

Chief Executive Officer's statement



Another year of strong progress

David Wood, Chief Executive Officer

This has been another year of strong progress against our strategy. I would like to thank all of my colleagues for their continued hard work and commitment.

We have achieved volume-driven growth across all three areas of the business, as the strength of our proposition continues to resonate with customers, from first time DIYers to a growing base of trade professionals.

In Retail, we've achieved record market share with particularly strong sales across timber, tiling & flooring and paint, while TradePro continues to perform strongly, growing to 643,000 active members.

We're also pleased with the performance of our Design & Installation business, which has not only consistently seen order numbers increasing, but has now recorded five consecutive quarters of ordered sales growth¹.

Given the strength of investment returns from our proven store refit and new store rollout strategy, we have announced the decision to accelerate our investment for future growth. This takes our ambition to reach 300 stores nationwide – creating over 2,000 new jobs as we bring Wickes' distinctive offer to new locations up and down the UK.

Progress against strategic growth levers

The Company's strategy, as outlined at the time of the 2021 demerger, has delivered strong market outperformance and is centred around developing and extending the Group's growth levers. These contribute to an improvement in our products and services, saving our customers time and money. Continued investment in these growth levers will drive further market share growth in the coming years.



This improvement has been driven by enhancements we have made to the business, in what has remained a challenging market.

Winning for trade

Our TradePro membership scheme continues to attract local traders, who choose Wickes for its strong value credentials and simple discount scheme, high quality products, availability on the lines that matter most, as well as the convenience and speed of our fulfilment propositions.

Sales from TradePro members increased by 9% year-on-year. The strong growth in the number of active customers to 643,000 was partially offset by a slight decline in average basket size as tradespeople have been managing their material quantities more carefully.

TradePro members benefit from our rewards programme, with access to special deals on services such as skip hire, discounted fuel and great value lifestyle discounts. We have further grown our B2B offer with 24 strategic partnerships, providing access to a potential 400,000 trade customers.

We continue to use behavioural analytics to understand the drivers of average spending by decile. Our proprietary and market-leading machine learning model, the Missions Motivation Engine (MME), drives deeper customer relationships and generates greater long term value.

Chief Executive Officer's statement continued

Accelerating Design & Installation

The improved momentum within Design & Installation has continued, with revenue increasing by 4.4% in the year, as customers are reacting positively to the enhancements made to our kitchen and bathroom proposition. Ordered sales¹ have remained in growth for five consecutive quarters, demonstrating continued momentum as we annualise the return to ordered sales growth in Q4 2024. Delivered sales² have now been in positive growth for three consecutive quarters, with LFL growth in the second half of 6.1%.

This improvement has been driven by the enhancements we have made to the business in what has remained a challenging market. In response to customer feedback, we have simplified the customer journey and now present a unified offering, rather than separate Bespoke and Wickes Lifestyle paths. This new approach encompasses brochures, website, advertising and promotions. We have streamlined the customer journey in store by ensuring that new customers are able to interact directly with a Design Consultant as soon as they begin the design process, and by increasing the availability of Design Consultants. Customers are now able to book an appointment instantly with a Design Consultant, through our website, in the store of their choice, replacing a more cumbersome telephone booking system. We also use software for scheduling installers, with our Customer Experience Centre overseeing the multi-stage installation process. These enhancements have resulted in 94% of customers responding that their Design & Installation with Wickes was 'excellent' or 'good'.

We have launched a number of strategic initiatives for 2025 and beyond, such as range enhancements into high-end kitchen appliances such as SMEG. The launch of eight new colour choices in our Wickes Lifestyle kitchens range has expanded our breadth and enabled us to capture new customers, such as those seeking pastel colours, like Ohio Pink. We launched a Paint to Order service for premium kitchen cabinets in 2025 to offer further choice within our Bespoke range.

We continue to leverage our brand, store footprint and digital presence to build awareness of Wickes Solar. This includes Wickes Solar gondola-ends in every store, in combination with the digital journey on the Wickes website. Wickes Design Consultants have been trained to offer Wickes Solar in store and in the home, which is unique in a market where customers particularly value face-to-face advice.

We launched an online price estimator and established transparent pricing, as well as a compelling finance offer. The market for domestic solar installations in the UK is in long-term growth, with the market estimated to be worth £1.5bn per annum by 2028³. It is a highly fragmented market with no clear brand leader. With a trusted brand and significant experience in design and installation services at scale, Wickes is well placed to be a market leader in home energy solutions.

We held an investor insight event in October 2025 to showcase the strength and competitive advantage of our offer. The slides from the presentation are available on our investor website.

