group changed its Authorised Corporate Director ("ACD") and incurred a one-off termination fee in connection with the transition. This cost has been presented as a separately disclosed item, as the ACD transfer was a non-recurring project and is not reflective of the Group's underlying trading performance.

Share-based payment charges

Share-based payments is a recurring item, although the value will change depending on the estimation of the satisfaction of performance obligations attached to certain awards. It is an adjustment to operating profit since it is a significant non-cash item. Adjusted operating profit represents largely cash-based earnings and more directly relates to the trading performance of the financial reporting period.

Operating loss due to non-controlling interest

The Group's operating profit includes £111,000 of losses relating to the non-controlling interest in Fintegrate Financial Solutions Limited (FY25: £100,000). This has been excluded from the Group's adjusted operating profit to reflect the adjusted operating profit attributable to the shareholders of the Company.

Amortisation of acquisition-related intangible assets

Payments made for the introduction of client relationships and brands that are deemed to be intangible assets are capitalised and amortised over their useful life, which has been assessed to be ten years. This includes £208,000 of amortisation of the intangibles recognised on the acquisition of 8AM, where the amortisation charge is included within the Share of profit/(loss) from joint ventures in the Consolidated Statement of Total Comprehensive Income (FY25: £208,000). This amortisation charge is recurring over the life of the intangible asset, although it is an adjustment to operating profit since it is a significant non-cash item. Adjusted operating profit represents largely cash-based earnings and more directly relates to the trading performance of the financial reporting period.

8 | Finance income

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Bank interest income	**999**	1,025
Preference share dividends	**147**	–
Other interest income	**47**	8
Total finance income	**1,193**	1,033

9 | Finance costs

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Bank interest payable	**(1)**	(10)
Other interest payable	**(26)**	–
Unwinding of the discount on contingent consideration	**(23)**	(47)
Interest expense on lease liabilities	**(68)**	(66)
Total finance costs	**(118)**	(123)

10 | Taxation charge

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Current tax expense		
Current tax on profits for the period	**6,610**	5,792
Adjustment for over-provision in prior periods	**(21)**	(37)
	6,589	5,755
Deferred tax credit		
Current year credit	**(11)**	(164)
Adjustment with respect to previous years	**16**	3
	5	(161)
Total tax expense	**6,594**	5,594

The deferred tax credit includes £52,000 relating to the release of the deferred tax liability on the investment in 8AM Global Limited, which is recognised within the Investment in joint ventures balance on the Consolidated Statement of Financial Position (FY25: £52,000).

The reasons for the difference between the actual tax charge for the year and the standard rate of corporation tax in the UK applied to profit for the year are as follows:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Profit before taxation	**25,310**	21,596
Tax at UK corporation tax rate of 25%	**6,328**	5,399
Expenses not deductible for tax purposes	**183**	60
Income not taxable	**(99)**	(14)
Adjustments with respect to previous years	**–**	(45)
Capital allowances in excess of depreciation	**59**	5
Deferred tax asset not recognised	**187**	157
Share-based payments	**(64)**	32
Total tax expense	**6,594**	5,594

11 | Earnings per share

Basic earnings per share is calculated by dividing the earnings attributable to ordinary shareholders by the weighted average number of ordinary shares during the year.

Number of shares

	31-MAR 2026	31-MAR 2025
Basic		
Weighted average number of shares in issue[1]	**61,657,085**	61,623,021
Effect of own shares held by an EBT	**(380,866)**	(562,061)
	61,276,219	61,060,960
Diluted		
Effect of weighted average number of options outstanding for the year	**1,066,804**	531,198
Weighted average number of shares (diluted)[2]	**62,343,023**	61,592,158
Fully diluted		
Effect of full dilution of employee share options that are contingently issuable or have future attributable service costs	**689,097**	1,109,396
Adjusted diluted weighted average number of options and shares for the year[3]	**63,032,120**	62,701,554

1. The weighted average number of shares in issue includes contingently issuable shares where performance obligations have been met and there will be little to no cash consideration, but the share options have yet to be exercised.
2. The weighted average number of shares is diluted due to the effect of potentially dilutive contingent issuable shares from share option schemes.
3. The dilutive shares used for this measure differ from that used for statutory dilutive earnings per share; the future value of service costs attributable to employee share options is ignored and contingently issuable shares for long-term incentive plan options are assumed to fully vest.

Own shares held by an EBT represents the Company's own shares purchased and held by the Employee Benefit Trust ("EBT"), shown at cost. In the year ended 31 March 2026, the EBT purchased 687,946 (FY25: 7,664) of the Company's own shares. The Company utilised 545,986 (FY25: 193,660) of the shares during the year to satisfy the exercise of employee share options. At March 2026, there remained 614,764 of the Company's own shares being held by the EBT (FY25: 472,804).

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Earnings attributable to ordinary shareholders		
Basic and diluted profit for the period	**18,840**	16,141
Share-based payments – IFRS 2 option charges	**2,896**	1,503
Amortisation of acquisition-related intangible assets	**657**	657
Exceptional costs (note 7)	**544**	–
Fair value adjustment to contingent consideration (note 7)	**42**	–
Unwinding of discount on contingent consideration (note 9)	**23**	47
Tax impact of adjustments	**(907)**	(382)
Adjusted basic and diluted profits for the period and attributable earnings	**22,095**	17,966
Earnings per share (pence) – Basic	**30.75p**	26.43p
Earnings per share (pence) – Diluted	**30.22p**	26.21p
Adjusted earnings per share (pence) – Basic[1]	**36.06p**	29.42p
Adjusted earnings per share (pence) – Diluted[1]	**35.44p**	29.17p
Adjusted earnings per share (pence) – Fully Diluted[1]	**35.05p**	28.65p

1. Alternative performance measures are detailed in note 27.

12 | Dividends

The Directors consider the Group's capital structure and dividend policy at least twice a year ahead of announcing results and do so in the context of its ability to continue as a going concern, to execute its strategy and to invest in opportunities to grow the business and enhance shareholder value. The Company's dividend policy is described in the Directors' Report on page 73. As at 31 March 2026, the Company's distributable reserves were £13,656,000 (FY25: £9,074,000).

During the year, Tatton Asset Management plc paid the final dividend related to the year ended 31 March 2025 of £5,707,000, representing a payment of 9.5p per share. In addition, the Company paid an interim dividend of £7,310,000 to its equity shareholders. This represents a payment of 12.0p per share.

During FY25 £4,740,000 was paid as the final dividend related to the year ended 31 March 2024, representing 8.0p per share. In addition, the Company paid an interim dividend of £5,700,000 to its equity shareholders, representing a payment of 9.5p per share.

The Directors are proposing a final dividend with respect to the financial year ended 31 March 2026 of 15.0p (FY25: 9.5p) per share, which will absorb £9,106,000 (FY25: £5,701,000) of shareholders' funds. It will be paid on 5 August 2026 to shareholders who are on the register of members on 26 June 2026.

13 | Staff costs

The staff costs, excluding Non-Executive Directors, were as follows:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Wages, salaries and bonuses	**12,651**	11,304
Social security costs	**1,825**	1,616
Pension costs	**516**	445
Share-based payments	**2,896**	1,503
Total employee benefit expense	**17,888**	14,868

The average monthly number of employees (excluding Non-Executive Directors) during the year was as follows:

	31-MAR 2026	31-MAR 2025
Administration	**117**	110
Key management	**3**	3
Total	**120**	113

Key management compensation

The remuneration of the statutory Directors who are the key management of the Group is set out below in aggregate for each of the key categories specified in IAS 24 'Related Party Disclosures'.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Short-term employee benefits	**3,414**	2,977
Post-employment benefits	**152**	150
Share-based payments including NI	**1,664**	522
Total	**5,230**	3,649

The table above shows the remuneration for both Executive Directors and Non-Executive Directors.

The Group incurred social security costs of £512,000 (FY25: £419,000) on the remuneration of the Directors and Non-Executive Directors. Retirement benefits are accruing to one Director (FY25: one) under a defined contribution pension scheme. Within the figures above is £10,000 of company contributions paid to a pension scheme in respect of this Director's qualifying services (FY25: £10,000).

Dividends totalling £2,342,000 (FY25: £1,883,000) were paid in the year with respect to ordinary shares held by the Company's Directors. The aggregate gains made by the Directors on the exercise of share options during the year were £5,591,100 (FY25: £304,600).

The remuneration of individual Directors is provided in the Remuneration Committee Report on pages 71 to 77. These disclosures form part of these financial statements.

The remuneration of the highest paid Director was:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Total remuneration and benefits in kind	**1,460**	1,233

The highest paid Director exercised 348,036 share options in the period (FY25: nil). There were 158,298 share options granted to the highest paid Director in the year (FY25: 110,887). There was £nil (FY25: £nil) of money or net assets (other than share options) paid to or receivable by the highest paid Director under long-term incentive schemes in respect of qualifying services. The highest paid Director received £1,958,000 (FY25: £1,599,000) in dividends in the year with respect to ordinary shares held by the Director and connected parties. No contributions were made to a defined contribution scheme with respect to the highest paid Director in the period.

14 | Investments in joint ventures

	(£'000)
At 1 April 2025	5,256
Profit for the year after tax	117
Amortisation of intangible assets relating to joint ventures	(208)
Deferred tax credit on amortisation of intangible assets relating to joint ventures	52
Distributions of profit	(80)
At 31 March 2026	**5,137**

8AM belongs to the Tatton operating segment as disclosed within note 4.

NAME OF JOINT VENTURE	NATURE OF BUSINESS	PRINCIPAL PLACE OF BUSINESS	CLASS OF SHARE	PERCENTAGE OWNED BY THE GROUP
8AM Global Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%
Niche Investment Management Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%
Becketts Wealth Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%

All of the above joint ventures are accounted for using the equity method in these consolidated financial statements, as set out in the Group's accounting policies in note 2.

Niche Investment Management Limited and Becketts Wealth Limited both have a reporting date of 31 March, in line with the Group. The Group's interest in all individually immaterial joint ventures accounted for using the equity method is £nil (FY25: £nil). The Group's share of profit for the year for these joint ventures is £nil (FY25: £nil).

8AM Global Limited has a reporting date of 30 June. The net asset position shown in the table below is as at 31 March, to align with the Group's own reporting.

