

The background of the entire image is a close-up, detailed view of peacock feathers. The feathers are densely packed, showing a variety of colors including iridescent blues, greens, and yellows, with prominent 'eyes' or ocelli that have a dark center surrounded by concentric rings of color. The texture of the feathers is clearly visible, with fine barbs creating a complex, layered appearance.

Wickes

Design & Installation Investor Insight Event

14 October 2025

Presentations

1

Context for growth

David Wood

Page 3

2

Customer / Market

Gary Kibble

Page 8

3

Product

Mark Cooke

Page 19

4

Service Proposition

Steven Blair

Page 35

5

Wickes Solar

Mark George

Page 43

6

Summary, Q&A

All

Page 51



A woman with curly hair, wearing a yellow button-down shirt and multiple bracelets, stands in a modern kitchen. Behind her is a large, vibrant fan of peacock feathers. The kitchen features light-colored cabinets, a wooden backsplash, and a countertop with various food items including a pizza, bread, and bowls of snacks. The Wickes logo is in the top right corner.

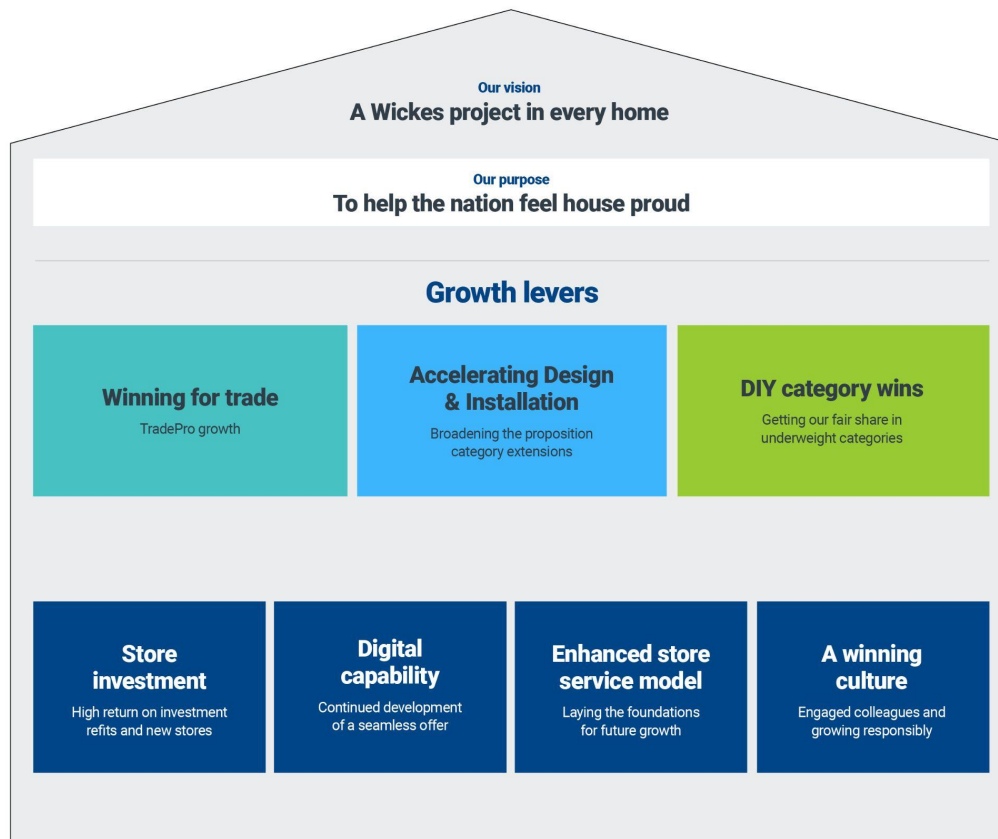
Wickes

David Wood
Chief Executive

David Wood



Winning strategy based on balanced business model and proven growth levers



Our 4C customer service model...



...underpins our £2.5bn ambition



£4m

Self Service

Simple, quick and easy to shop



£3m

Design & Installation

Space to dream and visualise your project with expert help at hand



£2m

Order Fulfillment

Orders picked and ready for collection or delivery



£1m

Assisted Selling

Support to find exactly what you need

Ambition to generate
£10m
average sales per store

With a
250
store network

A woman with dark hair, wearing a white t-shirt and blue jeans, stands in a hallway with pink walls and white trim. She is holding a large, open peacock fan behind her back, which fills much of the frame. The hallway has a light-colored wooden floor and a white door in the background. The overall lighting is warm and soft.

