

Chair of the Board's statement



Our balanced business model and strategic growth levers provide a strong foundation upon which to deliver future outperformance.

Building on our success

Christopher Rogers, Chair of the Board

On behalf of the Board, I'd like to take this opportunity to thank our amazing colleagues who work tirelessly to help the nation feel house proud.

Performance

2025 has been a good year for Wickes. Despite the economic challenges, profits have increased by 14% driven by volume-led sales growth as we attract more customers to shop with us. This has enabled us to outperform the market and grow our market share year-on-year to record levels. Since our demerger in 2021, we have focused on laying solid foundations for the business, investing in our strategic growth levers, ensuring this investment is underpinned by strong operational execution and nurturing our special Wickes culture.

Across all areas of our balanced business model – Local Trade, Design & Installation and DIY – we have been encouraged by the positive customer response, as we continue to enhance and innovate our proposition. Customer satisfaction metrics remain strong and we continue to see high levels of trade customers joining our TradePro membership scheme. In October, we were delighted to welcome investors and analysts to our Design & Installation Investor Insights Event held at our Staines store. They were able to see first-hand how we have transformed the D&I customer journey (read more on page 8).

Investing to win

The investments we have made in our technology platforms and systems have enabled us to evolve and enhance how our customers shop with us. Looking ahead to the medium term, our systems investment programme will continue to drive better customer interactions and deliver operational efficiencies.

Alongside our technology investment, we continue to invest in new stores and we opened five in the year, creating new jobs and career paths in local communities. We are excited by the opportunity to open more stores around the country and have identified plenty of white space, where we believe a Wickes store would work well.

This investment is consistent with our long-term capital allocation framework (as outlined on page 27), with a commitment to invest in high-returning strategic growth levers and returning excess cash to shareholders.

Dividend

The Board is pleased to recommend a final dividend of 7.3 pence per share, taking the full year dividend to 10.9 pence per share.

Stakeholders

As a Board, we are always delighted to have the opportunity to engage with stakeholders, especially our colleagues and supply partners who are key enablers for the business to grow and develop. This year we have been welcomed by colleagues at our new Leamington Spa store, where we were able to view the latest kitchen and bathroom ranges. We also had an enjoyable and productive visit to one of our key strategic suppliers where we were briefed on product innovations and trends.

Growing responsibly

We continue to work hard and focus on our sustainability agenda, particularly in those areas where we can grow the business and provide good returns. I was especially pleased that the focus we place on creating a great place to work and a culture where everyone has the freedom to be their authentic selves was recognised by the Financial Times Europe's Best Employers 2025 survey, where we ranked as the No.1 retailer in the UK.

Building on strong foundations

Whilst the economic backdrop remains challenging, our balanced business model and strategic growth levers provide a strong foundation upon which to deliver future outperformance. I continue to be excited by the growth prospects for this fantastic business and passionate about ensuring that, as we grow, we do so responsibly and in a way that benefits our stakeholders.

Christopher Rogers
Chair of the Board