Summarised financial information in respect of the Group's only material joint venture, 8AM, is set out below.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Non-current assets	**18**	24
Current assets	**816**	735
Current liabilities	**(166)**	(161)
Total equity	**668**	598
Group's share of net assets	**334**	297
Goodwill and intangible assets	**5,136**	5,344
Deferred tax liability	**(333)**	(385)
Carrying value held by the Group	**5,137**	5,256

Current assets above include £506,000 of cash and cash equivalents (FY25: £502,000). There are no current or non-current financial liabilities excluding trade and other payables and provisions included in current liabilities and non-current liabilities.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Revenue	**1,764**	1,473
Profit for the year	**233**	117
The above profit includes the following:		
Depreciation and amortisation	**9**	5
Interest income	**14**	10
Income tax	**84**	43

There is no interest expense in the year (FY25 £nil).

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Joint venture's profit for the year	**233**	117
Group's share profit for the year before adjustments	**117**	59
Amortisation of customer relationship intangible assets	**(208)**	(207)
Group's share of loss for the year	**(91)**	(148)

15 | Goodwill

	GOODWILL (£'000)
Cost and carrying value at 1 April 2025 and 31 March 2026	**9,796**

The carrying value of goodwill includes £8.9m allocated to the Tatton operating segment and CGU. This is made up of £2.5m arising from the acquisition in 2014 of an interest in Tatton Oak Limited by Tatton Capital Limited, consisting of the future synergies and forecast profits of the Tatton Oak business, £2.0m arising from the acquisition in 2017 of an interest in Tatton Capital Group Limited, £1.4m of goodwill generated on the acquisition of Sinfonia, and £3.0m of goodwill generated on the acquisition of the Verbatim funds business.

The carrying value of goodwill also includes £0.4m allocated to the Paradigm operating segment and CGU relating to the acquisition of Paradigm Mortgage Services LLP.

The carrying value of goodwill also includes £0.5m of goodwill generated on the acquisition of 56.49% of Fintegrate Financial Solutions Limited in 2024. The ownership percentage relating to the investment into Fintegrate has changed following a number of share issues, with the Group owning 56.67% at the year end. The beneficial ownership of Fintegrate has also changed in the year, from Tatton Investment Management Limited to Tatton Asset Management Plc.

Goodwill relating to 8AM Global Limited is shown within the Investments in joint ventures (see note 14).

None of the goodwill is expected to be deductible for income tax purposes.

Impairment loss and subsequent reversal

Goodwill is subject to an annual impairment review based on an assessment of the recoverable amount from future trading. Where, in the opinion of the Directors, the recoverable amount from future trading does not support the carrying value of the goodwill relating to a subsidiary company, then an impairment charge is made. Such an impairment is charged to the Statement of Total Comprehensive Income.

Impairment testing

For the purpose of impairment testing, goodwill is allocated to the Group's operating companies that represent the lowest level within the Group at which the goodwill is monitored for internal management accounts purposes. Goodwill acquired in a business combination is allocated, at acquisition, to the CGUs or group of units that are expected to benefit from that business combination. The Directors test goodwill annually for impairment, or more frequently if there are indicators that goodwill might be impaired. The Directors have reviewed the carrying value of goodwill at 31 March 2026 and do not consider it to be impaired.

Growth rates

The value in use is calculated from cash flow projections based on the Group's forecasts for the next five years, ending 31 March 2031. The Group's latest financial forecasts, which cover a five-year period, are reviewed by the Board. A terminal growth rate of 3.5% (FY25: 3.5%) for the Tatton CGU has been applied to year five cash flows. The terminal growth rate is prudent, given the historical growth seen by the Group, and does not exceed the long-term industry average growth rate. A terminal growth rate of 0% has been applied to the Paradigm Mortgage Services LLP CGU that reflects the outer year budget revenue.

Discount rates

The pre-tax discount rate applied to the cash flow forecasts is derived from a weighted average cost of capital model, the inputs for which are externally available. The pre-tax discount rate used to calculate value is 15.9% (FY25: 16.9%) and has been used for all CGUs.

Cash flow assumptions

The key assumptions used for the value in use calculations are those regarding discount rate, growth rates, and expected changes in margins. Forecast sales growth rates are based on past experience, which has been adjusted for the strategic direction and near-term investment priorities for each CGU. The Tatton CGU has used a growth rate of net flows of 14% in year 1, decreasing to 0% by year 5, which management believe is prudent given the size of the market and historical growth. The Paradigm Mortgage Services LLP CGU has an assumed 7% In year 1, decreasing to 3% growth by year 5.

From the assessment performed, no reasonably possible change in a key assumption would cause the recoverable amount of either the Tatton CGU or the Paradigm Mortgage Services LLP CGU to equal its carrying value.

16 | Intangible assets

	COMPUTER SOFTWARE (£'000)	CLIENT RELATIONSHIPS (£'000)	BRAND (£'000)	TOTAL (£'000)
Cost				
Balance at 1 April 2024	1,849	4,034	98	5,981
Additions	437	–	–	437
Balance at 31 March 2025	2,286	4,034	98	6,418
Additions	415	–	–	415
Balance at 31 March 2026	2,701	4,034	98	6,833
Accumulated amortisation and impairment				
Balance at 1 April 2024	(1,021)	(1,249)	(25)	(2,295)
Charge for the period	(216)	(404)	(10)	(630)
Balance at 31 March 2025	(1,237)	(1,653)	(35)	(2,925)
Charge for the period	(276)	(404)	(10)	(690)
Balance at 31 March 2026	**(1,513)**	**(2,057)**	**(45)**	**(3,615)**
Net book value				
As at 1 April 2024	828	2,785	73	3,686
As at 31 March 2025	1,049	2,381	63	3,493
As at 31 March 2026	**1,188**	**1,977**	**53**	**3,218**

All amortisation charges are included within Administrative expenses in the Statement of Total Comprehensive Income.

The Client Relationships and Brand intangibles arose on acquisition of the Sinfonia and Verbatim funds. The Verbatim funds have a remaining useful expected life of 6 years, whilst the Sinfonia funds have a remaining useful expected life of 4 years.

Computer software relates to the internally generated software within Tatton Investment Management Limited and Fintegrate Financial Solutions Limited.

17 | Property, plant and equipment

	COMPUTER AND OFFICE EQUIPMENT (£'000)	FIXTURES AND FITTINGS (£'000)	RIGHT- OF-USE ASSETS – BUILDINGS AND MOTOR VEHICLES (£'000)	TOTAL (£'000)
Cost				
Balance at 1 April 2024	347	498	924	1,769
Additions	58	10	339	407
Disposals	–	–	(302)	(302)
Balance at 31 March 2025	405	508	961	1,874
Additions	109	213	–	322
Disposals	(82)	–	–	(82)
Balance at 31 March 2026	**432**	**721**	**961**	**2,114**
Accumulated depreciation and impairment				
Balance at 1 April 2024	(216)	(471)	(266)	(953)
Charge for the period	(86)	(10)	(195)	(291)
Disposals	–	–	302	302
Balance at 31 March 2025	(302)	(481)	(159)	(942)
Charge for the period	(81)	(28)	(200)	(309)
Disposals	80	–	–	80
Balance at 31 March 2026	**(303)**	**(509)**	**(359)**	**(1,171)**
Net book value				
As at 1 April 2024	131	27	658	816
As at 31 March 2025	103	27	802	932
As at 31 March 2026	**129**	**212**	**602**	**943**

All depreciation charges are included within Administrative expenses in the Statement of Total Comprehensive Income.

The Group leases buildings, motor vehicles, and IT equipment. The Group has applied the practical expedient for short-term leases and so has not recognised IT equipment within ROU assets. The average lease term is five years. The maturity analysis for lease liabilities is shown in note 22. The future lease payments relating to lease liabilities are fixed.

17 | Property, plant and equipment continued

Right-of-use assets

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Amounts recognised in profit and loss		
Depreciation on right-of-use assets	**(200)**	(195)
Interest expense on lease liabilities	**(68)**	(66)
Expense relating to short-term leases	**(78)**	(67)
Total	**(346)**	(328)

At 31 March 2026, the Group is committed to £91,000 for short-term leases (FY25: £78,000).

The total cash outflow for all leases amounts to £363,000 (FY25: £282,000). The cash outflows for the principal portion of lease liabilities is shown as £285,000 (FY25: £216,000) and for the interest portion of lease liabilities of £68,000 (FY25: £66,000) is shown within financing activities in the Consolidated Statement of Cash Flows.

The cash outflows for the payments of short-term leases are shown within Operating activities in the Consolidated Statement of Cash Flows.

18 | Trade and other receivables

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Trade receivables	**342**	312
Accrued income	**4,568**	3,936
Prepayments	**1,240**	712
Amounts due from related parties	**164**	–
Other receivables	**1,186**	1,578
	7,500	6,538
Less non-current portion:		
Amounts due from related parties	**(147)**	–
Total non-current trade and other receivables	**(147)**	–
Total current trade and other receivables	**7,353**	6,538

Trade and other receivables, excluding prepayments, are financial assets. The carrying value of these financial assets are considered a fair approximation of their fair value. Accrued income is made up of contract assets, which are balances due from customers that arise when the Group delivers the service. Payment for services is not due from the customer until the services are complete; therefore, a contract asset is recognised over the period in which the services are performed to represent the entity's right to consideration for the services transferred to date. This usually relates to providing one month of investment management service prior to receiving the cash from the customer in the following month.

The Group applies the IFRS 9 simplified approach to measuring expected credit losses ("ECLs") for trade receivables and accrued income at an amount equal to lifetime ECLs. In line with the Group's historical experience, and after consideration of current credit exposures, the Group does not expect to incur any credit losses and has not recognised any ECLs in the current year (FY25: £nil).

Within other receivables are two loans that Tatton granted in the previous financial year (FY25: £nil). The Group applies the IFRS 9 general approach for these receivables. The loans are secured and interest of 4% is being accrued, and is shown within note 8 as 'Other interest income'. The security equals the carrying amount of the loans and, as such, no ECL is recognised.

Non-current receivables is comprised of the accrued preference share dividends. Dividends accrue at 12% of the investment balance, and is shown within note 8 as Preference dividend income. No dividends will be paid for the first 24 months of the investment.