Wickes

Gary Kibble
Chief Marketing & Digital
Officer

Gary Kibble



Sainsbury's



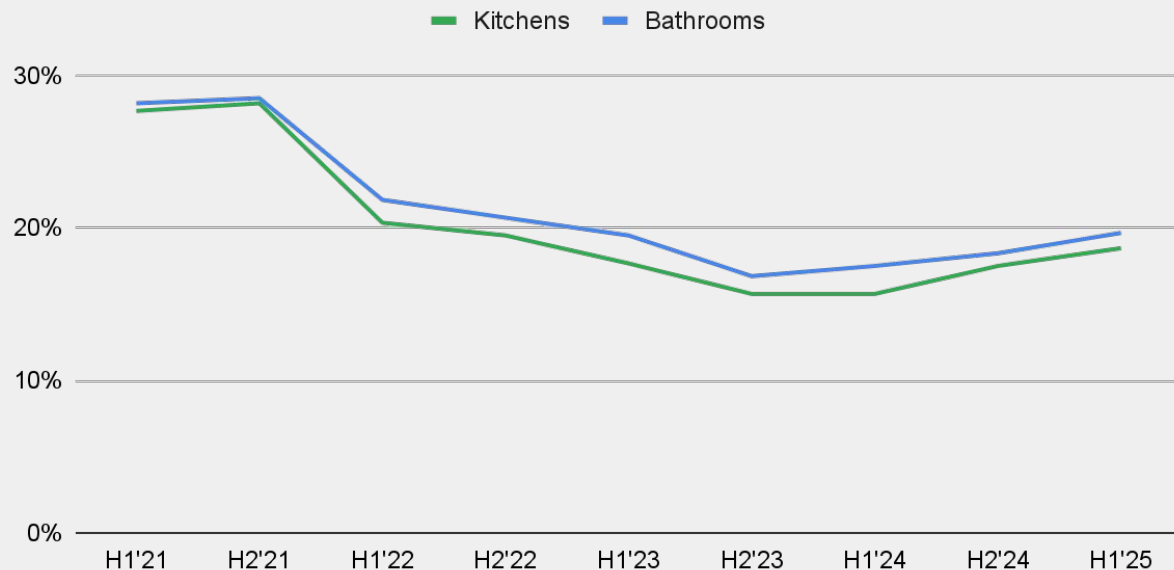
THE
VERY
GROUP

Kitchen and bathroom projects are a large, addressable market...

