

Group Tax Strategy Year ending 28 February 2026

At Matalan, we are committed to complying with all relevant laws, regulatory and disclosure obligations and to ensure that we pay the right amount of tax at the right time.

Matalan's strategy for managing its tax affairs is approved by the Matalan Board and is focused on ensuring consistency with our core values and corporate responsibilities.

Matalan manages its tax risks through clear tax policies, procedures and controls overseen by the Chief Financial Officer who has ultimate responsibility for the tax affairs of the group.

We will utilise legitimate tax incentives and relief's where these are available but will not enter into tax planning or artificial arrangements that do not have genuine commercial and economic purpose and which may adversely impact on our corporate reputation or relationship with HM Revenue & Customs ("HMRC").

As tax laws can be complex, there can sometimes be uncertainty in interpretation, and we will seek assistance from third party advisors where necessary to provide clarity and manage any potential tax risk.

Matalan has an open, honest and co-operative relationship with HMRC in all tax matters and maintaining this relationship is an important part of our tax strategy and approach to tax risk management.

This tax strategy has been published in accordance with paragraph 16(2) of Schedule 19 to the Finance Act 2016.