Trade receivable amounts are all held in sterling.

19 | Trade and other payables

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Trade payables	**1,240**	478
Amounts due to related parties	**–**	14
Accruals	**8,025**	7,163
Deferred income	**109**	122
Contingent consideration	**–**	420
Lease liabilities	**631**	848
Other payables	**3,171**	2,844
	13,176	11,889
Less non-current portion:		
Lease liabilities	**(409)**	(615)
Other payables	**(36)**	(42)
Total non-current trade and other payables	**(445)**	(657)
Total current trade and other payables	**12,731**	11,232

Trade payables, amounts due to related parties, accruals, lease liabilities, contingent consideration, and other payables are considered financial liabilities. The Directors consider that the carrying amount of trade payables approximates to their fair value.

Within other payables, there is a loan of £26,000 that holds a fixed and floating charge over all present and future property and undertakings of Fintegrate Financial Solutions Limited (FY25: £33,000).

Trade payable amounts are all held in sterling.

20 | Deferred tax assets

	DEFERRED CAPITAL ALLOWANCES (£'000)	SHORT-TERM TIMING DIFFERENCES (£'000)	SHARE-BASED PAYMENTS (£'000)	ACQUISITION INTANGIBLES (£'000)	TOTAL (£'000)
Asset/(liability) at 1 April 2024	(134)	28	2,930	(253)	2,571
Income statement credit/(charge)	(20)	62	28	39	109
Equity credit	–	–	203	–	203
Asset/(liability) at 31 March 2025	(154)	90	3,161	(214)	2,883
Adjustment to opening balance	–	(15)	–	–	(15)
Income statement credit/(charge)	(19)	(29)	(23)	44	(27)
Equity charge	–	–	(1,246)	–	(1,246)
Asset/(liability) at 31 March 2026	**(173)**	**46**	**1,892**	**(170)**	**1,595**

A deferred tax asset of £319,000 with a temporary timing difference of £1,277,000 relating to a difference between the carrying value and the tax base of intangibles acquired in Tatton Capital Limited relating to Verbatim has not been recognised, as it is not expected that the temporary difference would reverse in the foreseeable future.

A deferred tax asset relating to share-based payments is recognised in respect of options that have vested but have not yet been exercised.

21 | Reconciliation of liabilities arising from financing activities

	1 APRIL 2024 (£'000)	FINANCING CASH FLOWS (£'000)	ADDITIONS (£'000)	NON-CASH CHANGES: INTEREST (£'000)	31 MARCH 2025 (£'000)	**FINANCING CASH FLOWS (£'000)**	**ADDITIONS (£'000)**	**NON-CASH CHANGES: INTEREST (£'000)**	**31 MARCH 2026 (£'000)**
Long-term borrowings	62	(23)	–	2	41	**(22)**	**–**	**1**	**20**
Short-term borrowings	126	–	–	8	134	**(69)**	**–**	**6**	**71**
Lease liabilities	659	(216)	339	66	848	**(285)**	**–**	**68**	**631**
Total	847	(239)	339	76	1,023	**(376)**	**–**	**75**	**722**

Long-term and short-term borrowings relate to interest-bearing borrowings added on the acquisition of Fintegrate Financial Solutions Limited. These are disclosed within Other payables within note 19.

22 | Financial instruments

The Group's treasury activities are designed to provide suitable, flexible funding arrangements to satisfy the Group's requirements. The Group uses financial instruments comprising borrowings, cash, and items such as trade receivables and payables that arise directly from its operations. The main risks arising from the Group's financial instruments are interest rate risks, credit risks, and liquidity risks. The Board reviews policies for managing each of these risks and they are summarised below. The Group finances its operations through a combination of cash resource and other borrowings.

Categories of financial instruments

The financial assets and liabilities of the Group are detailed below:

	AT 31 MARCH 2026				AT 31 MARCH 2025			
	AMORTISED COST (£'000)	**FINANCIAL LIABILITIES (£'000)**	**FVPL (£'000)**	**CARRYING VALUE (£'000)**	AMORTISED COST (£'000)	FINANCIAL LIABILITIES (£'000)	FVPL (£'000)	CARRYING VALUE (£'000)
Non-current financial assets								
Financial assets at FVTPL	**–**	**–**	**155**	**155**	–	–	–	–
Financial assets at amortised cost	**4,510**	**–**	**–**	**4,510**	–	–	–	–
Other receivables	**147**	**–**	**–**	**147**	–	–	–	–
Financial assets								
Financial assets at FVTPL	**–**	**–**	**1,260**	**1,260**	–	–	1,133	1,133
Trade receivables	**342**	**–**	**–**	**342**	312	–	–	312
Accrued income	**4,568**	**–**	**–**	**4,568**	3,936	–	–	3,936
Other receivables	**1,350**	**–**	**–**	**1,350**	1,578	–	–	1,578
Cash and cash equivalents	**33,862**	**–**	**–**	**33,862**	32,119	–	–	32,119
	44,779	**–**	**1,415**	**46,194**	37,945	–	1,133	39,078
Financial liabilities								
Trade and other payables	**–**	**12,436**	**–**	**12,436**	–	10,499	–	10,499
Contingent consideration	**–**	**–**	**–**	**–**	–	–	420	420
Lease liabilities	**–**	**631**	**–**	**631**	–	848	–	848
	–	**13,067**	**–**	**13,067**	–	11,347	420	11,767

Fair value estimation

IFRS 7 requires the disclosure of fair value measurements of financial instruments according to the level of the following fair value measurement hierarchy:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2); and
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

All financial assets, except for financial investments, are held at amortised cost and are classified as level 1. The carrying amount of these financial assets at amortised cost approximate to their fair value.

22 | Financial instruments continued

Financial assets at fair value through profit or loss (level 1)

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Financial investments in regulated funds or model portfolios	**1,260**	1,133

The Group launched a new range of passive funds during the previous financial year and invested £1,000,000 in these funds. Financial investments in regulated funds are categorised as financial assets at fair value through profit or loss and are classified as level 1, and the fair value is determined directly by reference to published prices in an active market. These assets recognised a gain of £127,000 (FY25: £27,000) in the Consolidated Statement of Total Comprehensive Income. The impact of a 10% increase of decrease in value is not material to the Group.

Financial assets at fair value through profit or loss (level 3)

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Investment into ordinary share capital	**155**	–

Financial assets at amortised cost

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Investment into preference shares	**4,510**	–

The Group invested £4,700,000 into Carlos Topco Ltd during the financial year which is shown on the Consolidated Statement of Cash Flows.

Financial investments in the ordinary share capital are categorised as financial assets at fair value through profit or loss and are classified as level 3, and the fair value is determined directly by initial purchase price. In future years, the fair value of the asset will be determined by a bi-annual third party valuation. The initial purchase price has not been revalued due to the short period of time elapsed between purchase and the reporting date.

Financial assets in preference shares are categorised at amortised cost. Amortised cost is the carrying value of a financial asset or liability, measured using the effective interest method and adjusted for repayments and expected credit losses.

The Financial assets at fair value through profit or loss, along with the Group's other investments in regulated funds or model portfolios, are revalued regularly, with changes in fair value being recognised in the Consolidated Statement of Total Comprehensive Income.

All financial liabilities, except for contingent consideration, are categorised as financial liabilities measured at amortised cost and are also classified as level 1.

The only financial liabilities measured subsequently at fair value on level 3 fair value measurement represent contingent consideration relating to a business combination, and is measured subsequently at fair value on level 3 measurement. Contingent consideration is valued using a discounted cash flow method used to capture the present value arising from the contingent consideration.

During the year, a payment of £485,000 was made relating to the final contingent consideration due for acquisition of the Verbatim funds. The financial liability is now fully repaid at the year end.

Financial liabilities at fair value through profit or loss (level 3)

CONTINGENT CONSIDERATION	(£'000)
Balance at 1 April 2024	903
Contingent consideration paid	(530)
Unwinding of discount rate	47
Balance at 31 March 2025	420
Changes in fair value of contingent consideration	42
Contingent consideration paid	(485)
Unwinding of discount rate	23
Balance at 31 March 2026	**–**

The unwinding of the discount rate and the changes in fair value of contingent consideration have been recognised in the Consolidated Statement of Total Comprehensive Income.

Interest rate risk

The Group finances its operations through retained profits. The Group's cash and cash equivalents balance of £33,862,000 are the financial instruments subject to variable interest rate risk. The impact of a 1% increase or decrease in interest rate on the post-tax profit is not material to the Group.

22 | Financial instruments continued

Credit risk

Credit risk is the risk that a counterparty will cause a financial loss to the Group by failing to discharge its obligation to the Group. The financial instruments are considered to have a low credit risk, due to the mitigating procedures in place. The Group manages its exposure to this risk by applying Board-approved limits to the amount of credit exposure to any one counterparty, and employs strict minimum creditworthiness criteria as to the choice of counterparty, thereby ensuring that there are no significant concentrations. The Group does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The maximum exposure to credit risk for receivables and other financial assets is represented by their carrying amount.

The Group's maximum exposure to credit risk is limited to the carrying amount of its financial assets recognised at the year end date.

The Group continuously monitors the defaults of customers and other counterparties, identified either individually or by the Group, and incorporates this information into its credit risk controls. The Group's policy is to deal only with credit-worthy counterparties.

The Group's management consider that all of the above financial assets that are not impaired or past due for each of the 31 March reporting dates under review are of good credit quality.

At 31 March, the Group had certain trade receivables that had not been settled by the contractual date but were not considered to be impaired. The amounts at 31 March, analysed by the length of time past due, are:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Not more than 3 months	**218**	256
More than 3 months but not more than 6 months	**117**	47
More than 6 months but not more than 1 year	**7**	5
More than 1 year	**–**	4
Total	**342**	312

Trade receivables consist of a large number of customers within the UK. Based on historical information about customer default rates, management consider the credit quality of trade receivables that are not past due or impaired to be good credit quality.

The Group has rebutted the presumption in paragraph 5.5.11 of IFRS 9 that credit risk increases significantly when contractual payments are more than 30 days past due, where the Group has reasonable and supportable information that demonstrates otherwise.

The credit risk for cash and cash equivalents is considered negligible, since the counterparties are reputable banks with high-quality external credit ratings.