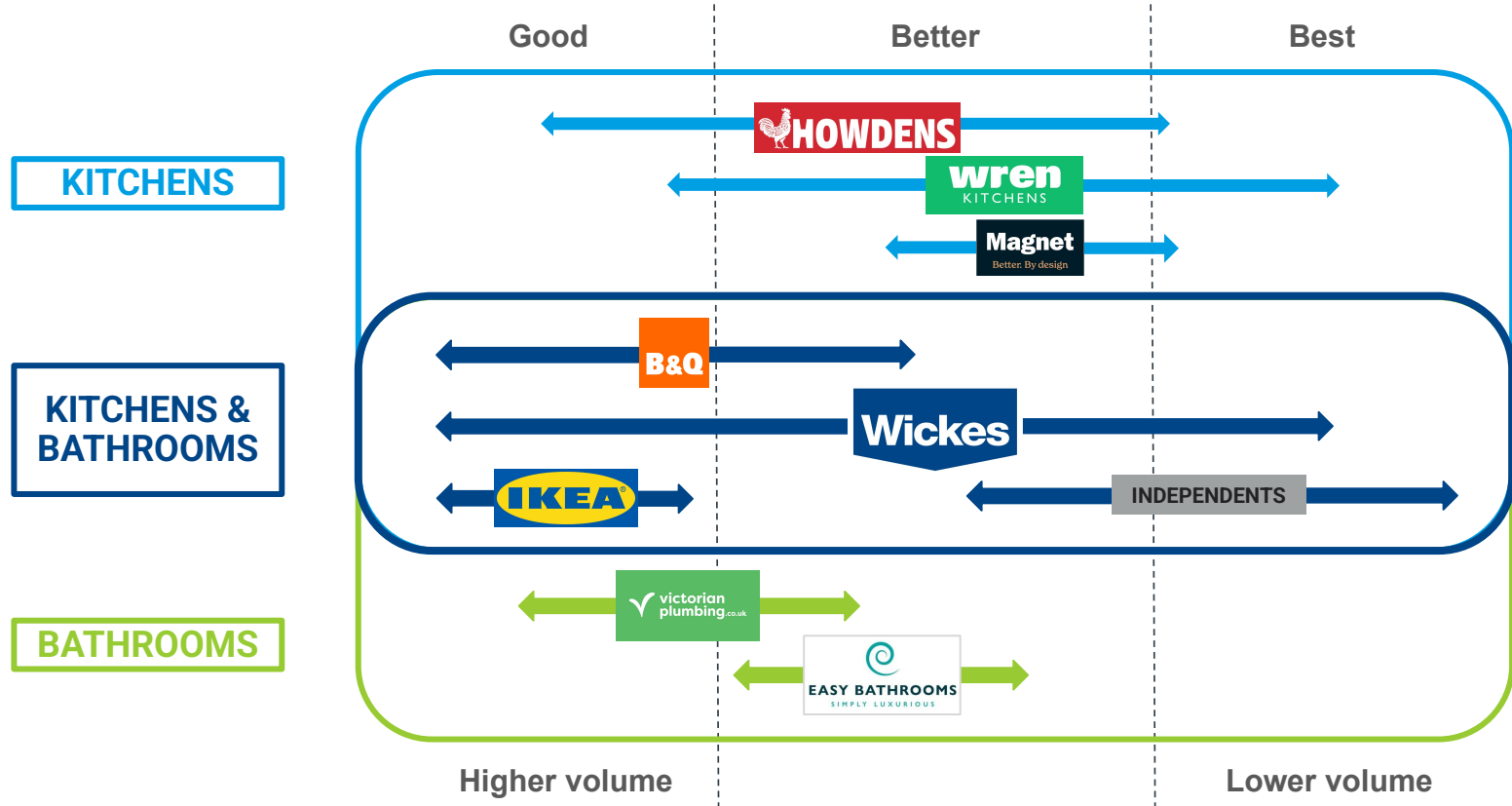


...which we fully expect to return to growth

Home improvers: Planned spend on a new kitchen or bathroom in the next 12 months



Wickes is the only national retailer with 'Good, Better, Best' offering in both kitchens & bathrooms



Customers need help when buying a kitchen or bathroom

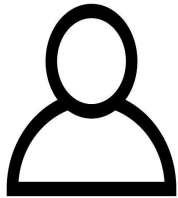
6 out of 10 people considering buying a kitchen have never done so before¹

5 out of 10 people doing a bathroom project buy from multiple retailers²

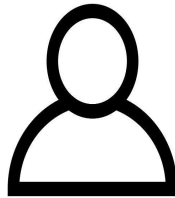
We build our proposition to ensure we hold the customer's hand through the process

Product

Do you have
my style?

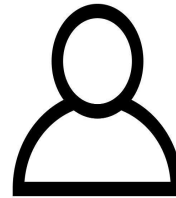


Can I afford
you?

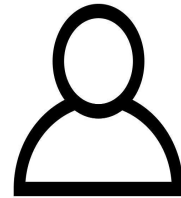


Service

Will you help
me?



Can I trust
you?

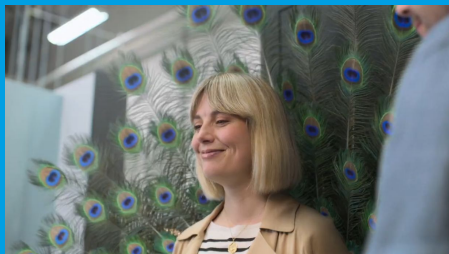


Do you have my style?

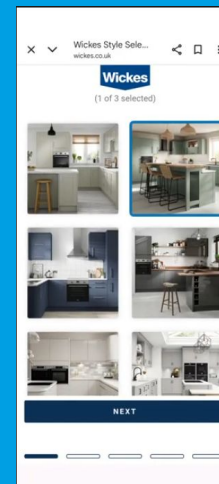
Kitchens from Wickes



Kitchen communication: Style



Matchmaker tool



Can I afford you?

Kitchen communication: Affordability



Clear pricing

Comparing our ranges?
An 8 unit kitchen in the
Tiverton style is only
£2,400*
Price shown excludes any promotional discounts

Tiverton Slate
Also available in Bone,
Sage & Oak

For more information speak to...

8 Unit Kitchen
For kitchens around 10m²

£2,559

Example price based on: 1x 1000mm Base Unit, 1x 1000mm Wall Unit, 1x 600mm B/U Oven Unit, 1x 300mm Drawer Unit, 1x 300mm Base Unit, 2x 300mm Wall Unit, 1x 600mm Under Unit (1x 600x721 Appliance Fridge, 1x 600x1319 unit Appliance Fridge)

Finance options

Klarna.

clearpay

Interest free
credit
Wickes Bespoke Kitchens
0% APR representative. Minimum 10% deposit.
Minimum spend applies.

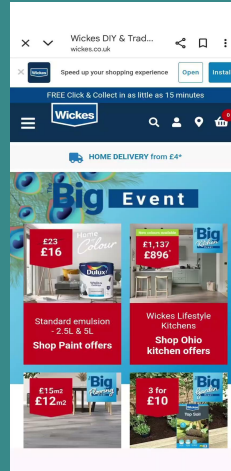
Terms, conditions and restrictions apply. Credit is subject to creditworthiness. Subject to credit review. Wickes Bespoke Kitchens credit is a credit facility for credit provided by the lender (Wickes).

Will you help me?

Kitchen communication: Help



Digital appointment booking system

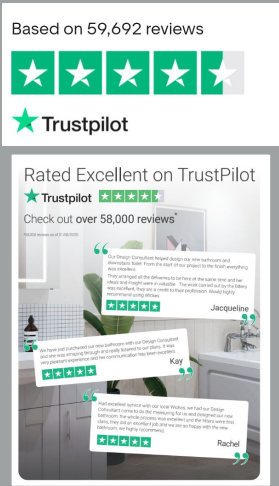


Design Consultants



Can I trust you?

