

## Financial review



Our financial results have demonstrated the continuing strength of our business model, delivering volume-driven outperformance in challenging market conditions.

# Volume-driven outperformance

Mark George, Chief Financial Officer

**Revenue of £1,636.2m reflected 5.9% sales growth year-on-year. Retail sales were driven by an increase in volumes in a mildly deflationary pricing environment. The good momentum within Design & Installation continued, with revenue increasing by 4.4% as customers are reacting positively to the enhancements made to our kitchen and bathroom proposition.**

Adjusted profit before tax increased by 14.4% to £49.9m (2024: £43.6m) and statutory profit before tax increased by 109.9% to £48.7m (2024: £23.2m) following a non-cash impairment charge which impacted 2024.

There was £91.7m of cash at the end of the period (2024: £86.3m), after £24.8m of dividends and £20.0m of share buybacks<sup>1</sup>.

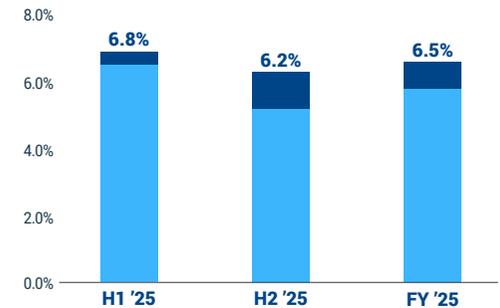
### Revenue

Revenue for the 52 weeks to 27 December 2025 was £1,636.2m (2024: £1,544.5m), an increase of 5.9% on the prior year. LFL sales<sup>2</sup> for the period were up 4.9%.

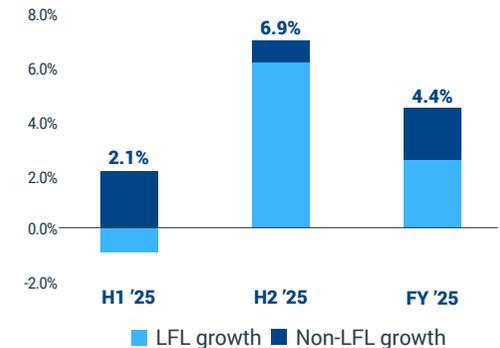
Retail revenue – sales from products sold to DIY customers and local trade professionals – increased by 6.5% to £1,208.9m (2024: £1,135.2m). Retail LFL revenue increased by 5.7%, driven by positive volume growth. Our TradePro business continues to perform strongly, with sales up 9% year-on-year, as local trade professionals continue to choose Wickes to save them time and money. DIY sales were in mid-single digit growth, with volumes driven by increasing customer transactions, reflecting the strength of the Wickes offer.

Design & Installation delivered revenue<sup>3</sup> was £427.3m (2024: £409.3m), an increase of 4.4%, as customers are reacting positively to the enhancements made to our kitchen and bathroom proposition. Ordered sales<sup>4</sup> have remained in growth for five consecutive quarters, demonstrating continued momentum as we annualise the return to ordered sales growth in Q4 2024. Delivered sales<sup>3</sup> have now been in positive growth for three consecutive quarters.

### Retail sales



### D&I sales



### Gross profit

Adjusted gross profit for 2025 was £605.9m, a 7.2% increase compared to the prior year (2024: £565.1m). Adjusted gross margin increased by 44 basis points, as a result of volume growth, category mix and lower consumer credit costs.

Statutory gross profit of £603.8m (2024: £566.6m).

- 1 Before stamp duty and commission.
- 2 For a definition of like-for-like (LFL) sales, see note 3 of the financial statements.
- 3 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.
- 4 Ordered sales refers to the value of orders at the point when the order has been agreed.

## Financial review continued

### Operating profit

Adjusted operating profit of £74.8m increased by 11.0% year-on-year (2024: £67.4m) due to revenue growth driving operational leverage, in addition to our productivity programme having helped to mitigate cost inflation. Investment in digital, distribution initiatives and property stepped up in H2, as guided. The adjusted operating profit margin increased to 4.6% (2024: 4.4%).

Statutory operating profit increased by 49.3% to £70.6m (2024: £47.3m).

