

Theo Paphitis Retail Group

Tax Strategy for the year ended 30th March 2024

The Theo Paphitis Retail Group consists of four main retail chains including:

Ryman Limited
Robert Dyas Holdings Limited
Boux Avenue Limited
London Graphic Centre Limited

Our approach to risk management and governance arrangements in relation to taxation:

We view tax risk as being the risk that our tax reporting returns are incomplete or inaccurate which could potentially lead to an under or over collection or payment of tax which could, in turn, potentially expose the business to fines or further investigations as well as potentially damaging our reputation.

Our tax strategy applies to all taxes covered under paragraph 15(1) Schedule 19 of the Finance Act 2016 to include:

- corporation tax on the profits of the business;
- duties on imported goods;
- employer social security contributions and employment costs; and
- stamp duty on property transactions.

We also facilitate the collection and payment of income tax and social security contributions from our remuneration paid to our employees and of Value Added Tax levied on products and services we buy and sell to our customers.

As a general principle we manage risk as part of a general company-wide risk framework;

- Our Board is ultimately responsible for setting our tax strategy and is accountable for managing risk, ensuring that an adequate risk management framework is in place which encompasses tax;
- Our retail business Finance Directors (who are also the retail business Senior Accounting Officers) have delegated responsibility for the operational implementation of our tax strategy, and are responsible to the Board in that regard;
- Our finance functions support the implementation of our strategy and operate with an approach of good governance, open communication and compliance. Their key objective is to ensure that all tax returns, reports and payments are accurate and complete to the best of their knowledge and filed in a timely manner; and
- Our tax processes are subject to periodic internal and external review.

Risk appetite within the Theo Paphitis Retail Group;

Our appetite for tax risk is low. Our business and operating processes are simple and do not require significant levels of judgement when applying relevant tax laws. We do not seek to manipulate our business processes to minimise our tax liabilities and we aim to pay the correct amount of tax in accordance with the letter and spirit of the law.

Theo Paphitis Retail Group attitude to tax planning:

Whilst, like many other similar companies, we run all our businesses in a cost effective manner, in line with our obligation to our shareholders, in terms of tax we will only use government approved tax reliefs for the purpose for which they were intended. We do not:

- engage in anything that we would consider to be an aggressive form of tax planning;
- seek to structure any processes or transactions in an artificial manner whereby results are inconsistent with the underlying economic consequences; or
- promote any form of tax avoidance or condone abusive tax practices which would contravene our culture or the law.

We have relationships with professional advisers that allow us to seek support and advice in certain situations, such as:

- In relation to assistance with the completion and submission of our annual corporation tax returns.
- In relation to significant investments or one off transactions such as business acquisitions, to ensure that we do not suffer any unforeseen or unnecessary tax outcomes.
- As a second opinion where we believe that there may be some uncertainty with respect to the application of law. In these circumstances we may also contact HMRC directly for guidance.
- In areas where we do not have adequate internal expertise, particularly in relation to planning and strategic matters, which are reviewed on case by case basis.

Theo Paphitis Retail Group approach to dealings with HMRC

Our ongoing objective is to build a co-operative, transparent and professional working relationship with HMRC and any other relevant tax authorities. We take a proactive approach and take appropriate action in the event that we find any errors or omissions, disclosing to HMRC and implementing remedial action as soon as is practically achievable, also putting in place measures and controls to ensure that these are not repeated.

Theo Paphitis Retail Group regards the publication of the information set out above as complying with the duty under paragraph 16 of Schedule 19 of the Finance Act 2016 (duty to publish a tax strategy).

Next review: 29 March 2025