High Trustpilot rating



Accredited installation certification & customer service distinction



Excellent customer satisfaction scores

94%

Excellent / Good rating

A man, Mark Cooke, stands in a modern kitchen with grey cabinets and a white countertop. He is wearing a light-colored sweater and dark trousers. Behind him is a large, vibrant overlay of a peacock's tail feathers, featuring many 'eyes' in shades of blue, green, and gold. The kitchen includes a stainless steel sink with a curved faucet, a yellow mug, and a white cloth on the counter. The Wickes logo is in the top right corner.

Wickes

Mark Cooke
Chief Commercial Officer

Mark Cooke



Our range development strategy draws insight from multiple sources



Our kitchen proposition means we have a kitchen to suit every budget

Kitchens from Wickes

Wickes Lifestyle Kitchens



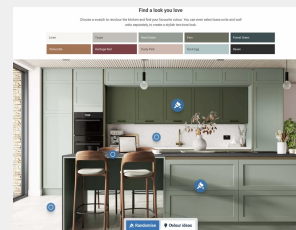
Wickes

Bespoke
Kitchens



Wickes

Bespoke
Kitchens
Paint to Order



Wickes Lifestyle Kitchens - affordable & inspirational ranges



- **23 ranges** across 4 families
- Key ranges **stocked in store**
- All ranges online and available for design in store
- Supply only



Wickes Bespoke Kitchens - handcrafting your dream kitchen



Wickes Bespoke Kitchens - Paint to Order - elevating the kitchen experience



Colours for 2025



Curated appliance range reflecting good, better & best price options



BOSCH

SAMSUNG



RANGEMASTER



New 2025

Fundamental differences between kitchens and bathrooms

Kitchens

Usually buy from one retailer



Considered & pre-planned



Research potential retailers



Key 1st customer question:

Do you have my style?

Bathrooms

Often buying modularly across retailers



Can be prompted by need to fix



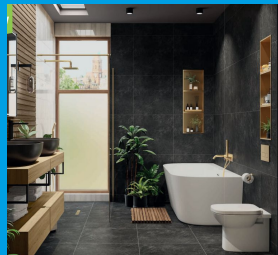
Turn to trade for advice first



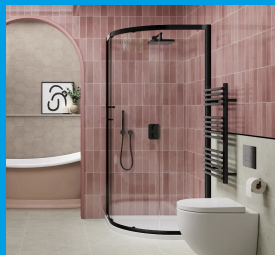
Key 1st customer questions:

Will you help me, can I trust you?

Helping customers to complete their bathroom projects



Furniture



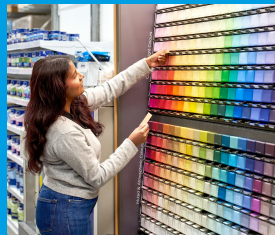
Showering



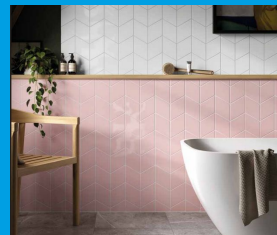
Design



Accessories



Paint



Tiles & Flooring

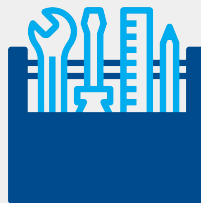


Installation

Bathrooms - opportunity to win in volume end of the market

- **Fix**

- Urgent replacement



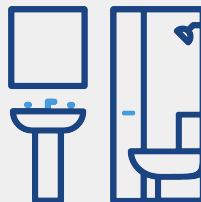
- **Refresh**

- Updating some items

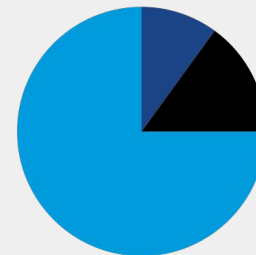


- **Transform**

- Replacing all items and redecorating



UK bathrooms market (# of projects)¹

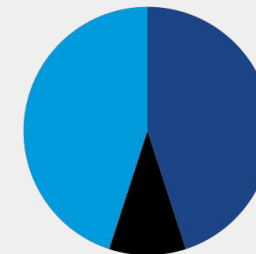


AOV >£1,000

AOV £500-£1,000

AOV <£500

UK bathrooms market (£m)¹



AOV >£1,000

AOV £500-£1,000

AOV <£500

Helping customers to complete their bathroom projects

Bathrooms from Wickes

Wickes Lifestyle Bathrooms



Wickes Bespoke Bathrooms



Bathroom furniture increasingly important



- Size/style options expand through the **hierarchy**
- From self-assembly to pre-built
- In-store availability of curated Lifestyle range
- Bespoke through design consultants
- All ranges available online

Wickes bathrooms - showering



- Enclosures - glass, rollers and style upgrade through the [range](#)
- Showers - from white box electric to high end digital
- Panels - from PVC to timber-based