15 minute enhanced Click & Collect service

DIY category wins

Our market share in Retail has reached record levels, with strength across numerous categories, particularly in timber, tiling & flooring and paint.

We continue to grow our key strategic categories and thereby appeal to an ever broader audience. One of the most significant changes this year was a full update and reflow to our decorative ranges in store. As a key category in the DIY market, continuing to evolve this proposition has been at the heart of our product development and continued market share growth. Across Retail we carried out 21 range reviews this year including doors, hardware, panelling, power tools, plumbing, shelving & storage, screws & fixings.

Our Customer Satisfaction metrics remain very strong, with 85% of customers responding that our Click & Collect service was 'excellent' or 'good' and 89% of customers responding that their Home Delivery was 'excellent' or 'good'.

We continue to focus on what matters to our customers, namely the certainty of value, convenience and speed. We maintain a market-leading price position against our wider peer group, to ensure our customers choose Wickes for value. Our Click & Collect promise has been enhanced this year from 30 minutes to just 15 minutes. Our Wickes Extra range offers customers easy access to our extended range online. The launch of Wickes Rapid enables customers to place orders of up to 800kg for local delivery to their home or site within three hours. This highly differentiated service is available seven days per week on over 10,000 SKUs.

Store investment

The strong performance of our existing and new stores, alongside our proven ability to operate successfully in smaller footprint stores, has led us to increase our ambition to 300 stores over the longer term.

Our new store opening programme is performing well and we are confident that our new stores will deliver good economic returns once mature. Revenue and margins from the 13 store-cohort opened over the last 3.5 years are on track to meet our returns expectations, with a target 25% return on invested capital (ROIC) in year five. The rollout of additional new stores will focus on white space opportunities and under-served larger towns and cities.

¹ Ordered sales refers to the value of orders at the point when the order has been agreed.

² Delivered sales refers to the revenue which is recognised when the Group has satisfied its performance obligation to the customer and the customer has obtained control of the goods or services being transferred.

³ Source: Wood Mackenzie UK PV Capacity Forecast.

⁴ Gross internal area, measured in square feet.

Chief Executive Officer's statement continued

In a number of existing stores we are trading successfully with a full Wickes format in a smaller footprint. Although smaller than our Group average footprint of 27,000 sq. ft.⁴, these stores of 15,000-20,000 sq. ft. carry approximately the same 9,000-10,000 SKU range as we stock on average across the estate and generate approximately the same average store EBITDA of c. £0.8m. Using a smaller store footprint will enable us to access a greater number of potential target store locations, to serve catchments with lower populations and to infill major urban areas.

Our refit programme continues to deliver good returns with strong sales uplifts across the store. This is particularly seen in the Design & Installation areas, where we are able to showcase our full offer of kitchens and bathrooms. The refits also enable us to upgrade the efficiency of multi-channel order pick and despatch, which drives higher sales densities, underpins our enhanced 15-minute Click & Collect promise and increases customer satisfaction metrics.

For 2026 we expect to open 4-5 new stores and we plan to refit or refresh 15-20 stores. During 2026 and 2027 we will be securing our future property pipeline by identifying the most optimal locations, securing appropriate commercial terms with landlords, gaining planning permissions and managing construction. Our rollout will accelerate from 2028 onwards, when we expect to be opening 10+ new stores per year and undertaking 20+ refits and refreshes per year.

During 2025 we opened five new stores, in Leeds Moor Allerton, Bury St Edmunds, Dunfermline, Southport and Northampton Riverside. We closed three stores (Muswell Hill Kitchen & Bathroom, Croydon dark store and Southport Kitchen & Bathroom) and ended the year with 230 stores. 190 stores, or 83% of the network, are now in our new format, with two stores refitted in 2025 and a further nine refreshed.

Digital capability

We continue to invest in our digital capabilities to underpin enhanced customer experience and productivity.

A number of the initiatives undertaken in recent years continue to drive growth, such as the introduction of direct-to-diary booking by customers for their appointment with a Design Consultant, which has improved the proportion of leads that continue through the sales funnel. Our proprietary and market-leading machine learning model, the Missions Motivation Engine (MME), delivers tailored content to customers to help them complete their home improvement missions and this continues to drive incremental revenue. New and improved functionality in our colleagues' handheld devices has enabled us to achieve faster fulfilment times and thereby start offering a 15 minute Click & Collect service, instead of 30 minutes, as well as launching the Wickes Rapid service.

