



Monex Europe Limited
Section 172 (1) Statement
For the year ended 31 December 2025

Monex Europe Limited
40 Leadenhall Street
12th Floor (South)
London, EC3A 2BJ
T. +44 (0)203 650 6300
hello@monexglobal.com
www.monexglobal.com

Section 172 (1) statement

The Board of directors (Board) are required to act in accordance with a set of general duties as detailed within section 172 of the UK Companies Act 2006. A director of a company must act in a way that he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole and, in doing so, have regard (amongst other matters) to:

- The likely consequences of any decisions in the long-term
- The interests of the Company's employees
- The need to foster the Company's business relationships with suppliers, customers and others
- The impact of the Company's operations on the community and environment
- The desirability of the Company to maintain a reputation for high standards of business conduct; and
- The need to act fairly as between shareholders of the Company.

In accordance with section 172 of the Companies Act 2006, the directors, collectively and individually, confirm that during the year ended 31 December 2025, they acted in good faith and have upheld their 'duty to promote the success of the group to the benefit of its stakeholders. The Directors acknowledge the importance of forming and retaining a constructive relationship with all stakeholders. Effective engagement with stakeholders enables the Board to ensure the stakeholders' interests are considered when making decisions and is crucial for achieving the long-term success of the company.

Long-term decision-making

The Board expects continued and sustainable growth in its business model. This outlook is supported by the ongoing delivery of the digital strategy, the expansion of the options business through the introduction of additional products, and the development of a more cohesive strategy at both global and local levels. During the period, leadership team in the United Kingdom strengthened further, enhancing governance, operational oversight and commercial execution. This coordinated leadership is expected to support the next phase of global strategic development while ensuring responsiveness to the specific conditions and expectations of individual markets.

During 2025, progress was achieved in advancing the Group's alternative banking solutions, including the preparation for the launch of the Mass Payments solution, which is intended to address the operational requirements of clients with complex and high-volume cross-border payment needs.

Looking ahead to the financial year 2026, the Group's strategic focus centres on the OneMonex initiative. This programme aims to optimise the Group's commercial model by improving sales processes across targeted client segments and developing technology solutions that enhance operational efficiency and support the broader client experience. The Group will continue to leverage its strategic capabilities, its systems architecture and its highly skilled workforce to position Monex as a competitive, digitally enabled and widely recognised brand in the global financial services sector. The Board remains confident that the Group's strategic investments, combined with disciplined governance and ongoing operational enhancements, provide a strong foundation for sustainable growth.



Engagement with our stakeholders

The Board identifies four key stakeholders associated with our business:

- Employees
- Clients
- Communities which we operate and environment
- Suppliers
- Shareholders

The Board recognises its duty to consider the needs and concerns of the group's key stakeholders during its discussions and decision-making. The Board has had regard to the importance of fostering relationships with its stakeholders as set out below and also detailed in the Strategic Report and corporate governance report of this report.

Employees

The Board acknowledges that our employees are vital to our business's success, and we dedicate significant attention to fostering their positive engagement. The Board recognizes the crucial contributions of the group's employees to our success and the necessity of remaining competitive in staff retention. The development, wellbeing, and health of our staff remain top priorities in sustaining a positive and stable working environment.

How we engage with our employees

Engaging with employees is also key in ensuring a positive and productive working environment. Global All Hands Meetings are held on a monthly basis by the group's parent company to update all employees on the business performance and long-term growth and strategies.

There is also an ongoing communication through the Group's intranet to keep abreast of the latest news and daily communication of the sales board to apprise the financial performance of the group compared to the target.

The Board prioritises building strong teams and fostering high morale among our employees. The group is dedicated to creating a supportive, collaborative work environment where every team member feels valued and motivated. The Board ensures that the group:

- Creates opportunities for team members to socialize and bond, promoting a sense of belonging and unity, and fostering a positive work culture where everyone feels valued and included. This is achieved through quarterly social events, team-building events, and summer and Christmas parties.
- Promotes employee wellbeing by providing benefits such as private health insurance, tailored personal healthcare training plans, and facilities that enhance employee wellbeing, including a gym, prayer room, and yoga room.
- Ensures equal opportunities for growth by offering access to training programs and supporting employees in their learning, development, and career progression.
- Supports the families of employees by providing extended family leave policies and a workplace nursery scheme.
- Rewards employees by providing a competitive remuneration package



Clients

We are fortunate to operate in an industry that has exposure to a great number of businesses within different industries. It is crucial for the group to understand the needs and challenges facing our clients as it is central to our growth strategy.