Partnering with key brands to enhance the customer proposition

MERLYN™

mira
SHOWERS

VADO

Roca

CALYPSO
BATHROOM FURNITURE

TRITON | THE UK'S
SHOWER
COMPANY

VitrA

sensio®

AQUALISA

Wetwall™
— A WILSONART COMPANY —

carron

BRISTAN

MULTIPANEL®

BAYSWATER
London W.2

Bathroom display programme - implementation of selection centres



- Customers want to see more product choice on display
- **Over half** our stores have selection centres
- Showcasing products across **brassware, showering, furniture, pottery**



Wickes

Steven Blair
Chief Retail & Distribution Officer

Steven Blair



TESCO



M&S

We have a unique end-to-end service proposition in the market

Design



Local designers
inspire and support
customers

Deliver



Premium 'white
glove' service to your
room of choice

Install



National installer
base delivering the
highest quality
installations

Customer Experience Centre supporting customers through the whole project

Design: Expert design consultants inspire and support customers

- Understanding how customers want to use their space
 - Creating your **dream kitchen**
- Home visit enables conversations about **transformation**
 - Putting customers in control
- Building **personal trust**
 - Superb designers / sales people
 - High repeat business
- **Tech** to support our Design Consultants
 - Direct-to-diary
 - FSM
 - Design tools



Deliver: Premium 'white glove' service to room of choice

Single efficient national DC

**Strong partnerships with
local experts**

**Premium customer service
proposition**



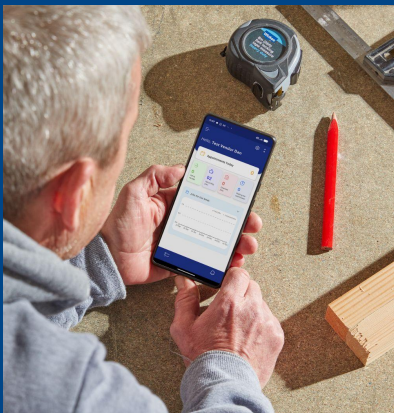
Install: Winning nationally by winning locally

**National network of
approved installers,
managed locally**



Installation
Apprenticeship
Programme

**Best-in-class Field Service
Management**



**Industry leading
professional, trustworthy
service**



Trust: Building trust through highest quality Design & Installation service

4.4



Rated Excellent



Straight forward and plain sailing!

Adam has been brilliant from start to finish in designing our kitchen and bathroom! From the initial appointment, to the final appointment, Adam had our best interest at heart. He has made both designs look incredible and really has the time for his customers, even showing us down to the last tiny detail on each design.



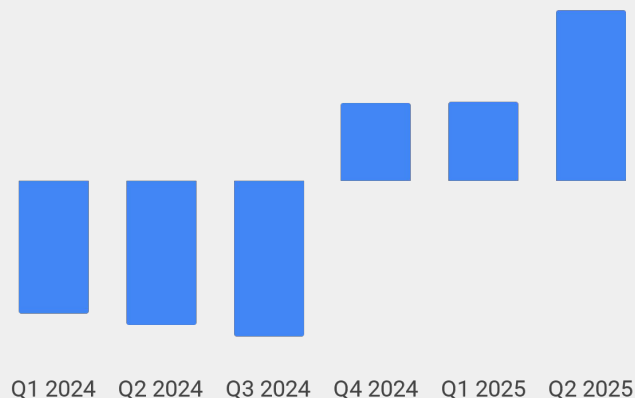
Couldn't be better!

We are so pleased to have chosen Wickes for our new bathroom and lucky that we had Tony Crowley design it. Tony listened to our requirements and designed a fabulous bathroom that meets all our needs. Tony made the process stress free and his communication throughout was second to none. The installer appointed by Wickes was so meticulous and ensured the room was fitted as planned and to a perfect standard. It has exceeded all our expectations. Thanks again.

Delivering sustained growth across Good, Better, Best

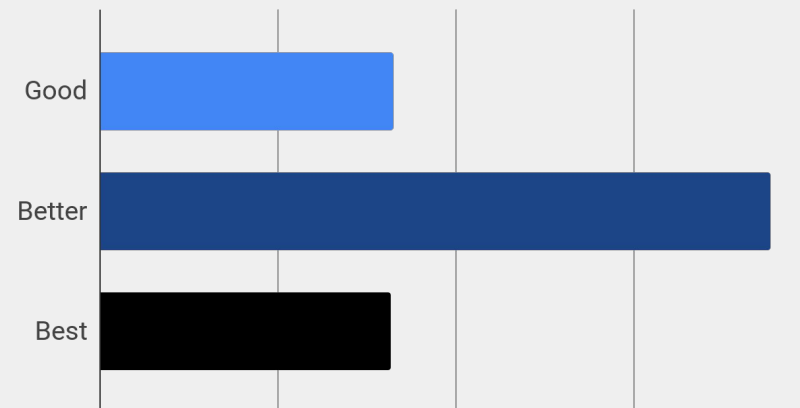
Third quarter of ordered sales growth

Design & Installation ordered sales growth, YoY



Growth across price bands

% change YoY in number of kitchen orders¹



A woman with reddish-brown hair tied back, wearing a light purple t-shirt and light blue jeans, stands in a room with grey paneled walls. She is holding a grey paintbrush. Behind her is a large, vibrant peacock feather backdrop. To her left is a silver A-frame step ladder. On the floor, which is covered with a tan drop cloth, are a can of Wickes paint and a black paint tray. The Wickes logo is in the top center.

