

DFS Furniture plc

Group Tax Strategy – Year ending 28 June 2026 (the “Strategy”)

Background

DFS Furniture plc (“DFS” or the “Group”) is the UK’s leading retailer of upholstered furniture.

We design, manufacture, sell and deliver an extensive range of upholstered furniture products to our customers through an integrated physical and digital retail network across the UK and the Republic of Ireland.

This Strategy covers all our group subsidiaries which include the UK trading companies DFS Trading Limited, Sofology Limited, The Sofa Delivery Company Limited and Coin Furniture Limited.

This document details the Group’s Tax Strategy and the steps in place to ensure the Group’s tax affairs are managed in such a way that is consistent with the Group’s commitment to high standards of governance.

Our Tax Strategy has been published in accordance with paragraph 16(2), Schedule 19 of the Finance Act 2016.

Approach to tax risk management and governance

DFS has been classified as having a “low risk” tax profile in the UK by HMRC.

We have developed this Strategy to form an integral part of the Group’s effective management of tax, setting the framework to ensure that suitable controls and processes are in place to enable the Group to fulfil its obligations with regard to tax reporting and compliance. These controls and processes enable us to effectively manage the tax issues facing the business.

We monitor our key tax risks, including any associated issues that develop, on a regular basis and appropriate action is taken to ensure the risks are mitigated. Oversight of this process is provided by both the Group Leadership Team and the Group Board of Directors who have approved this Strategy.

We manage tax issues, and the associated tax risks, through the detailed involvement of members of the Senior Finance Leadership Team which includes the Group Chief Financial Officer, Corporate Finance Director and the Group Head of Tax and Treasury.

Dominique Highfield, the Group Chief Financial Officer, will be appointed as the Senior Accounting Officer (“SAO”) for DFS Furniture plc and all of its UK subsidiaries, and she is fully aware of her duty as signatory. The Group Head of Tax and Treasury regularly apprises her of any tax risks that could impact on the SAO role and also any relevant new areas of tax legislation.

We have delegated the overall responsibility for ensuring the day-to-day application of the Strategy and the management of the Group’s tax affairs to the Group Head of Tax and Treasury.

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Attitude towards tax planning

DFS aims to comply with all applicable tax rules and regulations.

We will consider tax planning opportunities which deliver sustainable value to our shareholders, in-line with our commercial objectives, whilst seeking to maintain a low level of tax risk as determined by the Board. This will include seeking to benefit from available tax reliefs and incentives in line with the applicable legislation.

We will have full regard for the potential impact on our reputation and broader goals when evaluating the tax implications of any significant business transactions. Any transactions undertaken by DFS have a commercial and economic substance and are not led by contrived or artificial tax planning considerations.

We may seek advice from external tax advisers to support the finance department in respect of any significant uncertainty, evaluating risk areas, adhering to new/complex/unusual tax laws and implementing best practice.

Levels of acceptable tax risk

DFS considers the level of risk which the Group accepts in relation to tax is consistent with its overall objective of achieving compliance and transparency in its tax affairs.

We are committed to complying with prevailing tax legislation and therefore endeavour to ensure both the integrity of all reported tax numbers and compliance with all of our tax obligations across all Group companies. This includes the timely filing of all relevant tax returns and timely payment of all tax liabilities.

We seek to actively resolve any uncertainty in the interpretation of tax legislation with the relevant tax authority and, with the support of our external advisors, monitor new tax legislative changes and realign internal tax processes where appropriate.

We aim to ensure that any risks are captured and resolved in a timely, proactive and transparent manner.

Approach towards dealing with HMRC

DFS engages with HMRC constructively, honestly and in a timely and professional manner, in a spirit of co-operative compliance.

We will seek to resolve on-going or disputed matters through open, active and transparent engagement and, where appropriate, engage with HMRC on a real-time basis to minimise tax risk as part of our effective management of tax.

We will not take positions on tax matters that may create reputational risk or jeopardise our good standing with taxing authorities, however we are prepared to defend our position where we disagree with a ruling or decision of a tax authority, having always first sought to resolve any disputed matters through active and transparent discussion.