Liquidity risk

Liquidity risk is the risk that companies within the Group will encounter difficulty in meeting the obligations associated with financial liabilities. To counter this risk, the Group operates with a high level of interest cover relative to its net asset value. In addition, it benefits from strong cash flow from its normal trading activities. The Group manages its liquidity needs by monitoring scheduled debt servicing payments for long-term financial liabilities, as well as forecast cash inflows and outflows due in day to day business. The data used for analysing these cash flows is consistent with that used in the contractual maturity analysis below.

At 31 March 2026, the Group's non-derivative financial liabilities have contractual maturities (including interest payments where applicable) as summarised below:

	CURRENT		NON-CURRENT	
AT 31 MARCH 2026	WITHIN 6 MONTHS (£'000)	6 TO 12 MONTHS (£'000)	1 TO 5 YEARS (£'000)	LATER THAN 5 YEARS
Trade and other payables	**12,415**	**3**	**20**	**–**
Lease liabilities	**141**	**116**	**464**	**–**
Contingent consideration	**–**	**–**	**–**	**–**
Total	**12,556**	**119**	**484**	**–**

Lease liabilities above totalling £721,000 are the undiscounted values of the total lease liability of £631,000 as shown in note 19.

This compares with the maturity of the Group's non-derivative financial liabilities in the previous reporting period, as follows:

	CURRENT		NON-CURRENT	
AT 31 MARCH 2025	WITHIN 6 MONTHS (£'000)	6 TO 12 MONTHS (£'000)	1 TO 5 YEARS (£'000)	LATER THAN 5 YEARS
Trade and other payables	10,435	22	42	–
Lease liabilities	144	141	721	–
Contingent consideration	440	–	–	–
Total	11,019	163	763	–

The above amounts reflect the contractual undiscounted cash flows, which may differ from the carrying values of the liabilities at the reporting date.

Contingent consideration in 2025 totalling £440,000 is the undiscounted liability of the contingent consideration of £420,000 as shown in note 19. This liability was fully repaid during 2026.

22 | Financial instruments continued

Market risk

The Group has made investments in its own managed funds and portfolios and the value of these investments is subject to equity market risk, this being the risk that changes in equity prices will affect the Group's income or the value of its holdings of financial instruments. If equity prices had been 5% higher/lower, the impact on the Group's Statement of Comprehensive Income would be £63,000 higher/lower, due to changes in the fair value of financial assets at fair value through profit or loss.

23 | Share capital

	NUMBER OF SHARES
Authorised, called-up, and fully paid £0.20 ordinary shares	
At 1 April 2024	60,511,400
Issue of share capital on exercise of employee share options	37,480
At 31 March 2025	60,548,880
Issue of share capital on exercise of employee share options	772,883
At 31 March 2026	**61,321,763**

Each share in Tatton Asset Management plc carries one vote and the right to a dividend.

24 | Own shares

The following movements in own shares occurred during the year:

	NUMBER OF SHARES	(£'000)
At 1 April 2024	658,800	3,278
Acquired in the year	7,664	50
Utilised on exercise of employee share options	(193,660)	(965)
At 31 March 2025	472,804	2,363
Acquired in the year	687,946	4,928
Utilised on exercise of employee share options	(545,986)	(2,904)
At 31 March 2026	**614,764**	**4,387**

Own shares represent the cost of the Company's own shares, either purchased in the market or issued by the Company, which are held by an EBT to satisfy future awards under the Group's share-based payment schemes (note 25).

25 | Share-based payments

During the year, a number of share-based payment schemes and share options schemes have been utilised by the Group, described under note 25.1 Current schemes.

25.1 Current schemes

(i) Tatton Asset Management plc EMI scheme ("TAM EMI scheme")

In July 2017, the Group launched an EMI share option scheme relating to shares in Tatton Asset Management plc, to enable senior management to participate in the equity of the Company. 3,022,733 options with a weighted average exercise price of £1.89 were granted, exercisable in July 2020. There have been 402,314 (FY25: 60,000) options exercised during the year from this scheme.

The scheme was extended in August 2018, August 2019, July 2020, July 2021, July 2022, July 2023 and July 2024 with 1,720,138, 193,000, 1,000,000, 279,858, 274,268, 204,523, 451,346 zero-cost options granted in each respective year. All option schemes are exercisable on the third anniversary of the grant date, meaning that the 2017, 2018, 2019, 2020, 2021 and 2022 schemes are currently exercisable. There have been 146,892 options exercised in the year relating to the 2018 scheme, 9,155 options exercised in the year relating to the 2019 scheme, 376,778 options exercised relating to the 2020 scheme, and 121,278 options exercised relating to the 2021 scheme. The 2019 scheme is now fully exercised, with 0 options outstanding.

The options granted in 2022 vested and became exercisable in July 2025. 23,129 of these options lapsed in the year. There have been 195,741 options exercised during the period from this scheme.

The weighted average share price at the date of exercise for all options exercised in the year was £6.92.

There were 5,000 options, 9,999 options, and 6,666 options relating to the 2023, 2024 (Grant 2) and 2025 schemes respectively that vested early and were subsequently exercised.

There were 561,510 zero-cost options granted in the current financial year.

A total of 2,066,400 options remain outstanding at 31 March 2026, 912,256 of which are currently exercisable. 20,459 options were forfeited in the period (FY25: 6,649). The weighted average contractual life for share options outstanding at the end of the period was 6.01 years (FY25: 5.29 years).

The vesting conditions for the scheme are detailed in the Remuneration Committee report on page 71. The weighted average fair value of the options granted during the year was £6.92. Within the Group accounts, the fair value at grant date is estimated using the appropriate models, including both the Black–Scholes and Monte Carlo modelling methodologies. Share price volatility has been estimated using the historical share price volatility of the Company. Key valuation assumptions and the costs recognised in the accounts during the period are noted in 25.2 and 25.3, respectively.

25 | Share-based payments continued

25.1 Current schemes continued

(i) Tatton Asset Management plc EMI scheme ("TAM EMI scheme") continued

	NUMBER OF SHARE OPTIONS GRANTED	WEIGHTED AVERAGE PRICE (£)
Outstanding at 1 April 2024	2,569,630	0.64
Granted during the period	451,346	–
Exercised during the period	(192,026)	0.59
Forfeited during the period	(6,649)	–
Outstanding at 31 March 2025	2,822,301	0.54
Exercisable at 31 March 2025	1,941,486	0.79
Outstanding at 1 April 2025	2,822,301	0.54
Granted during the period	561,510	–
Exercised during the period	(1,273,823)	0.69
Lapsed during the period	(23,129)	-
Forfeited during the period	(20,459)	–
Outstanding at 31 March 2026	**2,066,400**	**0.54**
Exercisable at 31 March 2026	**912,256**	**0.79**

(ii) Tatton Asset Management plc Sharesave scheme ("TAM Sharesave scheme")

Since July 2020 the Group has annually launched all employee Sharesave schemes for options over shares in Tatton Asset Management plc, with the schemes in 2022, 2023, 2024, and 2025 being administered by Link Group. Employees are able to save between £10 and £500 per month over the three-year life of each scheme, at which point they each have the option to either acquire shares in the Company or receive the cash saved.

The 2022 TAM Sharesave scheme vested in July 2025 and 45,046 share options became exercisable. Over the life of the 2023 TAM Sharesave scheme, it is estimated that, based on current savings rates, 72,741 share options will be exercisable at an exercise price of £3.89. Over the life of the 2024 TAM Sharesave scheme, it is estimated that, based on current savings rates, 30,946 share options will be exercisable at an exercise price of £5.62. Over the life of the 2025 TAM Sharesave scheme, it is estimated that, based on current savings rates, 54,477 share options will be exercisable at an exercise price of £5.60.

45,046 options were exercised in the year at a weighted average share price at the date of exercise of £7.06. The weighted average contractual life for share options outstanding at the end of the period was 1.26 years (FY25 1.49 years).

The options granted as part of the scheme launched in 2025 have a weighted average fair value of £5.60. Within the accounts of the Group, the fair value at grant date is estimated using the Black–Scholes methodology for 100% of the options. Share price volatility has been estimated using the historical share price volatility of the Company. Key valuation assumptions and the costs recognised in the accounts during the period are noted in 25.2 and 25.3, respectively.

	NUMBER OF SHARE OPTIONS GRANTED	WEIGHTED AVERAGE PRICE (£)
Outstanding at 1 April 2024	69,977	3.53
Granted during the period	57,372	3.86
Forfeited during the period	(2,710)	3.75
Exercised during the period	(37,480)	3.60
Outstanding at 31 March 2025	87,159	3.71
Exercisable at 31 March 2025	–	–
Outstanding at 1 April 2025	87,159	3.71
Granted during the period	53,702	4.44
Forfeited during the period	(421)	3.89
Exercised during the period	(45,046)	3.26
Outstanding at 31 March 2026	**95,394**	**4.33**
Exercisable at 31 March 2026	**–**	**–**

(iii) Fintegrate Financial Solutions Limited Share Option Scheme ("Fintegrate option scheme")

In June 2023 2,250 share options were granted relating to shares in Fintegrate Financial Solutions Limited with an exercise price of £0.00001 and immediately vested. The fair value of the options granted was £26.07, based on comparable share purchase price at the date of vesting.

A further 13,912 options were granted in January 2025 with an exercise price of £0.00001. All options vested and were exercisable in January 2025. The fair value of the options granted was £3.39, based on comparable share prices at the date of vesting.

All options were exercised in February 2025, and therefore no options outstanding or exercisable at 31 March 2025 or 31 March 2026.

There were no vesting conditions associated with the options.