Wickes

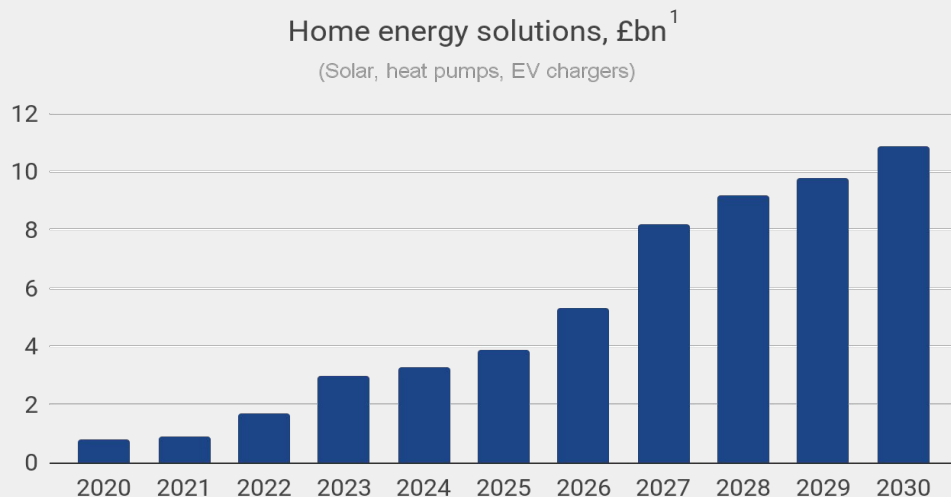
Mark George
Chief Financial Officer
& Chair of Wickes Solar

Mark George



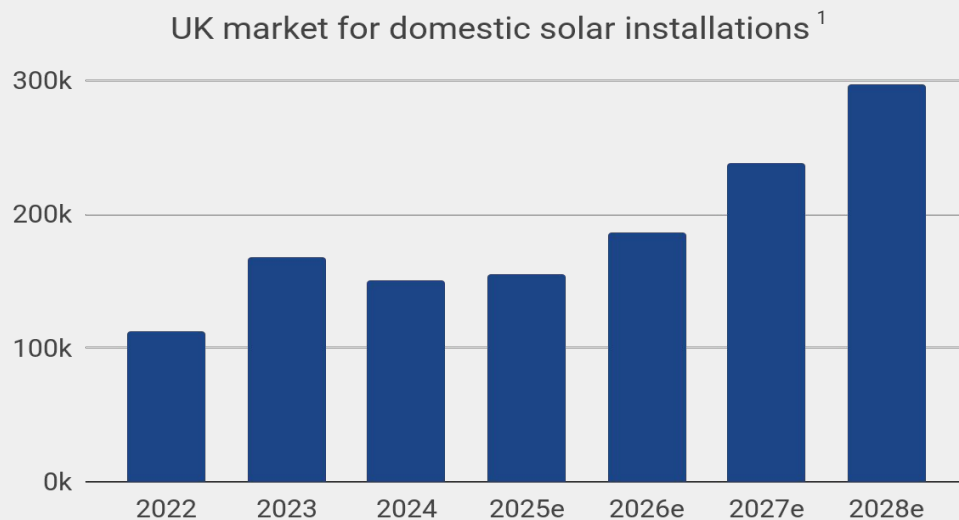
McKinsey
& Company

UK home energy solutions market set to grow in the next five years to £11bn



- UK housing stock is among the **oldest and least energy-efficient** in Europe²
- Over half of UK Government's **target for carbon reduction**³ expected to come from combination of:
 - Solar
 - Air source heat pumps
 - EV cars and chargers

UK domestic solar market is fragmented and lacking a trusted brand



- Returning to growth in 2025 after peak during energy crisis
- Market remains fragmented with c.4,000 installers
- **No operator with >5% market share**
- Limited major brand participation

Research told us that customers want value, trust and ease...