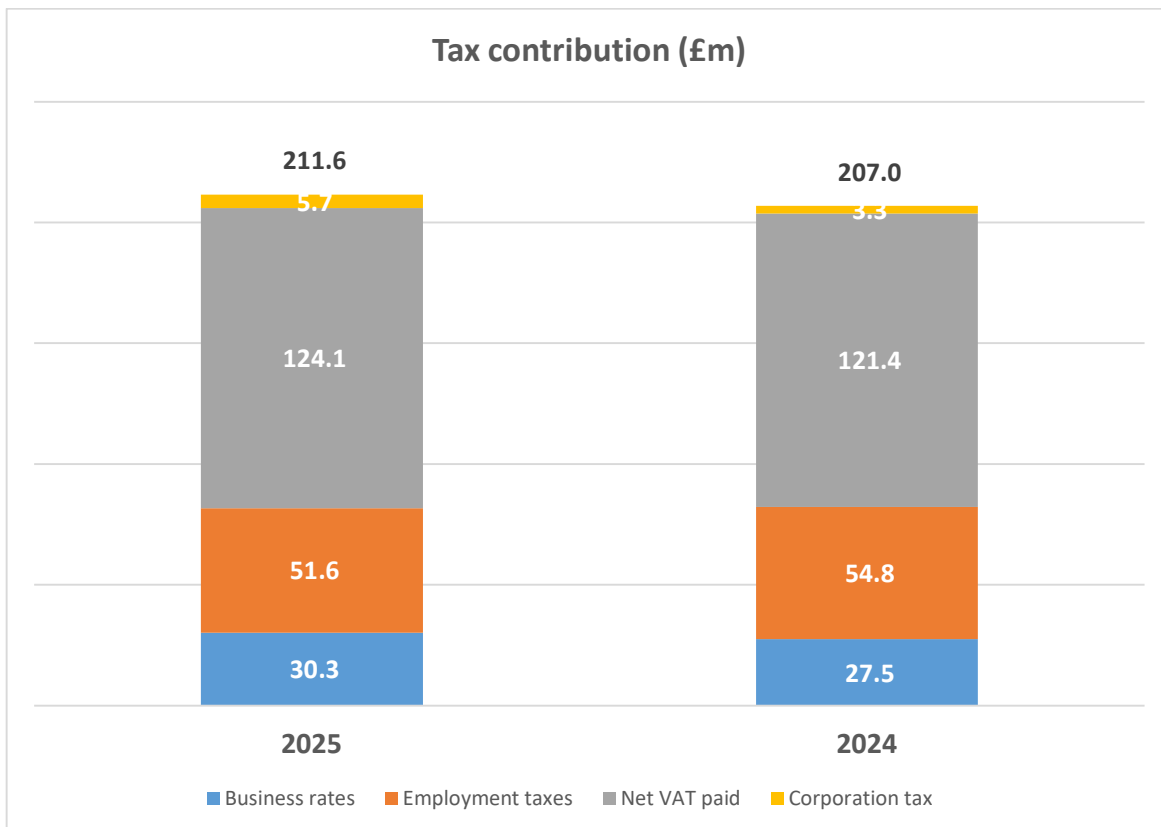
We maintain regular contact with our Customer Relationship Manager, and their team, at HMRC including the scheduling of a periodic “Business Risk Review” meeting.

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Appendix

The Group’s rate of Corporation Tax for FY25 was 25% (FY24: 25%). Our tax payments to the UK Exchequer relating to the last two financial years are analysed as follows:



(FY25 refers to the 52 weeks ended 29 June 2025, FY24 refers to the 53 weeks ended 30 June 2024.)

The Group makes a significant contribution to the UK Exchequer through:

- the taxes paid by the businesses operated by the Group; and,
- the net taxes collected from its customers on behalf of the Exchequer.

In total, this contribution is approximately £211.6m in respect of FY25 (approximately £207m in respect of FY24).

Approved by the Board of Directors of DFS Furniture PLC

18 June 2026