25 | Share-based payments continued

25.2 Valuation assumptions

Assumptions used in the option valuation models to determine the fair value of options at the date of grant were as follows:

	EMI SCHEME 2025	2024 GRANT 2	2024 GRANT 1	2023	2022	**SHARESAVE SCHEME 2025**	2024	2023	2022
Share price at grant (£)	**6.92**	6.64	7.04	4.74	4.03	**7.34**	7.14	4.91	4.25
Exercise price (£)	**–**	–	–	–	–	**5.60**	5.62	3.89	3.26
Expected volatility (%)	**33.99**	33.93	34.49	35.24	34.05	**33.86**	34.36	35.13	34.05
Expected life (years)	**3.00**	2.47	3.00	3.00	3.00	**3.00**	3.00	3.00	3.00
Risk free rate (%)	**3.86**	3.96	3.98	4.64	1.71	**3.86**	3.81	4.74	1.71
Expected dividend yield (%)	**2.75**	2.41	2.27	3.06	3.11	**2.59**	2.24	2.95	3.11

25.3 IFRS 2 share-based option costs

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
TAM EMI scheme	**2,796**	1,335
TAM Sharesave scheme	**100**	62
Fintegrate option scheme	**–**	106
Total	**2,896**	1,503

The Consolidated Statement of Cash Flows shows an adjustment to Net cash from operating activities relating to share-based payments of £1,871,000 (FY25: £1,413,000). This is a charge in the year of £2,896,000 (FY25: £1,503,000) adjusted for cash paid relating to National Insurance contributions on the exercise of share options of £1,025,000 (FY25: £90,000). Of the charge of £2,896,000, £2,455,000 is recognised through equity, with the remaining £441,000 relating to the cost of National Insurance contributions that are not accounted for through equity. Within equity, there is also an additional £923,000 (FY25: £129,000) relating to the exercise price received on the exercise of share options, which were satisfied through shares held in the EBT rather than through the issue of new shares.

26 | Related party transactions

Ultimate controlling party

The Directors consider there to be no ultimate controlling party.

Parent Company

The parent company of the Group is considered to be Tatton Asset Management Plc.

Relationships

Balances and transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note.

The Group has trading relationships with the following entities in which Paul Hogarth, a Director, has a beneficial interest:

ENTITY	NATURE OF TRANSACTIONS
Suffolk Life Pensions Limited	The Group pays lease rental payments on an office building held in a pension fund by Paul Hogarth.
Henbury Hall	The Group pays events and marketing costs for functions held at an estate owned by Paul Hogarth.

The Group has trading relationships with the following entities in which Paul Hogarth and Paul Edwards are non-executive directors:

ENTITY	NATURE OF TRANSACTIONS
Carlos Topco Limited	The Group receives dividend income on preference shares investment.
Absolute Financial Group Limited	The Group receives income related to sub-lease of office premises, and shared service income.
Absolute Financial Management Limited	The Group receives income related to consultancy.

Related party balances

	TERMS AND CONDITIONS	**2026 VALUE OF COST (£'000)**	**BALANCE PAYABLE (£'000)**	2025 VALUE OF COST (£'000)	BALANCE PAYABLE (£'000)
Suffolk Life Pensions Limited	Payable in advance	**(75)**	**–**	(61)	(15)
Henbury Hall	Payable in advance	**(20)**	**–**	–	–

		2026 VALUE OF INCOME (£'000)	**BALANCE RECEIVABLE (£'000)**	2025 VALUE OF INCOME (£'000)	BALANCE RECEIVABLE (£'000)
Carlos Topco Limited	Receivable	**147**	**147**	–	–
Absolute Financial Group Limited	Receivable on demand	**53**	**17**	–	–
Absolute Financial Management Limited	Receivable on demand	**17**	**–**	–	–

Balances with related parties are non-interest bearing.

Key management personnel remuneration

Key management includes Executive and Non-Executive Directors. The compensation paid or payable to key management personnel is as disclosed in note 13.

27 | Alternative performance measures

The Group has identified and defined certain measures that it uses to understand and manage its performance. The measures are not defined under IFRS and are not considered to be a substitute for or superior to IFRS measures, but management believe that these Alternative Performance Measures ("APMs") provide stakeholders with additional helpful information and enable an alternative comparison of performance over time. The APMs should not be viewed in isolation, but as supplementary information. APMs may not be comparable with similarly titled measures presented by other companies.

The APMs are used by the Board and management to analyse the business and financial performance, track the Group's progress, and help develop long-term strategic plans. Some APMs, where noted in the table, are used as key management incentive metrics. The APMs provide additional information to investors and other external shareholders, to provide additional understanding of the Group's results of operations as supplemental measures of performance.

APM	CLOSEST EQUIVALENT MEASURE	RECONCILING ITEMS TO THEIR STATUTORY MEASURE	DEFINITION AND PURPOSE
Adjusted operating profit	Operating profit	Items in note (a) below	The reconciliation between Operating profit and adjusted operating profit can be seen on the face of the Consolidated Statement of Total Comprehensive Income. See note 7 for the value of the adjusting items. This is a key management incentive metric.
Adjusted operating profit margin	Operating profit margin	Items in note (a) below	Adjusted operating profit divided by revenue to report the margin delivered. Progression in the adjusted operating margin is an indicator of the Group's operating efficiency. See note 7 for the value of the adjusting items.
Cash generated from operations before exceptional items	Cash generated from operations	Cash flows from exceptional items	Cash generated from operations is adjusted to exclude cash flows from exceptional items. The reconciliation between cash generated from operations and cash generated from operations before exceptional items can be seen on the Statement of Cash Flows, when relevant. This is a measure of the cash generation and working capital efficiency of the Group's operations and is a key management performance measure.
Adjusted earnings per share – Basic	Earnings per share – Basic	Items in note (b) below	Profit after tax attributable to shareholders of the Company is adjusted to exclude separately disclosed items, as detailed in note 11, and is divided by the same denominator as Basic EPS; this being the weighted average number of ordinary shares in issue. Adjusted EPS – Basic is presented to reflect the impact of the separately disclosed items included in adjusted operating profit.

27 | Alternative performance measures continued

APM	CLOSEST EQUIVALENT MEASURE	RECONCILING ITEMS TO THEIR STATUTORY MEASURE	DEFINITION AND PURPOSE
Adjusted earnings per share – Fully Diluted	Earnings per share – Diluted	Items in note (b) below	Profit after tax is adjusted to exclude separately disclosed items, as detailed in note 11, and is divided by the total number of dilutive shares, assuming that all contingently issuable shares will fully vest. The reconciliation and calculation of Adjusted EPS – Diluted is shown in note 11. Adjusted EPS – Fully Diluted is presented to reflect the impact of the separately disclosed items included in Adjusted operating profit and to include all shares that are contingently issuable, assuming that share options fully vest. This is a key management incentive metric.
Tatton – assets under management ("AUM") and net inflows	None	Not applicable	AUM is representative of the customer assets and is a measure of the value of the customer base. Movements in this base are an indication of performance in the year and growth of the business to generate revenue going forward. Net inflows measure the net of inflows and outflows of customer assets in the year. Net inflows are a key management incentive metric.
Tatton – assets under influence ("AUI")	None	Not applicable	AUI is representative of the customer assets that are not directly managed by Tatton but over which we hold influence, due to our shareholding in the company in which they are managed, and is a measure of the value of the customer base. Movements in this base are an indication of our participation in the joint venture and its growth, in order to generate Tatton's share of profits going forward.
Underlying organic net inflows	None	Not applicable	Underlying organic net inflows is the AUM growth Tatton has created, removing any external markets driven growth. We have excluded Perspective flows for the current year, as this reflected the ending of a partnership, and is not related to operational performance.
Tatton firms	None	Not applicable	Alternative growth measure to revenue; provides an operational view of growth in the Tatton division.
Paradigm – Consulting members, Mortgages lending and member firms	None	Not applicable	Alternative growth measure to revenue; provides an operational view of growth in the Paradigm division, which is supported by two main service lines: Consulting and Mortgages.
Return on capital employed ("ROCE")	None	Not applicable	ROCE is calculated as the annual adjusted operating profit for the last twelve months, as shown on the Consolidated Statement of Total Comprehensive Income, expressed as a percentage of the average total assets less current liabilities. The denominator for 2026 is £53.3m (FY25: £47.8m). ROCE measures how effectively we have deployed our resources and how efficiently we apply our capital.

(a) Reconciling items include: Exceptional items, share-based payments, changes in the fair value of contingent consideration, amortisation of acquisition-related intangibles, and operating loss relating to non-controlling interest.

(b) Reconciling items include: Exceptional items, share-based payments, changes in the fair value of contingent consideration, amortisation of acquisition-related items, unwinding of discount on contingent consideration, and the tax thereon.

28 | Post balance sheet events

There have been no post balance sheet events.

29 | Capital commitments

On 12 August 2025, Tatton Asset Management plc entered into a cash commitment to invest up to £10,000,000 in Carlos Topco Limited, which is available to be drawn down over a five-year period. At 31 March 2026, £4,700,000 has been invested, with a further £5,300,000 available to be drawn.

The Board has reviewed the Group's cash position, regulatory liquidity and capital requirements, and is satisfied that the Group will retain its strong cash position and hold regulatory capital resources and liquidity in excess of its requirements. This commitment is not shown in the Consolidated Statement of Financial Position at the period end.

30 | Contingent liabilities

At 31 March 2026, the Directors confirmed there were no contingent liabilities (FY25: none).

COMPANY STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Non-current assets			
Investments in subsidiaries	8	**82,472**	80,730
Investments in joint ventures	9	**5,137**	5,256
Financial assets at amortised cost	13	**4,510**	–
Financial assets at fair value through profit or loss	13	**155**	–
Intangible assets		**8**	10
Property, plant and equipment	10	**408**	274
Lease receivable	11	**287**	440
Trade and other receivables	12	**9,367**	8,767
Total non-current assets		**102,344**	95,477
Current assets			
Financial assets at fair value through profit or loss	13	**1,136**	1,021
Lease receivable	11	**162**	139
Trade and other receivables	12	**4,484**	4,478
Cash and cash equivalents	14	**18,511**	18,640
Total current assets		**24,293**	24,278
Total assets		**126,637**	119,755
Current liabilities			
Trade and other payables	15	**(17,254)**	(13,712)
Total current liabilities		**(17,254)**	(13,712)
Net current assets		**7,039**	10,566
Total assets less current liabilities		**109,383**	106,043
Non-current liabilities			
Other payables	15	**(394)**	(582)
Total non-current liabilities		**(394)**	(582)
Total liabilities		**(17,648)**	(14,294)
Net assets		**108,989**	105,461

	NOTE	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Equity attributable to equity holders of the Company			
Share capital	16	**12,264**	12,110
Share premium account		**15,752**	15,614
Own shares	17	**(4,387)**	(2,363)
Merger reserve		**67,316**	67,316
Share-based payments reserve		**4,464**	2,959
Joint venture reserve		**(1,783)**	(1,612)
Retained earnings		**15,363**	11,437
Total equity		**108,989**	105,461

As permitted by Section 408 of the Companies Act 2006, the Company has elected not to present its own Statement of Comprehensive Income for the year ended 31 March 2026. The Company generated a profit of £18,077,000 during the financial year (FY25: profit of £10,554,000).

