












Tax Strategy for the year ended 30 September 2025

Timpson Group

Scope

- The group is based in the UK with operations also in Republic of Ireland and France. The group does not use tax havens to avoid taxes on activities which take place elsewhere.
- This tax strategy applies to Timpson Holdings Limited and all of the companies and LLPs within the Timpson group. A full list of these companies (trading and non-trading) can be found at the end of this document.
- By paying our taxes we are proud to be able to support the British economy and play our part in contributing towards the NHS, education, law enforcement and transport infrastructure.
- References to 'UK Taxation' are to taxes and duties set out in paragraph 15(1) of Schedule 19 to the Finance Act 2016 which includes Income Tax, Corporation Tax, PAYE, NIC, VAT, Insurance Premium Tax and Stamp Duty Land Tax. References to 'tax', 'taxes' or 'taxation' are to UK taxation and to all corresponding worldwide taxes and similar duties in respect of which the Group has legal responsibilities.

Our objectives

-  To act with integrity and transparency in all tax matters.
-  To take a responsible approach to tax planning.
-  To protect our reputation as a responsible UK tax payer.
-  To comply with all applicable rules, regulations, disclosure requirements and payment/filing deadlines.
-  To maintain an open and co-operative relationship with the tax authorities.
-  To maintain appropriate systems, processes and controls to ensure the correct calculation and recording of tax liabilities and receivables.
-  To have a zero-tolerance approach to tax evasion and the facilitation of tax evasion.
-  To aim to pay tax on profits according to where economic substance and value is created within the normal course of commercial activity.
-  To ensure arms length principles are applied to all intercompany transactions.

Risk management

The group recognises that non-compliance with applicable tax laws and regulations could result in damage to our reputation and our relationship with tax authorities.

We strive to be low risk tax payers acting in accordance with the letter and the spirit of the law by identifying tax risks in the business and using our experience, asking HMRC for advice, obtaining professional advice, undertaking research and using software tools to get the correct tax treatment.

We seek to protect our reputation as a responsible corporate citizen and paying the right amount of tax when it falls due.



Tax planning



We have received accreditation from [Fair Tax Foundation](#) for transparency over our tax disclosures and the amount we pay. The group does not undertake any tax planning inconsistent with its commercial objectives.

We have a conservative approach to tax planning.

We will not look to make interpretations of tax law that are opposed to the spirit of the law by taking advantage of legal loopholes or looking for tax breaks.

We will seek to make use of appropriate available tax incentives, reliefs and exemptions offered by government bodies.

We aim to be ‘good UK tax payers’ and are happy to pay our taxes. We believe that tax havens undermine the UK tax system and will not use them to gain a tax break.

How do we manage our tax risk?

- ✓ Experienced and qualified colleagues enhanced by a commitment to ongoing professional development.
- ✓ Understand all applicable laws, rules, regulations and reporting and disclosure requirements.
- ✓ The processes for different taxes are regularly reviewed in order to identify key risks and implement any internal controls as necessary.
- ✓ External technical support from professional advisors for significant transactions and areas of complexity or uncertainty.
- ✓ FD and Board level involvement in significant tax decisions and the importance of tax compliance for major investments.
- ✓ Strong Group culture of family values and ethics. We do not accept any form of behaviour that facilitates the evasion of tax.

Whistleblowing

We do not accept any form of behaviour that facilitates the evasion of tax.

We are committed to creating an open and transparent workplace culture where concerns can be raised with management at the earliest opportunity and colleagues who raise concerns are listened to, supported and treated fairly.

We recognise the legal rights to make a protected disclosure to prescribed persons or bodies under the Public Interest Disclosure Act 1998.

The senior management team will investigate all reports of wrongdoing promptly, thoroughly and confidentially.



Our relationship with HMRC

- Open and honest
- Constructive and cooperative
- Trust and respect
- Work collaboratively with the tax authorities to achieve certainty of our tax position and resolve any open tax enquiries.
- Proactive engagement to seek tax certainty at an early stage



Board approval

- Our tax strategy applies from the date of publication until it is superseded and covers all subsidiaries of the Timpson Group and all taxes.
- Prepared in accordance with the requirements of Section 161 and Schedule 19 of Finance Act 2016.
- Approved by the Board.
- This strategy is reviewed and updated annually as appropriate.

List of entities

- Timpson Holdings Limited
- Timpson Group Limited
- Timpson Limited
- Max Spielmann Limited
- Johnson Cleaners UK Limited
- Jeeves of Belgravia Limited
- Jeeves InternatiOnal Limited
- Timpson Ireland Limited
- Snappy Snaps Franchises Limited
- Timpson Property Investments Limited
- Flock Inns Limited
- Timpson Sole Limited
- The Watch Lab Holdings Limited
- Iconx International Limited
- Anthony A Barker Limited
- James Shoe Care Canada Place Limited
- City of London Dry Cleaning Company Limited
- Timpson France Limited
- The Place To Be SAS
- UBATUBA SCI
- Fordwater Properties Limited
- Fordsnap Properties Limited
- Sappy Properties (London) Limited
- Timpson Sol Limited
- Columbine Cleaners Limited
- ITWR Limited
- Timpson Dormant Company Limited
- Timpson Shoecare Limited
- Timpson Key and Locker Solutions Limited
- Broomco 3135 Limited
- Timpson Locksmiths Limited
- Timpson Supermarket Services Limited
- Sandymere Limited
- Unirate Limited
- TPLMS Limited
- Photo Future Limited
- Timpson International Franchising Limited
- Timpson Repairs Limited
- Timpson Shops Limited
- John Timpson Limited
- William Timpson Limited
- Timpson Shoes Limited
- Timpson Services Limited
- Timpson Franchises Limited
- Minit UK Plc
- Timpson Retail Limited
- Photo Dry Cleaning Supermarkets Limited
- Austin Timpson Limited
- Timpson Arkhive Limited
- Essex Shoe Repairs Limited

List of entities (continued)

- Austin Timpson Developments Limited
- Photographic Retail 2008 Limited
- Cedric Services Limited
- Johnson Sketchley Limited
- Goldcrest Properties Limited
- Studio Studio Limited
- Dougal Properties Limited
- Sappy Properties (Bexley Heath) LLP
- Sappy Properties (Coleraine) LLP
- Sappy Properties (Ipswich) LLP
- Sappy Properties (Lewisham) LLP
- Sappy Properties (Lisburn) LLP
- Sappy Properties (Romford) LLP
- Sappy Properties (Ivy) LLP