

# Tax Policy Statement



Marshalls aims to pay its fair share of tax and to do so within the spirit of the law. Marshalls believes it is fair to mitigate the company's tax in a fair way using generally available reliefs, but without using aggressive tax avoidance schemes.

The Board of Marshalls has set out that Marshalls;

- will pay the right amount of tax in accordance with relevant statute and case law.
- will pay tax and make all returns on a timely basis, across all taxes.
- aims to have a good working relationship with all relevant tax authorities, including the HMRC and will liaise with the Group's CCM (Customer Compliance Manager) when relevant.
- will seek to declare profits in the place where their economic substance arises.
- will not use aggressive tax planning or enter into complicated tax avoidance schemes.
- will not use tax havens for tax avoidance purposes or inappropriately shift profits between tax jurisdictions.
- will not take advantage of the secrecy that many such jurisdictions provide for transactions recorded within them

Justin Lockwood, Chief Financial Officer, is responsible for this tax policy.

The Board reviews this policy annually to ensure that it is complied with and to conclude that the Marshalls group is compliant with this policy.

Justin Lockwood, Chief Financial Officer  
June 2025