The financial statements were authorised and approved by the Board of Directors on 15 June 2026 and were signed on its behalf by:

PAUL EDWARDS
DIRECTOR

Company registration number: 10634323

COMPANY STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

	NOTES	SHARE CAPITAL (£'000)	SHARE PREMIUM (£'000)	OWN SHARES (£'000)	MERGER RESERVE (£'000)	SHARE-BASED PAYMENTS RESERVE (£'000)	JOINT VENTURE RESERVE (£'000)	RETAINED EARNINGS (£'000)	TOTAL EQUITY (£'000)
At 1 April 2024		12,102	15,487	(3,278)	67,316	2,959	(1,464)	11,040	104,162
Profit and total comprehensive income		–	–	–	–	–	(148)	10,702	10,554
Dividends paid	5	–	–	–	–	–	–	(10,440)	(10,440)
Share-based payments	7	–	–	–	–	–	–	1,100	1,100
Issue of share capital on exercise of employee share options	16	8	127	–	–	–	–	–	135
Own shares utilised on exercise of options	17	–	–	965	–	–	–	(965)	–
Own shares acquired in the year	17	–	–	(50)	–	–	–	–	(50)
At 31 March 2025		12,110	15,614	(2,363)	67,316	2,959	(1,612)	11,437	105,461
Profit and total comprehensive income		**–**	**–**	**–**	**–**	**–**	**(91)**	**18,168**	**18,077**
Dividends paid	5	**–**	**–**	**–**	**–**	**–**	**–**	**(13,017)**	**(13,017)**
Share-based payments	7	**–**	**–**	**–**	**–**	**–**	**–**	**2,455**	**2,455**
Share-based payment charge allocated to subsidiaries		**–**	**–**	**–**	**–**	**1,505**	**–**	**(1,505)**	**–**
Issue of share capital on exercise of employee share options	16	**154**	**138**	**(154)**	**–**	**–**	**–**	**–**	**138**
Own shares utilised on exercise of options	17	**–**	**–**	**3,058**	**–**	**–**	**–**	**(2,255)**	**803**
Own shares acquired in the year	17	**–**	**–**	**(4,928)**	**–**	**–**	**–**	**–**	**(4,928)**
Transfers	9	**–**	**–**	**–**	**–**	**–**	**(80)**	**80**	**–**
At 31 March 2026		**12,264**	**15,752**	**(4,387)**	**67,316**	**4,464**	**(1,783)**	**15,363**	**108,989**

The merger reserve was created on 19 June 2017 when the Group was formed, where the difference between the Company's capital and the acquired Group's capital has been recognised as a component of equity being the merger reserve. The merger reserve was created through merger accounting principles on the share-for-share exchange on the formation of the Group and is non-distributable. The joint venture reserve represents the Company's share of post-tax losses yet to be received (for example, in the form of dividends or distributions). The share-based payments reserve is non-distributable and represents the fair value of share options granted to employees of subsidiary companies.

1 | Authorisation of financial statements and statement of compliance with FRS101

The financial statements of Tatton Asset Management plc for the year ended 31 March 2026 were authorised for issue by the Board of Directors on 15 June 2026. Tatton Asset Management plc is incorporated and domiciled in England and Wales.

Tatton Asset Management plc (the "Company") is a public company limited by shares. The address of the registered office is Paradigm House, Brooke Court, Lower Meadow Road, Wilmslow, SK9 3ND. The registered number is 10634323. The principal activity of the Company is that of a holding company.

These financial statements were prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' ("FRS 101") and in accordance with applicable accounting standards. The Company's financial statements are presented in sterling.

These financial statements have been prepared on a going concern basis and on the historical cost basis, except for financial assets and financial liabilities measured at fair value. The principal accounting policies adopted by the Company are set out in note 2 below.

2 | Material accounting policies

2.1 Accounting policies

The accounting policies that follow set out those policies that apply in preparing the financial statements for the year ended 31 March 2026.

In the current year, the Company has applied a number of amendments to the IFRS Accounting Standards issued by the International Accounting Standards Board ("IASB"), which are mandatorily effective for an accounting period that begins on or after 1 January 2024. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

As permitted by Section 408 of the Companies Act 2006, the Company has elected not to present its own Statement of Comprehensive Income for the year ended 31 March 2026.

The Company has taken advantage of the following disclosure exemptions under FRS 101:

a) the requirement in paragraph 38 of IAS 1 'Presentation of Financial Statements' to present comparative information with respect to Paragraph 79(a)(IV) of IAS 1;
b) the requirements of paragraphs 10(d), paragraph 16, 38A, 38B-D, 111 and 134–136 of IAS 1 'Presentation of Financial Statements' and the requirements of IAS 7 'Statement of Cash Flows';
c) the requirements of paragraphs 30 and 31 of IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors';
d) the requirements of paragraphs 45(b) and 46 to 52 of IFRS 2 'Share-based Payment';
e) the requirements of paragraph 17 of IAS 24 'Related Party Disclosures';
f) the requirements in IAS 24 'Related Party Disclosures' to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member;
g) the disclosure requirements of IFRS 7 'Financial Instruments: Disclosures';
h) the disclosure requirements of paragraphs 91-99 of IFRS 13 'Fair Value Measurement'; and
i) the requirements of paragraph 58 of IFRS 16 'Leases'.

Where required, equivalent disclosures are given in the consolidated financial statements.

The accounting policies adopted are the same as those set out in note 2 of the consolidated financial statements, which have been applied consistently, apart from the following:

2.2 Investments in subsidiaries

All investments in subsidiaries are initially recorded at cost, being the fair value of consideration given, including the acquisition costs associated with the investment. Subsequently, they are reviewed for impairment on an individual basis if events or changes in circumstances indicate that the carrying value may not be fully recoverable. Investments in subsidiaries are stated at cost, less, where appropriate, provisions for impairment.

2.3 Joint ventures

Joint ventures are entities in which the Company has an investment where it, along with one or more other shareholders, has contractually agreed to share control of the business and where decisions over the relevant activities require the unanimous consent of the joint partners. The results and assets and liabilities of joint ventures are incorporated in these financial statements using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for in accordance with IFRS 5. Under the equity method, the Company initially records the investment in the Company Statement of Financial Position at the fair value of the purchase consideration (cost), and adjusted thereafter to recognise the Company's share of the entity's profit or loss after tax and amortisation of intangible assets.

An investment in a joint venture is accounted for using the equity method, from the date on which the investee becomes a joint venture. On acquisition of the investment in a joint venture, any excess of the cost of the investment over the Company's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Company's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired. The Company Statement of Financial Position, therefore, subsequently records the Company's share of the net assets of the entity, plus any goodwill and intangible assets that arose on purchase, less subsequent amortisation. The Statement of Changes in Equity records the Company's share of other equity movements of the entity. The joint ventures reserve in the Company Statement of Changes in Equity represents the Company's share of profits in its investments yet to be received (for example, in the form of dividends or distributions), less any amortisation of intangible assets. At each reporting date, the Company applies judgement to determine whether there is any indication that the carrying value of joint ventures may be impaired.

2 | Material accounting policies continued

2.3 Joint ventures continued

If there is objective evidence that the Company's net investment in a joint venture is impaired, the requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Company's investment. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36, to the extent that the recoverable amount of the investment subsequently increases. The Company discontinues the use of the equity method from the date when the investment ceases to be a joint venture.

2.4 Financial instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, and trade and other payables.

2.5 Financial investments

Financial investments are classified as fair value through profit or loss ("FVTPL") if they do not meet the criteria of fair value through other comprehensive income ("FVOCI") or amortised cost. They are also classified as FVTPL if they are either held for trading or specifically designated in this category on initial recognition. Assets in this category are initially recognised at fair value and subsequently remeasured, with gains or losses arising from changes in fair value being recognised in the Statement of Comprehensive Income. The Company's financial investments include investments in a regulated open-ended investment company that is managed and evaluated on a fair value basis in line with the market value, and an equity investment comprised of ordinary share capital, which is independently valued bi-annually. These financial assets do not meet the criteria of FVOCI or amortised cost as the asset is not held to collect contractual cash flows and/or selling financial assets, and the asset's contractual cash flows do not represent solely payments of principal and interest ("SPPI").

The Group also holds an equity investment in unconvertible redeemable preference shares, which is measured at amortised cost. These financial assets are held within a business model whose objective is to collect contractual cash flows, and those cash flows consist solely of preference share dividends that have the characteristics of interest.

2.6 Leases

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in IFRS 16.

The Company recognises a right-of-use ("ROU") asset and a lease liability at the commencement date of the lease, with the exception of short-term leases (defined as leases with a lease term of twelve months or less). The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The ROU assets are subsequently depreciated on a straight-line basis over the shorter of the expected life of the asset and the lease term, adjusted for any remeasurements of the lease liability. At the end of each reporting period, the ROU assets are assessed for indicators of impairment, in accordance with IAS 36.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate. The incremental borrowing rate is determined, where possible, by using recent third party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received. The incremental borrowing rate depends on the term, country, currency, and security of the lease, and also the start date of the lease.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is subsequently measured by adjusting the carrying amount to reflect the interest charge, the lease payments made, and any reassessment or lease modifications. The lease liability is remeasured if the Group changes its assessment of whether it will exercise a purchase, extension, or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the ROU asset, or is recorded in profit or loss if the carrying amount of the ROU asset has been reduced to zero.

Where the Company is an intermediate lessor in a sub-lease, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the ROU asset arising from the head lease, not with reference to the underlying asset.

2 | Material accounting policies continued

2.7 Trade and other receivables

Trade and other receivables are recognised initially at fair value. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method.

2.8 Trade and other payables

Trade and other payables, except for those that are financial liabilities at fair value through profit or loss "FVTPL", are recognised initially at fair value and are subsequently measured at amortised cost using the effective interest method. These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial period, which are unpaid.