### Net finance costs

Net finance costs were £21.9m (2024: £24.1m), principally comprising finance costs relating to the IFRS 16 interest charge on leases, partially offset by interest income earned on cash balances.

### Adjusted profit before tax

Adjusted profit before tax was £49.9m (2024: £43.6m), an increase of 14.4% year-on-year, reflecting the strong performance outlined above.

### Adjusting items

Pre-tax adjusting item charges were £1.2m (2024: £20.4m). These comprise charges related to derivative fair value losses on foreign exchange contracts of £2.1m (2024: gain of £1.5m), a right-of-use asset impairment charge of £1.7m (2024: £12.3m), an impairment charge related to the Solar Fast brand of £0.3m (2024: nil) and an impairment charge related to property, plant and equipment of £0.2m (2024: £5.8m), offset by a gain on the fair value of call options of £3.0m (2024: nil) and a restructuring provision release of £0.1m (2024: restructuring costs of £4.0m).

### Profit before tax

Profit before tax increased to £48.7m (2024: £23.2m) reflecting the factors noted above and a non-cash impairment charge in the prior year.

# £1.6bn

revenue

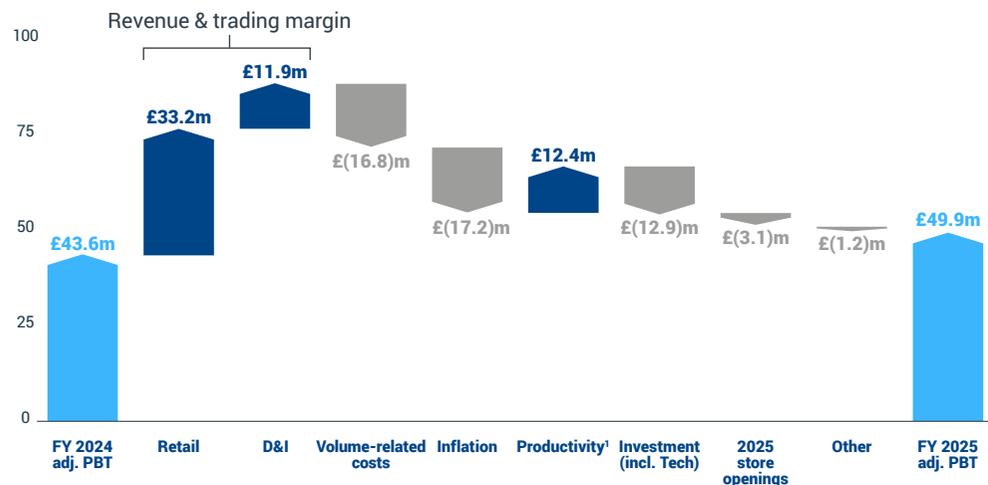
# +5.9%

year-on-year increase



Growth in profits reflects revenue growth driving operational leverage, with strong productivity partially mitigating cost inflation

### Adjusted PBT waterfall



<sup>1</sup> The impact of YoY savings in distribution costs is displayed in 'Productivity', but is included in gross margin in the statutory income statement.



## Financial review continued



Average cash across the year was £153m, reflecting our normal cycle of working capital, compared to year end cash of £92m.

