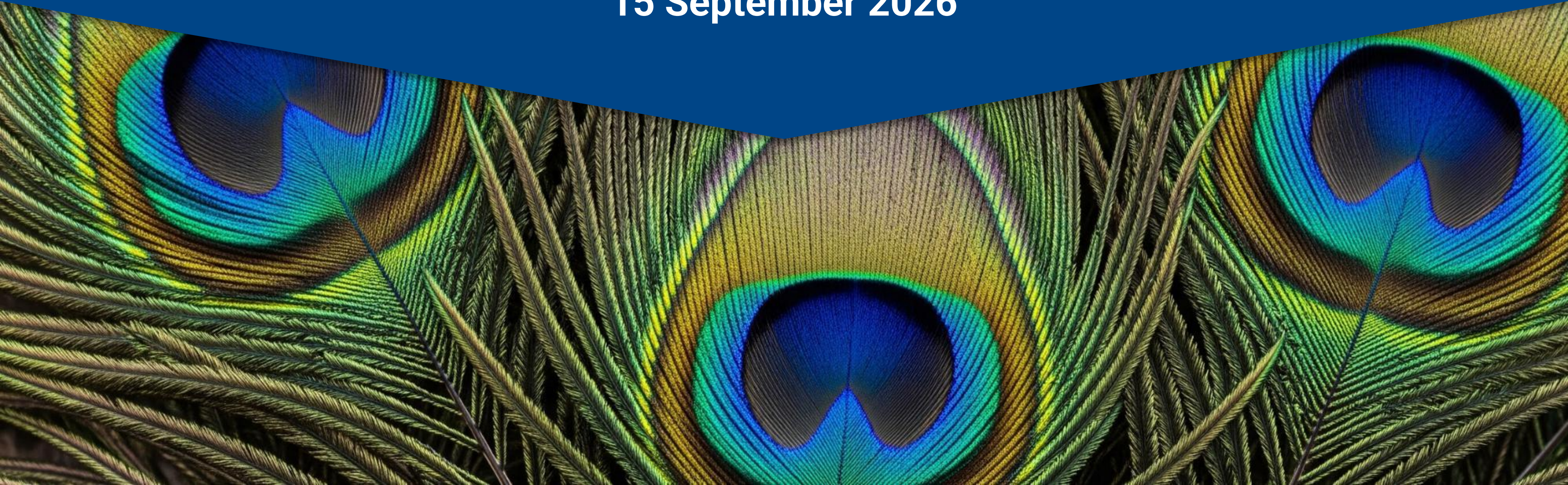
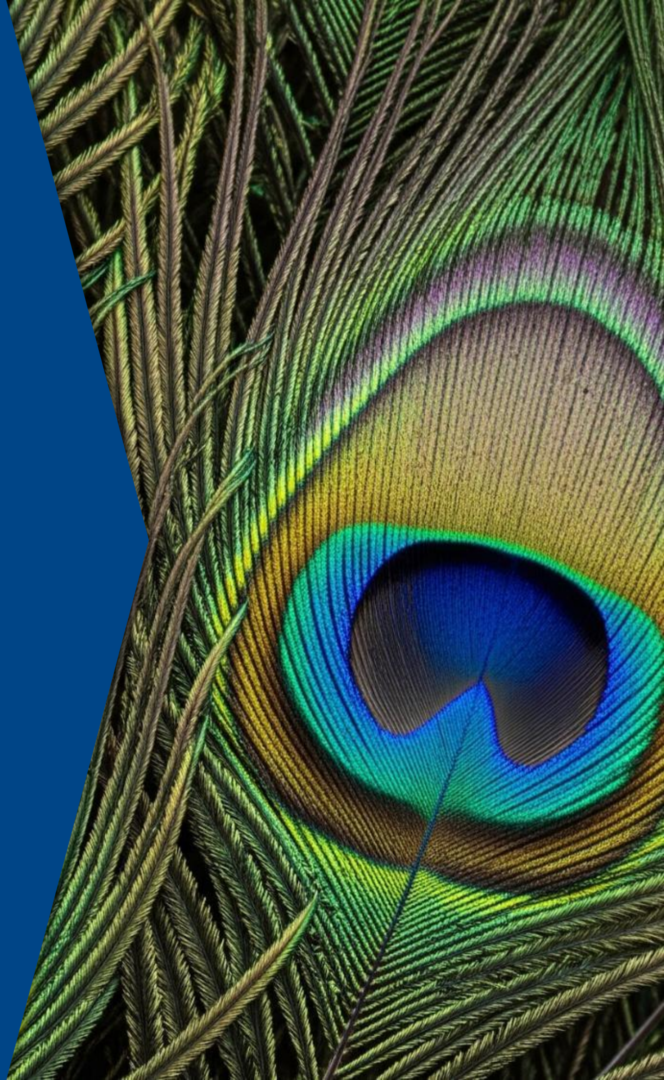
2026 Half Year Results