How we engage with our clients

The Board considers that the continued focus on streamlining the services to clients and increased functionality of the group's platform is one of the key factors in delivering sustainable growth for the on-going success of the group. During the year, the Board ensured that it had the necessary budget approval in place to invest to develop the group's state-of-the-art software system. This includes introducing digital platforms to customers in order to have a readily available access to our products. The group continues to improve its digital platforms and tailors it based on our clients needs.

Maintaining positive relationships with customers has been key to client retention. Competitive pricing with a suitable product offering to the customer base has been at the core of the successful growth of the group. As regulated business, the principle of "Treating Customers Fairly" and maintaining high standards of business conduct are the main values of the group. There are processes in place for customer complaint handling and dispute resolution in addition to staff being given regular training sessions on business conduct.

From a risk management perspective, the group has a dedicated risk management team that conducts due diligence searches on clients during credit analysis. Additionally, our compliance team performs comprehensive background checks to ensure adherence to our client onboarding policies and procedures before entering negotiations with clients.

Communities and environment

The Board ensures that decisions made are responsible and ethical by taking into consideration the wider society external to the organisation. The group is committed to contributing towards the community and environment in which it operates.

How we engage with our communities and environment

Our culture is built around making positive impact beyond the walls of our offices. This enables us to foster a sense of harmony and support in the wider community, extending opportunities to those in need. The Board ensures that the group addresses critical issues to create lasting, positive change by collaborating with local organisations on tailored programs that focus on

- Fostering unity and support among diverse populations;
- Empowering individuals and communities in need, helping them build brighter futures; and
- Raising awareness and funds for critical issues

As a result, the Board has implemented various social responsibility activities including making donations to charities supporting young people and participating in the London Marathon.

As a provider of financial services solutions such as foreign exchange and payment service provider, the group's operations have a relatively limited environmental impact. However, the Board is committed to implementing measures that will incrementally improve the group's environmental footprint. These measures include minimizing paper usage, considering the environmental credentials of office spaces, reducing waste, and actively pursuing the use of recyclable products.



Suppliers

The directors recognise the importance of maintaining strong relationships with suppliers to ensure the long-term success of the Company. During the year, the board considered the impact of its decisions on suppliers, including ensuring fair payment terms, constantly improving the procurement end-to-end process and promoting ethical sourcing practices. The Company is committed to working collaboratively with its suppliers to foster sustainable and mutually beneficial relationships.

Management prepares ten-year forecasts, which are approved by the Board, to ensure effective resource allocation. The Directors have actively invested in the Finance platform to streamline the supplier journey and to ensure greater efficiency for future development needs. Additionally, a review of our supplier base is done to identify and mitigate risks, such as over-reliance on single suppliers, compliance risks or potential disruptions.

How we engage with our suppliers

In the payments industry, maintaining strong relationships with suppliers is critical to ensuring operational resilience, innovation, and compliance with regulatory requirements. During the year, the board considered the impact of its decisions on suppliers, particularly in the context of ensuring a secure, reliable, and efficient payments ecosystem. Likewise, the group maintains open and transparent communication with suppliers that allow us to identify areas for improvement.

The directors are committed to maintaining strong, ethical, and sustainable relationships with our suppliers, recognising their vital role in our operation and ensuring the long-term success of the Company. As part of the group's policy, all supplier contracts are reviewed by our internal legal department before director approval to ensure appropriateness of terms and conditions, insurance, data processing, and onboarding documents.

Shareholders

We value the views of our shareholders who are interested in the long-term growth of the business.

The Board is aware that it has a duty to treat shareholders fairly and that it must ensure that all decisions made take the long-term interests of all shareholders into account.

How we engage with our shareholders

The Board conducts a monthly review of detailed budgets for each entity, comparing them with the group's actual performance to track progress and recommend actions to ensure results align with expectations. The group's financial results are presented to shareholders monthly, during which long-term strategies are discussed. The Board is committed to promoting the Company's success and delivering long-term shareholder value.

Maintaining a reputation for high standards of business conduct

The group is mindful that the continued growth and success of the group is dependent upon maintaining high standards of business conduct, including:

- the ability to successfully compete within the market, to attract and retain clients, and to service these clients to a high standard;
- the ability to attract and retain high quality employees;
- the ability to meet the Company's regulatory obligations, and to meet the expectations of relevant regulatory bodies.



The Board has introduced a 'Group Speak Up Policy' to allow employees to anonymously raise concerns. The Board holds overall responsibility for this policy and is accountable for monitoring the effectiveness of actions taken in response to employee concerns.

This awareness underpins the formulation of the group's strategy and is evident throughout the Board's decision making process.

Approved by the board and signed on their behalf by:

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M Kavazi
Director

Date 24/04/2026