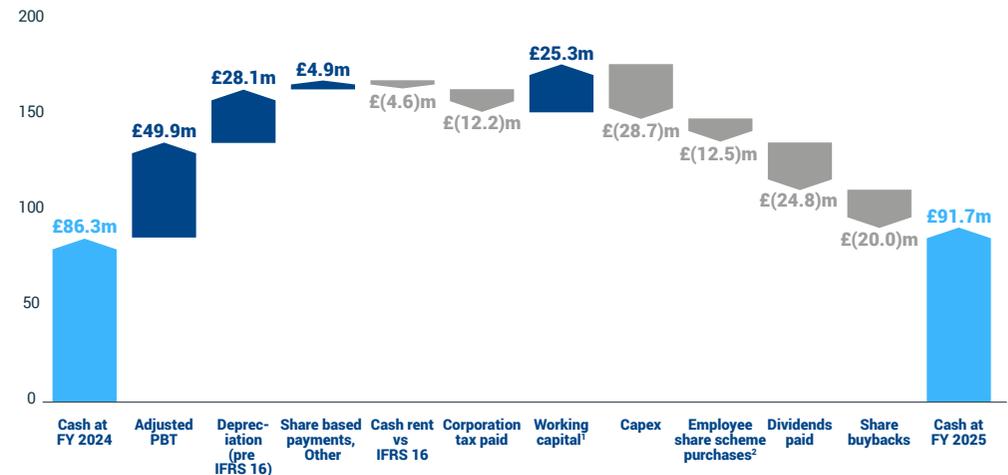
# £49.9m

adjusted PBT

# +14.4%

year-on-year increase

### Cash waterfall



1 Includes £3.5m of accrued capex spend.

2 Before stamp duty and commission and after SAYE cash receipts.

### Tax

The tax charge for the period was £10.9m (2024: £4.8m). The effective tax rate for the period was 22.4% (2024: 20.3%), which differs from the UK corporation tax rate of 25% principally due to UTP reversals.

Tax charge on adjusting items was £1.0m (2024: £4.9m) and there was an adverse prior year tax adjustment of £1.2m (2024: nil).

### Investment and capital expenditure

Capital expenditure of £28.7m (2024: £26.1m) was lower than expected, due to the phasing of some capital investment projects.

The largest component of capex was £15.2m investment in the store estate (2024: £13.3m), of which new stores were £9.2m, refits and refreshes £5.4m and other store capex across the estate £0.6m. There was £4.4m capex investment in our digital capabilities (2024: £4.8m), as we continue to develop our multi-channel offer.

We expect capital expenditure for 2026 to be £40-45m, driven by an acceleration in our store network rollout and further IT capital expenditure, as we continue to enhance our operating systems and customer experience. In addition we expect investment in technology projects, expensed in the income statement, of £18-20m.

### Cash / net debt

Cash at the end of the period was £91.7m (2024: £86.3m), reflecting a strong performance in the year. This was slightly higher than anticipated due to a healthy order book in Design & Installation, as well as the phasing of some capital investment projects. Average cash across the year was £153.0m (2024: £144.3m), reflecting our normal cycle of working capital.

	Year end 2025	Average 2025
Debt	Nil	Nil
Cash & equivalents	£91.7m	£153.0m
Net cash/(debt)	£91.7m	£153.0m

## Financial review continued

Operating profit increased year-on-year, resulting in cash flows from operations of £184.3m (2024: £172.0m). Cash inflows related to working capital movements were £21.8m<sup>1</sup> (2024: £1.4m outflow), reflecting a healthy order book in Design & Installation, higher capex accruals and improved creditor payment terms. Cash outflows from financing activities of £170.6m (2024: £158.5m) include £114.0m (2024: £114.4m) related to lease liabilities, £24.8m dividend payments (2024: £26.1m), £20.0m of share buybacks<sup>2</sup> (2024: £15.1m) and £12.5m of share purchases for the Employee Benefit Trust<sup>3</sup> (2024: nil).

Inventories increased slightly to £199.4m (2024: £192.9m).

### Dividend

The Board has recommended a final dividend of 7.3p per share, which will be paid on 5 June 2026 to shareholders on the register at the close of business on 24 April 2026.

The shares will be quoted ex-dividend on 23 April 2026. Shareholders in the UK may elect to reinvest their dividend in the Dividend Reinvestment Plan (DRIP). The last date for receipt of DRIP elections and revocations will be 14 May 2026.

### Share buyback

The £20m 2025 share buyback programme was completed in December 2025. A new share buyback programme of £10m has been announced today and will commence in due course.

### Mark George

Chief Financial Officer



10.9p  
Full year dividend

£20m  
Share buyback completed

## Capital allocation framework



### Strong balance sheet

Operate with net cash at all times

Cash of at least £50m at year end

RCF provides additional liquidity



### Investing in the business

Capex of 2-3% of sales

Refits, new stores and tech

Target blended ROIC >15%



### Ordinary dividend

Target dividend cover of 1.5x – 2.5x in normal trading



### Return of surplus cash

Excess cash will be returned to shareholders

1 Excludes £3.5m of accrued capex spend.

2 Before stamp duty and commission.

3 Before stamp duty and commission and after SAYE cash receipts.