



# Wickes Group PLC Tax Strategy

## 1. Purpose and Scope

Wickes Group PLC (“Wickes”) is a UK-based digitally-led, service-enabled, home improvement business, established in 1972, and has since built a reputation for doing the right thing for its employees and customers. Wickes’ mission is to be the partner of choice for home improvers and local trade by delivering brilliant customer experience through engaged colleagues, a winning culture and growing responsibly.

This tax strategy is written in compliance with Schedule 19 of the Finance Act 2016 and applies to all UK taxes handled by Wickes Group PLC and all its UK subsidiaries. It sets out our approach to tax risk management, governance, planning, and engagement with tax authorities. The strategy encompasses all applicable UK taxes, including Corporation Tax, VAT, Employment Taxes (PAYE, National Insurance), and Customs Duties/Import VAT.

## 2. Guiding Principles

Wickes is committed to:

- Proactively ensuring the correct amount of tax is paid at the appropriate time in accordance with all applicable tax legislation.
- Maintaining compliance with all applicable tax legislation and regulations.
- Ensuring tax outcomes are aligned with commercial substance and economic activity.
- Acting with integrity, transparency, and accountability in all tax matters.
- Avoiding artificial or aggressive tax arrangements that could pose reputational or regulatory risk.

## 3. Governance and Oversight

- **Board Responsibility:** The Board of Directors holds ultimate responsibility for overseeing the tax strategy and ensuring its alignment with the Company’s broader business and risk management objectives.
- **Tax Function:** A dedicated tax function, led by the Head of Tax, ensures compliance, advises on business decisions, and monitors legislative changes.

- **Internal Controls:** Robust internal controls facilitate accurate tax reporting. Regular internal reviews and audits are conducted, and significant tax risks are escalated to senior management and the Board.

#### 4. Tax Risk Management and Risk Appetite

Wickes adopts a low to moderate risk appetite for tax matters. We identify, assess, and manage tax risks within the overall risk framework, maintain appropriate documentation, and seek external professional advice when necessary. We avoid entering transactions where the approach contradicts known HMRC guidance or published positions without agreement from our HMRC Customer Compliance Manager, or transactions which lack a clear commercial purpose. The Audit and Risk Committee receives an annual update on the Group's tax position and key issues, and reviews the effectiveness of the Group's tax risk management controls.

An acceptable tax risk is denied as a position where the Board holds a reasonable and objectively defensible belief that the resulting tax outcome is legally sound and would likely be upheld on its merits if challenged by HMRC.

#### 5. Attitude to Tax Planning

The Group manages risk to ensure compliance with legal requirements. We will take advantage of tax incentives, reliefs and exemptions in pursuit of commercial objectives in line with, and in the spirit of tax legislation.

- **We do:** Utilise available tax reliefs and incentives as intended by legislation, and structure operations based on genuine business activity, not solely tax outcomes.
- **We do not:** Engage in artificial profit shifting, use tax havens without substantive economic activity, or use contrived or aggressive tax avoidance schemes.

#### 6. HMRC Relationship and Transparency

Wickes seeks a constructive and transparent relationship with HM Revenue & Customs (HMRC). This includes engaging openly, responding to queries accurately and in a timely manner, and proactively disclosing relevant information.

The Group is committed to transparency by annually publishing this tax strategy, ensuring financial disclosures accurately reflect tax positions, and providing clear reporting of tax charges in financial statements

#### 7. Stakeholder Engagement and ESG Alignment

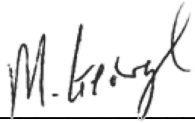
Recognising taxation as a key contribution to the UK economy, we align our tax practices with broader Environmental, Social, and Governance (ESG) commitments. We consider the reputational impact of tax decisions and avoid arrangements that could undermine stakeholder trust.

## 8. Review and Approval

This policy is reviewed annually by the Head of Tax and approved by the Board of Directors to ensure ongoing compliance with current legislation, alignment with business operations, and reflection of best practice.

Approval Date: 19 May 2026

Approved by: Mark George, Chief Financial Officer

Signed:  \_\_\_\_\_

On behalf of the Board of Directors of Wickes Group PLC