

Pret A Manger – UK Tax Strategy

Introduction

From its humble beginnings as a single sandwich shop, Pret has always had ambitions to contribute positively to this changing world and to engage honestly with its customers. The principal activity of the business remains clear – to offer freshly prepared, delicious food and coffee in a welcoming and convenient setting.

Whilst Pret primarily operates through in-store sales, it continues to diversify its sales channels to ensure customers can access quickly and conveniently. Pret's sale channels now include online delivery services, and a subscription service called Club Pret. Pret also offers its customers the Pret App and a loyalty service called Pret Perks.

A key focus for Pret in 2025, and recent years, has been an increase in Franchise operations, leading to an overall presence in 21 countries. Pret expects to accelerate the pace of franchise growth into 2026 and beyond, while maintaining a portfolio of equity shops at its core.

Supporting the transparency that is legally required is something that aligns with Pret's endeavour to do the right thing. This document is published in accordance with Paragraph 16(2), Schedule 19 of Finance Act 2016, for the publication of a tax strategy in the financial year 2025, ending on 1 January 2026.

Approach to tax

Pret's objective is to be a responsible tax-payer and operate both within the letter and spirit of the legislation, in line with its core value of "Doing the Right Thing".

Pret's tax strategy is reviewed annually to ensure its implementation remains suitable, effective and aligned with core company values, together with the specific HMRC requirements towards risk management and governance, attitude to tax planning, the level of tax risks that Pret as a business is willing to accept and its approach to dealing with HMRC.

Approach to risk management and governance in relation to tax

Pret is an international group, complying with tax laws and paying taxes in the countries in which it operates.

Pret's Senior Accounting Officer ensures that the group complies with the requirements to maintain and continually improve the tax accounting arrangements and tax risk identification process. The responsibility of the day-to-day tax affairs are managed by individuals within the Tax and Finance Departments. This is supported by regular communication with suitably qualified external advisers and through discussion at the Audit Committee.

Attitude to tax planning

Throughout FY 2025 Pret has continued to be committed to paying the right amount of tax.

Pret's objective is to be a responsible taxpayer and operate within both the letter and spirit of the tax legislation. Accordingly, Pret does not use "tax havens" to reduce the Group's tax liability nor does Pret use marketed or aggressive tax avoidance schemes.

Pret is committed to significant investment in new shops and, where possible, will utilise the framework of business reliefs that are available, such as capital allowances.

External tax advice is sought where there is uncertainty over the interpretation of new or existing legislation, or where there are technical areas which are sufficiently complex enough to warrant external third-party guidance.

The level of tax risk that Pret is willing to accept

Pret has a low threshold for tax risk in accordance with the stated objective to be a responsible taxpayer.

Pret seeks to reduce the level of tax risks as much as is reasonably practicable. Where there is uncertainty as to the application and interpretation of the law, Pret seeks external advice to assist with the analysis and support the decision-making process.

Approach towards dealing with HM Revenue & Customs ("HMRC")

Pret meets to discuss significant transactions and changes in the business with HMRC and is open and collaborative with its communications. Pret endeavours to provide all requested information and maintain an open dialogue to resolve any requests from HMRC in a timely manner and to the best of its ability. During FY 2025, Pret has communicated regularly with HMRC to ensure full transparency and that HMRC are kept up to date with any business changes and control of tax processes. Pret is open to working with HMRC to improve business practices, as well as to support HMRC with the guidance HMRC offers businesses across the different tax regimes.