

# **FAST RETAILING UK GROUP: UK TAX STRATEGY**

## **FINANCIAL YEAR ENDING 31 AUGUST 2025**

### **UPDATED: 31 AUGUST 2025**

Published in accordance with Part 2 of Schedule 19, Finance Act 2016

This UK Tax Strategy applies to all UK-incorporated entities and UK permanent establishments under the ultimate ownership of Fast Retailing Co., Ltd., a company incorporated in Japan and listed on the Tokyo Stock Exchange (the “Fast Retailing UK Group”). This strategy is approved by the Boards of the relevant UK entities and is reviewed annually to ensure it remains accurate and reflective of the Group’s governance and compliance approach.

#### **APPROACH TO TAX RISK MANAGEMENT AND GOVERNANCE**

The Fast Retailing UK Group is committed to maintaining a low-risk tax profile in the UK, applying consistent standards of tax governance across Europe. All entities within the Group are responsible for complying with the tax laws and regulations relevant to their operations, supported by central tax governance and oversight.

Each entity’s Board of Directors holds ultimate responsibility for UK tax risk and compliance, while senior finance and tax professionals manage day-to-day tax matters across the Fast Retailing UK Group. Alignment with Global Parent standards is supported through regular communication and collaboration with the Fast Retailing Co., Ltd. global tax team.

The Group has established robust internal processes and controls to ensure accurate tax filings, adherence to legislative requirements, and timely identification and management of tax risks. Where specialist expertise is required, external advisors are engaged, and internal teams maintain up-to-date knowledge of UK tax developments through ongoing professional training.

The Group also maintains the systems necessary to meet Senior Accounting Officer (SAO) obligations, ensuring strong and effective tax accounting arrangements across all UK entities.

#### **ATTITUDE TO TAX PLANNING**

The Fast Retailing UK Group does not engage in aggressive or artificial tax planning. All tax positions are grounded in genuine commercial and economic activity and supported by appropriate documentation. The Group claims tax reliefs, allowances, and incentives available under UK law only where these reflect real commercial operations. Intercompany transactions are undertaken in accordance with the OECD Transfer Pricing Guidelines and relevant UK legislation.

Where tax matters involve complexity or uncertainty, the Group seeks guidance from qualified external specialists and, where appropriate, engages directly with HMRC to ensure clarity, transparency, and full compliance.

#### **LEVEL OF ACCEPTABLE TAX RISK**

The Group has a low tolerance for tax risk and seeks to minimise exposure through clear governance, strong internal controls, and professional diligence. Each UK entity is responsible for identifying tax risks early and managing them proactively.

Where tax legislation is unclear or open to interpretation, the Group obtains advice from qualified experts, ensuring that all tax positions taken are reasonable, well-supported, and defensible.

## **APPROACH TO ENGAGEMENT WITH HMRC**

The Fast Retailing UK Group seeks to maintain an open, transparent and professional relationship with HMRC, consistent with HMRC's co-operative compliance framework.

The Group aims to identify and discuss material tax risks, significant transactions and areas of uncertainty at an early stage and, where appropriate, to resolve matters on a real-time basis before tax returns are filed.

The Group is committed to providing clear, accurate and timely information to HMRC and to paying the right amount of UK tax at the right time in accordance with the law.

This strategy is approved by the Boards of the relevant UK entities and is reviewed annually to ensure it remains accurate and reflective of the UK Group's governance and compliance approach.