- Lack of familiar and **trusted** names in solar market
- Customers believe Wickes is well positioned to deliver **value** and trust
- Our stores offer ease and **reassurance**



I'd want to know that Wickes are invested in this. It's not just a concession stand in a store
- Fraser (purchaser)

One of the reasons I have stopped looking is because there is too much sales pressure
- Eileen (paused considering)

I want confidence in the reputation and reliability of the company
- Piers (considering)

...Wickes delivers this in a distinctive way using its stores, people and trusted brand

High brand awareness and trust



In-person consultations



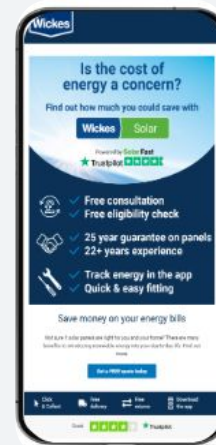
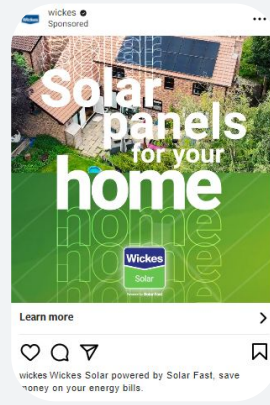
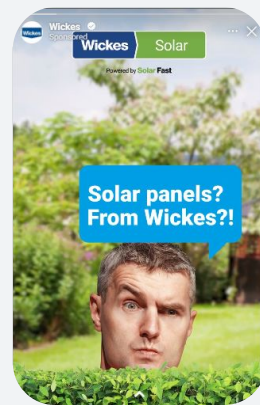
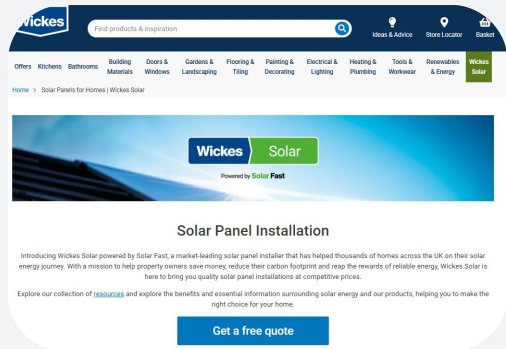
Clear and transparent pricing



Operational expertise



Leveraging our brand, store footprint and digital presence to build brand awareness



Good progress made since launch - building foundations for future growth

- Established **transparent** everyday low price
 - Launched an online price estimator
- Installed **gondola-end display** in 230 stores
- Trained **100 design consultants** to sell solar
- Introduced market-leading **brands**
 - Duracell, Tesla
- Developed a **lower-interest finance offer**
- Launched B2B strategy
 - First installation at Wickes Aberdeen store






Spread the cost of solar with finance

12 solar panels and a battery from **£73.98 per month****

12 solar panels and a battery fully installed for £8,950, which could pay for itself in 7 years*

	Without Battery	With Battery
6 panels	£5,600	£8,050
8 panels	£5,900	£8,350
10 panels	£6,200	£8,650
12 panels	£6,500	£8,950

Majority of sales now generated from Wickes channels

A woman with curly hair, wearing a yellow button-down shirt and multiple bracelets, stands in a modern kitchen. Behind her is a large, vibrant fan of peacock feathers. The kitchen features light-colored cabinets, a wooden backsplash, and a countertop with various food items including a pizza, bread, and bowls of snacks. A blue shield-shaped logo with the word 'Wickes' is in the top right corner.