2.9 Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is (i) contingent consideration of an acquirer in a business combination, (ii) held for trading, or (iii) designated as at FVTPL. Financial liabilities at FVTPL are measured at fair value, with any gains or losses arising on changes in fair value recognised in profit or loss.

2.10 Cash and cash equivalents

Cash and cash equivalents comprise short-term deposits held with banks by the Company. Cash equivalents are short-term (generally with an original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and that are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments, rather than for investment or other purposes.

2.11 Dividends

Dividend distributions payable to equity shareholders are included in other liabilities when the dividends have been approved in a Board meeting prior to the reporting date.

2.12 Share-based payment costs

The Company grants share-based payments to the employees of subsidiary companies. Each period, the fair value of the employee services received by the subsidiary as a capital contribution from the Company is reflected as an addition to investments in subsidiaries.

2.13 Interest income and interest expense

Finance income is recognised as interest accrued (using the effective interest method) on funds invested outside the Company. Finance expense includes the unwinding of discounts on contingent consideration liabilities and the cost of borrowing from third parties and is recognised on an effective interest rate basis, resulting from the financial liability being recognised on an amortised cost basis.

2.14 Critical accounting judgements and key sources of estimated uncertainty

In the process of applying the Company's accounting policies, which are described above, management have made judgements and estimations about the future that have an effect on the amounts recognised in the financial statements. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. Changes for accounting estimates would be accounted for prospectively under IAS 8.

Acquired client relationship and brand intangibles

Estimation uncertainty

Impairment of investments in joint ventures

Impairment exists when there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the net investment (a 'loss event') and that the loss event (or events) has an impact on the estimated future cash flows from the net investment that can be reliably estimated. The entire carrying amount of the investment is tested for impairment, in accordance with IAS 36, as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount.

For the purposes of impairment testing, the recoverable amount of the investment in the joint venture, 8AM, has been determined based on value in use calculations using a discounted cash flow model that requires the use of assumptions. The pre-tax discount rate applied to the cash flow forecasts is derived from a weighted average cost of capital model, the inputs for which are externally available. The pre-tax discount rate used to calculate value is 15.9% (FY25: 16.9%). The model assesses sensitivity to operating margins, discount rates, and AUM growth rates. No impairment has been identified in the current year (FY25: £nil).

The Group has conducted an analysis of the sensitivity to changes in the key assumptions used to determine amount and timing of cash flows, including:

- a reduction in growth rate;
- a reduction in the terminal growth rate; and
- an increase in the discount rate.

Reducing forecast growth rates for the five-year forecast period reduces headroom above the threshold for impairment by c.£380,000 for every 5% reduction in growth. Reducing the terminal growth rate to 0% would reduce headroom above the threshold for impairment by c.£1,300,000. Increasing the discount rate would reduce headroom above the threshold for impairment by c.£660,000 for every 1% increase in discount rate.

2 | Material accounting policies continued

2.15 Employee Benefit Trust

The Company provides finance to the EBT to purchase the Company's shares on the open market, in order to meet its obligation to provide shares when an employee exercises awards made under the Group's share-based payment schemes. Administration costs connected with the EBT are charged to the Company Statement of Comprehensive Income.

The cost of shares purchased and held by the EBT is deducted from equity in the Company. The assets held by the EBT are consolidated into the Group's financial statements. Any consideration paid or received for the purchase or sale of these shares is shown as a reduction in the reconciliation of movements in shareholders' funds. No gain or loss is recognised in the Statement of Comprehensive Income on the purchase, sale, issue, or cancellation of these shares.

3 | Operating profit

The operating profit and the profit before taxation are stated after charging:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Amortisation of acquisition related intangibles (note 9)	**208**	208
Amortisation of software	**2**	2
Depreciation of property, plant and equipment (note 10)	**39**	17
Depreciation of right-of-use assets (note 10)	**56**	28
(Gain)/Loss arising on financial assets designated as FVTPL (note 13)	**(115)**	(21)
Share-based payments (note 7)	**1,944**	800

Share-based payment charges relate to the provision made in accordance with IFRS 2 'Share-based Payment' following the issue of share options to employees.

4 | Services provided by the Company's auditor

During the period, the Company obtained the following services provided by the Company's auditor.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Audit of the statutory financial statements of TAM plc	**136**	149

5 | Dividends paid and proposed

Details of the dividends paid and proposed are shown in note 12 to the consolidated financial statements.

6 | Directors and employees

The average number of persons employed by the Company during each year was as follows:

	31-MAR 2026	31-MAR 2025
Administration	**16**	16

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Wages, salaries and bonuses	**3,131**	2,758
Social security costs	**482**	373
Pension costs	**46**	44
Share-based payment charges	**1,944**	800
Total employee benefit expense	**5,603**	3,975

The remuneration relating to Executive Directors has been included in the figures above.

Key management compensation

The remuneration of the statutory Directors who are the key management of the Group is set out below in aggregate for each of the key categories specified in IAS 24 'Related Party Disclosures'.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Short-term employee benefits	**2,531**	2,342
Share-based payments	**1,664**	552
Total	**4,195**	2,894

The remuneration of individual Directors is provided in the Remuneration Committee Report on page 74. These disclosures form part of these financial statements. The short-term employee benefits above excludes the remuneration for one of the Directors, Lothar Mentel, as these costs are incurred by a subsidiary company.

There are no retirement benefits in the year accruing to Directors (FY25: none) under a defined contribution pension scheme. Dividends totalling £2,342,000 (FY25: £1,883,000) were paid in the year with respect to ordinary shares held by the Company's Directors. The aggregate gains made by the Directors on the exercise of share options during the year were £5,591,100 (FY25: £304,600).

6 | Directors and employees continued

The remuneration of the highest paid Director was:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Total remuneration and benefits in kind	**1,460**	1,233

The highest paid Director exercised 348,036 share options in the period (FY25: nil). There were 158,298 share options granted to the highest paid Director in the year (FY25: 110,887). There was £nil (FY25: £nil) of money or net assets (other than share options) paid to or receivable by the highest paid Director under long-term incentive schemes in respect of qualifying services. The highest paid Director received £1,958,000 (FY25: £1,599,000) in dividends in the year with respect to ordinary shares held by the Director and connected parties. No contributions were made to a defined contribution scheme with respect to the highest paid Director in the period.

7 | Share-based payments

During the year, a number of share-based payment schemes and share option schemes have been utilised by the Company, as described below.

(i) Tatton Asset Management plc EMI scheme ("TAM EMI scheme")

Each year since listing in 2017, the Company has granted shares under an EMI share option scheme to its employees. During the year, 379,674 options, with an exercise price of £1.89, and 634,544 zero-cost options have been exercised at a weighted average share price at date of exercise of £6.85 (FY25: £6.70). At the end of the financial year, there were 1,542,996 options outstanding, with an average exercise price of £0.92, 842,493 of which are currently exercisable. The weighted average remaining contractual life for outstanding share options is 5.36 years (FY25: 4.72 years).

(ii) Tatton Asset Management plc Sharesave scheme ("TAM Sharesave scheme")

TAM employees can take part in the TAM Sharesave scheme, where they are able to save between £10 and £500 per month over the three-year life of each scheme, at which point they each have the option to either acquire shares in the Company or receive the cash saved. During the year, 10,490 share options have been exercised at a weighted average price of £6.82. At the end of the financial year, there were 11,746 options outstanding (FY25: 14,170), with a range of exercise prices of £3.89 to £5.62. The weighted average contractual life for share options outstanding at the end of the period was 1.41 years (FY25: 1.35 years). Further details of share-based payments are shown in note 25 to the consolidated financial statements.

8 | Investments in subsidiaries

	(£'000)
Cost and net book value at 1 April 2024	80,176
Share-based payments	554
Cost and net book value at 31 March 2025	**80,730**
Share-based payments	**952**
Investment into Fintegrate Financial Solutions	**790**
Cost and net book value at 31 March 2026	**82,472**

During the year, Fintegrate Financial Solutions issued 26,449 shares which increased the Group holding from 53.36% to 54.37%. During this transaction, the Company acquired 100% of the shares previously held by Tatton Investment Management Ltd ("TIML"). The asset was transferred at cost, measured as the original purchase price when TIML acquired the subsidiary. This transaction represents a reorganisation of entities under common control. A further 94,018 shares were issued in November, which increased the holding to 56.67%.

The Company's investment in subsidiaries represent 100% interest (unless otherwise stated) in the ordinary share capital of the subsidiaries listed below:

NAME OF SUBSIDIARY	COUNTRY OF INCORPORATION	HOLDING	DIRECT/INDIRECT
Nadal Newco Limited	United Kingdom	**100%**	Direct
Paradigm Partners Limited	United Kingdom	**100%**	Indirect
Paradigm Mortgage Services LLP	United Kingdom	**100%**	Indirect
Tatton Capital Group Limited*	United Kingdom	**100%**	Indirect
Tatton Capital Limited	United Kingdom	**100%**	Indirect
Tatton Investment Management Limited	United Kingdom	**100%**	Indirect
Tatton Oak Limited*	United Kingdom	**100%**	Indirect
Tatton Crown Investments Limited*	United Kingdom	**100%**	Indirect
Sinfonia Asset Management Limited*	United Kingdom	**100%**	Indirect
Fintegrate Financial Solutions Limited**	United Kingdom	**56.67%**	Direct

* Indicates that this subsidiary is entitled to exemption from audit under section 479A of the Companies Act 2006 for the year ending 31 March 2026.

** Holding changed from 53.36% indirect holding to 56.67% direct in the year.

All entities above are included within the consolidated financial statements for TAM plc and all have the same registered address as the Company, with the exception of Fintegrate Financial Solutions Limited ("Fintegrate"). The registered address and principle place of business for Fintegrate is Unit 1 Guest House Farm, Runshaw Lane, Euxton, Chorley, Lancashire, PR7 6HD. There are no non-controlling interests that are material to the Group.

9 | Investments in joint ventures accounted for using the equity method

	(£'000)
At 1 April 2025	5,256
Profit for the year after tax	117
Amortisation of intangible assets relating to joint ventures	(208)
Deferred tax credit on amortisation of intangible assets relating to joint ventures	52
Distributions of profit	(80)
At 31 March 2026	**5,137**

8AM belongs to the Tatton operating segment as disclosed within note 4 of the consolidated financial statements.