There are a number of projects which we are currently investing in to drive future growth, such as our new design software. This will be rolled out to Wickes Design Consultants in 2026 and will transform the customer experience by unlocking new capabilities for faster, more inspirational design visualisations. Also in 2026 we will begin the transformation of our till systems into a unified commerce platform for a seamless online/in-store customer experience and for improved store inventory management. We will implement an order management system to simplify our ordering and fulfilment capabilities and improve customer order accuracy, in two phases launching in 2026 and 2027.

Enhanced store service model

Our '4C' model aims to meet our customers' needs through all four of our store network journeys:

Self Serve, Assisted Selling, Order Fulfilment and the Design & Installation showrooms. Our approach offers a seamless shopping experience for customers and ensures that our store estate works hard for us. Changes to the store estate have increased back of house capacity in recent years for Click & Collect and Home Delivery Order Fulfilment, while reducing the impact on customers in the store.

This unique service model leads to high levels of customer satisfaction, including a 4.4 (Excellent) rating on Trustpilot.

A winning culture

We are proud of the Wickes culture which over the past 50 years has evolved to become a modern, inclusive workplace where all colleagues can feel at home and have the opportunity to grow their skills and develop their careers. We continue to engage with colleagues so that they are informed, inspired and motivated to play their part in delivering our strategy through exceptional levels of customer service.

We are proud that Wickes has been voted the number 1 UK retailer in the Financial Times survey of Europe's Best Employers 2025 and was ranked #87 out of 1,000 companies.

Responsible Business Strategy

In 2025 we have continued to focus on strategically important sustainability topics as part of delivering our Responsible Business Strategy 'Built to Last'.

The wellbeing and safety of our colleagues and customers remains a key fundamental of our Responsible Business Strategy. We have taken a number of important initiatives this year, such as developing new training for manual handling. Our safety culture is centred around commitment and care and we make it our priority to ensure that everyone who works and shops with us goes home safe and well every single day.



Continued investment in these growth levers will drive further market share growth in the coming years.



Chief Executive Officer's statement continued



300

store ambition over the longer term

4.4

'Excellent' rating on Trustpilot

Our progress continues to be recognised and we have increased our scores in a number of prominent ESG ratings, including achieving an A- rating in CDP Climate Change, maintaining a AAA rating in the MSCI ESG Ratings assessment and continuing to be included in the FTSE4Good Index.

People

Inclusion and diversity remain central to our people strategy, as we build a business we are proud of, where all our colleagues have the freedom to be their authentic selves and are empowered to support their communities and customers.

Through our commitment to our Employee Value Proposition and leadership behaviours we are working towards our targets of achieving a gender-balanced team across all roles and functions, and a business that reflects the communities we serve through ethnic diversity and leadership ethnicity balance.

The Wickes Community Programme, launched in 2022, continues to support people across the UK to improve their local community spaces. In 2025 we supported c. 2,500 projects in local communities across the country. The programme won Best Community Engagement Programme at the 2025 Corporate Social Responsibility (CSR) Awards.

Our two-year corporate charity partnership with The Brain Tumour Charity completed in April 2025, and we successfully reached our target of raising £2 million for the charity, with the generosity of our customers, colleagues and suppliers. The partnership was recognised by winning the Best Short Term Partnership award at the Third Sector Business Charity Awards.

In May 2025 we launched a new two-year partnership with CALM, the suicide prevention charity. We are delighted that we are well on the way to our £2 million fundraising target over two years, having fundraised c. £900,000 in the first eight months and subsequently reached £1 million in February 2026.

Environment

We are committed to mitigating the risk that climate change poses to our shared environment.

We remain on track to meet our Scope 1 and 2 near-term emissions reduction targets. Like many of our peers in the retail sector, the majority of our emissions come from our Scope 3 value chain. These relate mainly to the manufacture of the products we sell, their transportation, their use and their disposal at the end of life. We are working with our key strategic suppliers, collaborating to decarbonise the home improvement industry.

Having already transitioned to a 100% renewable electricity contract, we now also have air source heat pumps installed at 10 stores and solar generation installed at 13 stores.



We remain well positioned, with the strength of our strategy and business model.

We remain active members of Make it Zero, the global home improvement sector's Scope 3 reductions initiative and are actively engaged in the British Retail Consortium's Climate Action Roadmap.

Homes

Wickes Solar is an important part of our strategic growth lever, to accelerate Design & Installation.

We are proud to help customers choose home energy solutions which save energy and reduce the carbon footprint of their homes.

We continue to track the proportion of our own brand products which support sustainability, through supporting energy efficiency, supporting water efficiency, containing recycled materials or containing responsibly sourced timber.

We remain well positioned for 2026, with the strength of our strategy and balanced business model giving us confidence that we will continue to succeed in the large UK home improvement market.

David Wood

Chief Executive Officer