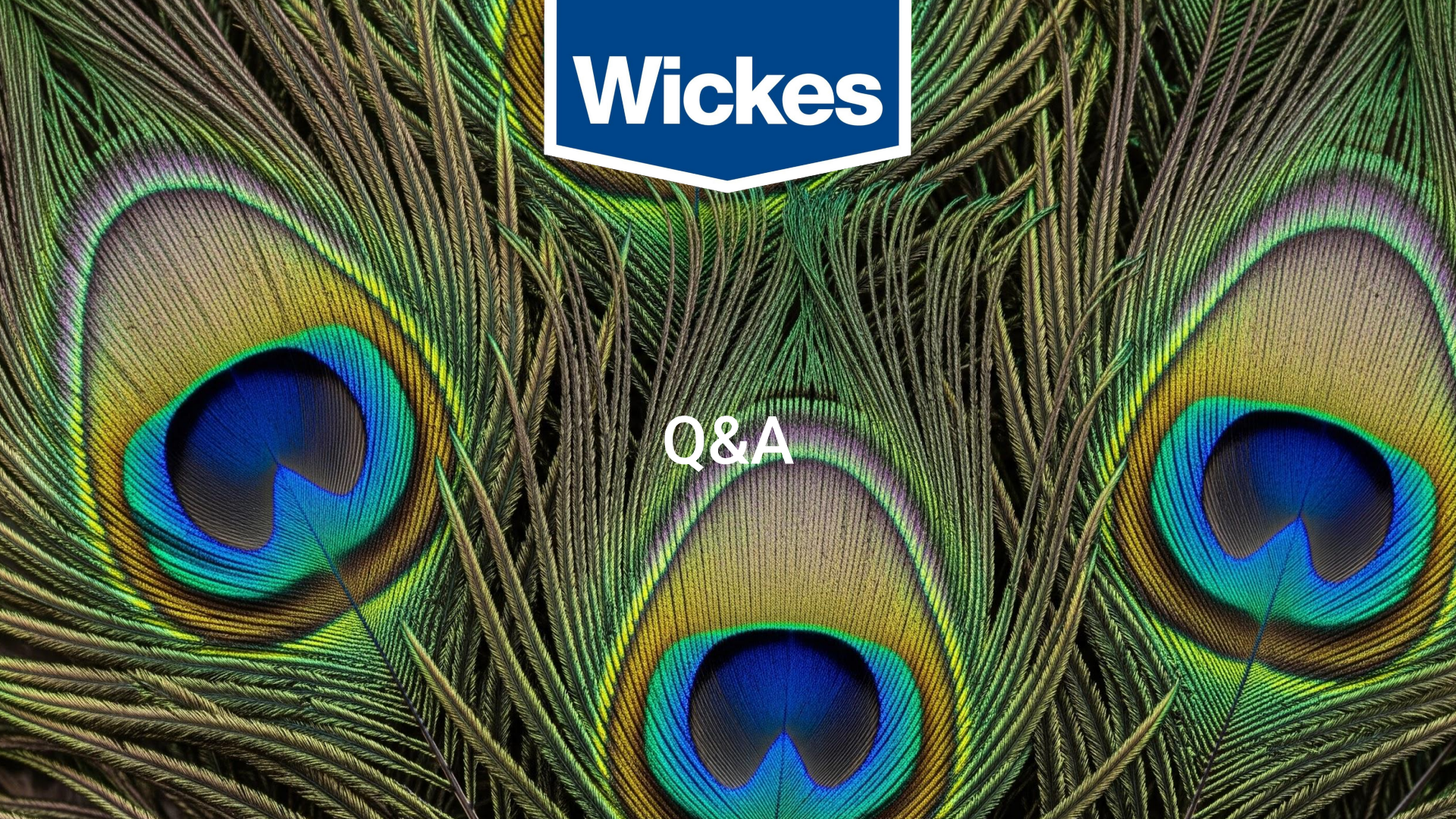
Wickes

David Wood
Chief Executive

Winning market share through a winning proposition

- **Deep understanding of what matters most to customers**
- **Distinctive market positioning to meet customer needs**
 - Breadth of product & projects
 - Strong value proposition
 - Engaging communication
- **Unique service model**
 - Skilled designers
 - Nationwide installation
 - Enables us to access full project value
- **Strongly positioned to win market share**
 - Large, attractive markets
 - Small current share
 - Pent-up market demand



The background of the entire image is a close-up, detailed view of peacock feathers. The feathers are densely packed, showing a variety of colors including iridescent blues, greens, and yellows. The most prominent features are the 'eyes' of the feathers, which are circular patterns with a dark blue center, surrounded by concentric rings of green, yellow, and brown. The texture of the feathers is clearly visible, with fine barbs creating a complex, layered appearance.

Wickes

Q&A

The background of the entire slide is a close-up photograph of peacock feathers. The feathers are densely packed and show a variety of colors including iridescent blues, greens, and yellows, with prominent 'eye' patterns. The lighting highlights the fine texture of the feather barbs.

Wickes

Logistics for store visit

Wickes Staines

- **Staines store**

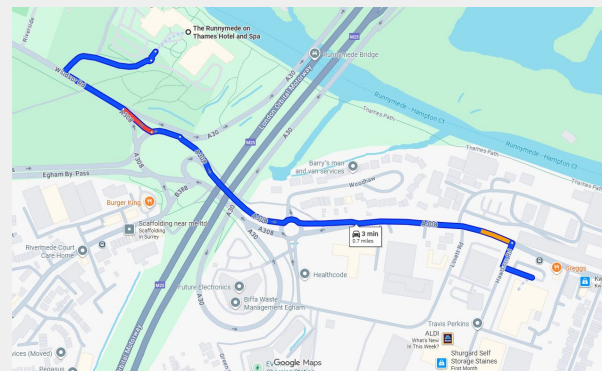
Unit 2, Hawthorn Road, Staines TW18 3AY

- Opened 2018
- Size 20k ft² + 4k ft² mezzanine
- Sales c£9m

- **Carousel of presentations**

15.50	}	Kitchens
16.10		Bathrooms
16.30		Tech enablers & design tools

16.50	Refreshments / meet the team
17.30	Transfer to Egham station



In-store showcase, carousel presenters

Kitchens

Dan Ferrari

Head of Kitchens

Mark Cooke

Chief Commercial Officer

Bathrooms

Tim Richards

Head of Bathrooms

Paul Bangs

Category Director

Tech enablers

Mel Firth

Divisional Director, South

Sarah-Jayne Thorne

Design Consultant

Hannah Matthews

Service Centre Manager, Installations

Mohamed El Fanichi

Chief Information Technology Officer

Steven Blair

Chief Retail & Distribution Officer

Disclaimer

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