NAME OF JOINT VENTURE	NATURE OF BUSINESS	PRINCIPAL PLACE OF BUSINESS	CLASS OF SHARE	PERCENTAGE OWNED BY THE GROUP
8AM Global Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%
Niche Investment Management Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%
Becketts Wealth Limited	Investment Management	United Kingdom	Ordinary Shares	50.0%

All of the above joint ventures are accounted for using the equity method in these consolidated financial statements, as set out in the Group's accounting policies in note 2.

Niche Investment Management Limited and Becketts Wealth Limited both have a reporting date of 31 March, in line with the Group. The Group's interest in all individually immaterial joint ventures accounted for using the equity method is £nil (FY25: £nil). The Group's share of profit for the year for these joint ventures is £nil (FY25: £nil).

8AM Global Limited has a reporting date of 30 June and its registered address is The Thatched Office Manor Farm, Andover, Hampshire, SP11 8PG. The net asset position shown in the table above is as at 31 March, to align with the Group's own reporting. Shares held in 8AM Global Limited consist of 50% equity A ordinary shares and 50% executive B ordinary shares.

Summarised financial information in respect of the Group's only material joint venture, 8AM, is set out below.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Non-current assets	**18**	24
Current assets	**816**	735
Current liabilities	**(166)**	(161)
Total equity	**668**	598
Group's share of net assets	**334**	297
Goodwill and intangible assets	**5,136**	5,344
Deferred tax liability	**(333)**	(385)
Carrying value held by the Group	**5,137**	5,256

Current assets above include £506,000 of cash and cash equivalents (FY25: £502,000). There are no current or non-current financial liabilities, excluding trade and other payables and provisions, included in current liabilities and non-current liabilities.

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Revenue	**1,764**	1,473
Profit for the year	**233**	117
The above profit includes the following:		
Depreciation and amortisation	**9**	5
Interest income	**14**	10
Income tax	**84**	43

There is no interest expense in the year (FY25: £nil).

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Joint venture's profit for the year	**233**	117
Company's share profit for the year before adjustments	**117**	59
Amortisation of customer relationship intangible assets	**(208)**	(207)
Company's share of loss for the year	**(91)**	(148)

10 | Property, plant and equipment

	COMPUTER AND OFFICE EQUIPMENT (£'000)	OFFICE FIXTURES AND FITTINGS (£'000)	RIGHT-OF-USE ASSETS – BUILDINGS (£'000)	TOTAL (£'000)
Cost				
Balance at 1 April 2024	53	–	622	675
Additions	11	–	278	289
Derecognition of sublease	–	–	(622)	(622)
Balance at 31 March 2025	64	–	278	342
Additions	18	213	–	231
Disposals	(14)	–	–	(14)
Balance at 31 March 2026	68	213	278	559
Accumulated depreciation and impairment				
Balance at 1 April 2024	(23)	–	–	(23)
Charge for the period	(17)	–	(28)	(45)
Balance at 31 March 2025	(40)	–	(28)	(68)
Charge for the period	(16)	(23)	(56)	(95)
Disposals	12	–	–	12
Balance at 31 March 2026	(44)	(23)	(84)	(151)
Net book value				
As at 1 April 2024	30	–	622	652
As at 31 March 2025	24	–	250	274
As at 31 March 2026	**24**	**190**	**194**	**408**

The Company leases buildings and IT equipment. The Group has applied the practical expedient for short-term leases and so has not recognised IT equipment within ROU assets. The average lease term is five years.

One lease was recognised in the prior year and has been sub-leased to Tatton Investment Management Limited in the year. The asset has been derecognised and is now classified as a finance lease receivable (see note 11).

Right-of-use assets

Within the profit and loss, there has been £56,000 (FY25: £28,000) in respect of depreciation on right-of-use assets, £60,000 (FY25: £11,000) in respect of interest expenses on lease liabilities, and £1,000 (FY25: £1,000) in respect of short-term leases.

At 31 March 2026, the Company is committed to £nil for short-term leases (FY25: £nil).

The total cash outflow for leases amounts to £261,000 (FY25: £159,000).

11 | Lease receivable

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Current	**162**	139
Non-current	**287**	440
Total	**449**	**579**

Finance lease arrangements

The Company has entered into a lease arrangement as a lessor that is considered to be a finance lease.

The maturity analysis of lease receivables, including the undiscounted lease payments to be received, are as follows:

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Less than 1 year	**193**	177
1–2 years	**113**	193
2–5 years	**202**	314
Total undiscounted lease payments receivable	**508**	684
Unearned finance income	**(59)**	(105)
Net Investment in the lease	**449**	579

The total cash inflow for all lease receivables amounts to £177,000 (FY25: £97,000). The cash inflows for the principal portion of lease payments is categorised within investing activities, whilst the interest portion of lease receivable is categorised within financing activities.

12 | Trade and other receivables

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Amounts due from related parties	**13,287**	12,555
Trade receivables	**43**	–
Prepayments	**220**	206
Other receivables	**301**	484
	13,851	13,245
Less non-current portion:		
Amounts due from related parties	**(9,367)**	(8,767)
Total non-current trade and other receivables	**(9,367)**	(8,767)
Total current trade and other receivables	**4,484**	4,478

The carrying value of trade and other receivables are considered a fair approximation of their fair value. The Company applies the IFRS 9 simplified approach to measuring expected credit losses ("ECLs") for intercompany receivables at an amount equal to twelve month ECLs, due to there being no significant increase in the credit risk since the loan was first recognised. After consideration of current credit exposures, the Company does not expect to incur any credit losses and has not recognised any ECLs in the current year (FY25: £nil).

Related party balances are non-interest-bearing and are repayable on demand. £9,220,000 of amounts due from related parties has been recognised as a non-current receivable, as it is not expected that this amount will be repaid during the next twelve months.

The remaining £147,000 relates to dividend coupons earned on the preference shares purchased in the year. This is not expected to be paid within the next twelve months.

13 | Financial assets

13.1 Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss relate to financial investments in regulated funds or model portfolios. These financial assets are included in the disclosure in note 22 of the consolidated financial statements. The financial investments are classified as level 1 in the fair value measurement hierarchy. These assets recognised a gain of £115,000 (FY25: £21,000) in the Statement of Total Comprehensive Income. As at the year end date, the financial assets had a value of £1,136,000 (FY25: £1,021,000).

The Company invested £155,000 in an equity investment, in the form of ordinary share capital. The shares are currently held at acquisition price, and will be revalued by an independent source bi-annually. No gain has been recognised in the current financial year.

13.2 Financial assets at amortised cost

The Company invested £4,510,000 into Preference Shares during the year. Financial assets in preference shares are categorised at amortised cost. Amortised cost is the carrying value of a financial asset or liability, measured using the effective interest method and adjusted for repayments and expected credit losses. No credit loss has been recognised in the current financial year.

14 | Cash and cash equivalents

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Cash at bank	**7,111**	13,614
Short-term deposits	**11,400**	5,026
Total cash and cash equivalents	**18,511**	18,640

15 | Trade and other payables

	31-MAR 2026 (£'000)	31-MAR 2025 (£'000)
Trade payables	**96**	60
Amounts due to related parties	**13,051**	9,499
Accruals	**2,765**	980
Tax and social security	**1,106**	2,895
Other payables	**31**	61
Lease liabilities	**599**	799
	17,648	14,294
Less non-current portion:		
Lease liabilities	**(394)**	(582)
Total non-current trade and other payables	**(394)**	(582)
Total current trade and other payables	**17,254**	13,712

The carrying values of trade payables, amounts due to related parties, accruals, and deferred income are considered a reasonable approximation of fair value. Amounts due to related parties are repayable on demand and are non-interest-bearing. Non-current trade and other payables of £394,000 relate to lease liabilities, all of which fall due in more than one year and less than five years (FY25: £582,000). There are no amounts that fall due in more than five years (FY25: £nil).

Trade payable amounts are all held in sterling.

16 | Equity

	NUMBER OF SHARES
Authorised, called-up, and fully paid £0.20 ordinary shares	
At 1 April 2024	60,511,400
Issue of share capital on exercise of employee share options	37,480
At 31 March 2025	60,548,880
Issue of share capital on exercise of employee share options	**772,883**
At 31 March 2026	**61,321,763**

Each share in Tatton Asset Management plc carries one vote and the right to a dividend.

17 | Own shares

The following movements in own shares occurred during the year:

	NUMBER OF SHARES	(£'000)
At 1 April 2024	658,800	3,278
Acquired in the year	7,664	50
Utilised on exercise of employee share options	(193,660)	(965)
At 31 March 2025	472,804	2,363
Acquired in the year	**1,415,783**	**4,928**
Utilised on exercise of employee share options	**(1,273,823)**	**(2,904)**
At 31 March 2026	**614,764**	**4,387**

Own shares represent the cost of the Company's own shares, either purchased in the market or issued by the Company, which are held by an EBT to satisfy future awards under the Group's share-based payment schemes (note 7).

18 | Contingent liabilities

At 31 March 2026, the Directors confirmed there were no contingent liabilities (FY25: none).

19 | Capital commitments

On 12 August 2025, Tatton Asset Management Plc. entered into a cash commitment to invest up to £10,000,000 in Carlos Topco Limited, which is available to be drawn down over a five-year period. At 31 March 2026, £4,700,000 has been invested, with a further £5,300,000 available to be drawn.

The Board has reviewed the wider Group's cash position, regulatory liquidity and capital requirements, and is satisfied that the Group will retain its strong cash position and hold regulatory capital resources and liquidity in excess of its requirements. This commitment is not shown in the Company Statement of Financial Position at the period end.

20 | Related party transactions

The Company has taken advantage of the exemption under paragraph 8(K) of FRS 101 not to disclose transactions with entities that are wholly owned subsidiaries of TAM plc. There are no related party transactions other than those that have been disclosed in note 26 to the consolidated financial statements.

20.1 Transactions with key management personnel

Other than the Directors and Officers of the Group (see note 26 to the consolidated financial statements), no other key management personnel have been identified.

21 | Post balance sheet events

There have been no post balance sheet events.

22 | Ultimate controlling party

The Directors consider that there is no ultimate controlling party.

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