



Howden Joinery Group PLC - Tax Strategy

Introduction

Howden Joinery Group PLC and its subsidiaries ("Group") was founded on the principle that the business should be worthwhile for all concerned. This includes the Government and our communities, and we paid or collected over £480 million in taxes in 2025.

This document outlines the Group's tax strategy in relation to its:

1. Tax risk management and governance;
2. Attitude to tax planning;
3. Acceptable level of tax risk;
4. Approach to dealing with tax authorities, including HMRC.

Tax risk management and governance

The Group's overall approach to risk management, outlined on page 36 of our 2025 Annual Report, is to identify risks at a functional level and escalate them based on a scoring mechanism and risk appetite. Principal risks are considered at the Executive Committee and Board level twice annually.

The Group's approach to tax risk management follows this approach. The Group's tax department works with business areas to identify potential tax risks (arising from, for example, new systems, legislative changes) and implement effective processes and controls to mitigate these risks.

From a tax governance perspective, day-to-day tax activities are undertaken by a combination of the central tax, finance, payroll and property departments. The Head of Tax provides oversight of all taxes and reports to the Director of Finance, who in turn reports to the CFO. Significant tax decisions are made by the CFO and discussed with the Board as appropriate.

Attitude to tax planning

The Group is committed to complying with all tax laws by ensuring robust processes and controls are in place. Where the tax treatment is uncertain, external advice is sought to ensure that our approach is consistent with our risk appetite.

The Group has a duty to shareholders to arrange its affairs to be tax efficient and to utilise tax incentives where appropriate that have been introduced by the government to encourage, for example, innovation and investment.

The Group does not engage in aggressive tax planning where there is no commercial or economic substance underpinning a transaction, or which relies on an aggressive interpretation of the tax legislation.

Acceptable level of tax risk

The Group's overall risk appetite, outlined on page 37 of our 2025 Annual Report, is low where the risk presents a hazard to our people operations or strategy. For other risks the Group balances the risk and mitigation efforts with the potential reward.

The tax environment in which we operate can be complex and require judgement. The Group therefore takes a balanced approach where judgement is required, taking account of the potential benefit, reputational implications and relationship with tax authorities.



Dealing with tax authorities including HMRC

The Group engages openly and transparently with HMRC and other tax authorities. Tax laws are complex and where our interpretation differs to HMRC we seek to resolve issues in a timely and professional manner.

We have regular discussions with HMRC to ensure that we meet all our tax obligations and HMRC is aware of business developments on a real time basis.

Authority to publish

This statement complies with the UK legislative requirements under paragraph 16(2) of Schedule 19 Finance Act 2016 and was approved by the Howden Joinery Group PLC Board on 23rd April 2026 for publication on Howdens website.