



2025 UK Tax Strategy

In accordance with Paragraphs 19(2) and 22(2) of Schedule 19 of the Finance Act 2016, Fortune Brands Global Plumbing Group I UK Co. Limited (as the head of a UK sub-group) and Master Lock UK Sales Limited (as a standalone qualifying company), each being UK subsidiaries of Fortune Brands Innovations, Inc. (FBIN), the ultimate parent company, hereby publish this UK tax strategy for the financial year ending 27 December 2025 or 31 December 2025, as applicable.¹ This strategy applies to all UK entities (collectively, the "FBIN UK Companies") included in FBIN's corporate structure.²

(1) Approach to Risk Management and Governance Arrangements in Relation to UK Taxation³

The FBIN UK Companies—working in coordination with FBIN's Tax, Accounting, Legal, and other relevant teams—maintain processes and controls to ensure the accuracy and timeliness of UK tax compliance obligations. In cases involving complexity or uncertainty, the FBIN UK Companies may seek external tax advice to help manage and mitigate risk. When a significant tax matter or risk is identified, it is escalated to appropriate personnel, including FBIN executives, and brought to the attention of the relevant directors of the FBIN UK Companies.

(2) Attitude Towards Tax Planning (so Far as Affecting UK Taxation)

The FBIN UK Companies undertake tax planning that aligns with commercial and operational objectives and complies with applicable UK tax laws and regulations. External tax advice may be sought to ensure that the tax planning is supported by UK tax laws and regulations.

(3) Level of Risk in Relation to UK Taxation the FBIN UK Companies are Prepared to Accept

The FBIN UK Companies evaluate tax risk on a case-by-case basis, considering all relevant facts, circumstances, and applicable law. Where appropriate, expert advice is sought to inform decision-making and ensure compliance with UK tax laws and regulations. The FBIN UK Companies do not enter into artificial or contrived tax planning arrangements intended to reduce their UK tax liabilities.

(4) Approach Towards Dealings with HMRC

The FBIN UK Companies are committed to maintaining a transparent, cooperative, and professional relationship with HMRC. The FBIN UK Companies aim to respond timely to information requests and provide access to all relevant documentation to support open and constructive engagement.

This tax strategy has been reviewed and approved by the boards of directors of all the FBIN UK Companies.

¹ All entities listed in footnote 2 have a financial year ending 31 December 2025, except for Aqualisa Products Limited, which has a financial year ending 27 December 2025.

² The FBIN UK Companies include the following entities:

- Fortune Brands Global Plumbing Group I UK Co. Limited, head of a UK sub-group with the following UK companies (Fortune Brands Global Plumbing Group II UK Co. Limited; FB Global Plumbing Group Holdings Limited; Domotec Holdings Limited; Domotec (Europe) Limited; Victoria & Albert Baths Limited; Aqualisa Holdings (International) Limited; Aqualisa Holdings Limited; Aqualisa Group Limited; Aqualisa Finance Limited; Aqualisa Products Limited; Shaws Since1897 Limited; TCL Manufacturing Limited; Avilion Limited; Perrin & Rowe Limited); and Master Lock UK Sales Limited, a standalone qualifying company.

³ In this document, "UK taxation" and "UK tax" refers to those taxes listed in Paragraph 15(1) of Schedule 19 of the Finance Act 2016.