15 September 2026



Introduction

David Wood
Chief Executive Officer



Agenda

1 **Key Highlights**
David Wood
Page 4

2 **Financial Review**
Mark George
Page 5

3 **Business Update**
David Wood
Page 12

4 **Summary, Q&A**
David Wood & Mark George
Page 19

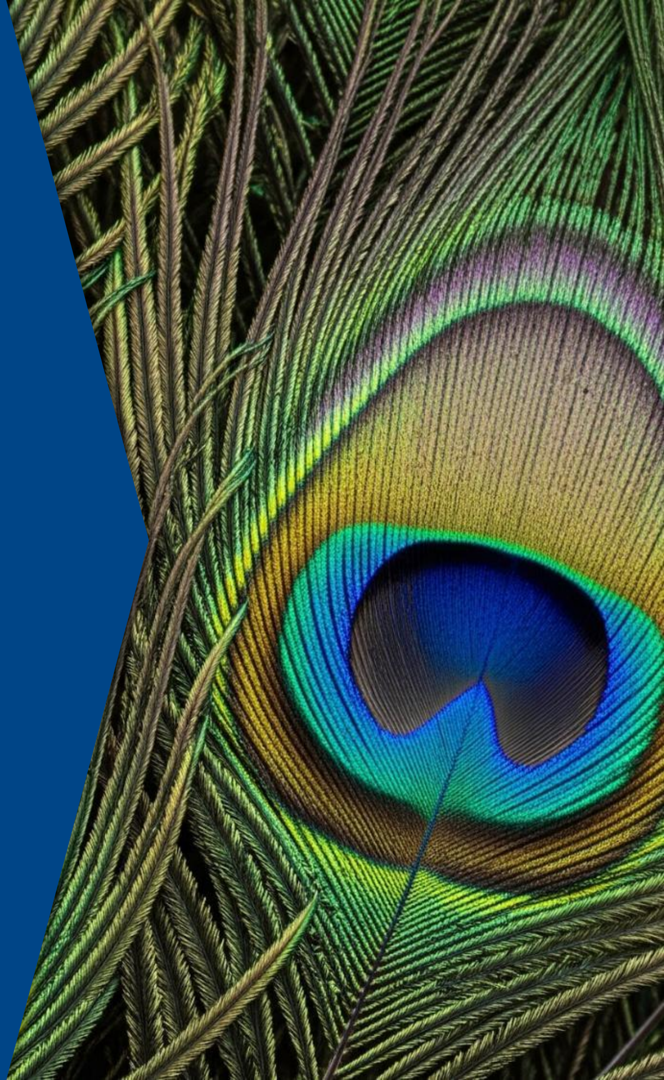
Strong volume-led performance; remain on track for FY profits

- **Revenue growth in both parts of the business**
  - Continued volume-led growth in Retail
  - Fifth consecutive quarter of positive LFL in D&I
- **Increased profits in spite of challenging market environment**
  - Adj. PBT of £27.6m +1.1%
  - Sales growth and productivity to support profitability in H2
- **Accelerating investment in future growth**
  - 8 refits/refreshes support further sales growth
  - Ambition to increase estate to 300 stores
- **Delivering attractive returns to shareholders**
  - Interim dividend increased by 2.8% to 3.7p
  - £10m buyback completed +£9.2m net funding for EBT share purchases[1]
- **Trading in Q3 so far has shown a significantly improved trend**
  - Remain on track to meet consensus for 2026 adj.PBT[2]

1) Before stamp duty, commission and after cash received from employees; 2) Consensus adjusted PBT for FY26 is £54.6m as at 2 September 2026, with a range of £52.8m to £56.0m

Financial Review

Mark George
Chief Financial Officer



A good first half across sales, profit and cash

Revenue £865.3m

+2.1%

Adj.gross margin
broadly flat YoY

HY cash £152m

(H1 2025: £158m)

Retail[1] revenue +0.8%

Design & Installation[2] revenue +5.7%

Adjusted PBT
£27.6m
+1.1%

Interim dividend 3.7p
+2.8%

£10m share buyback completed

All figures are on an adjusted basis; 1) Retail revenue refers to all products and related delivery income sold to customers (both DIY and local trade), in stores or online, excluding those reported as Design & Installation Ranges; 2) Design & Installation revenue includes all product categories which could be sold as part of a design and/or installation and where the majority of sales of those products are designed and/or installed. This relates principally to projects such as kitchens, bathrooms and solar, sold by our Design Consultants. Revenue is recognised when delivery and installation (where applicable) is complete.

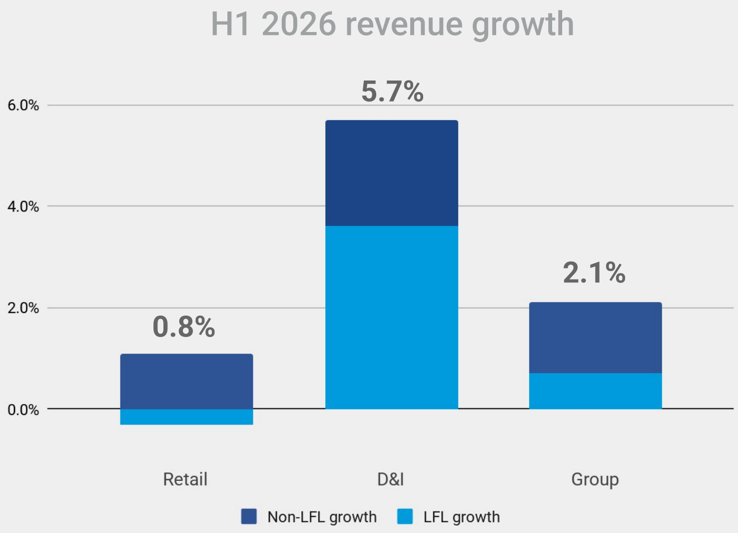
Strong volume-driven growth underpins good profit performance

£m[1]	HY 2025	HY 2026	Change %
Revenue	**847.9**	**865.3**	**2.1%**
Retail	*634.4*	*639.8*	*0.8%*
Design & Installation Ranges	*213.4*	*225.5*	*5.7%*
Gross profit	312.0	317.8	1.9%
Gross profit margin	**36.8%**	**36.7%**	**-0.1ppts**
Operating costs	(271.9)	(277.0)	1.9%
% of sales	(32.1)%	(32.0)%	+0.1ppts
Operating profit	40.1	40.8	1.7%
Interest	(12.8)	(12.8)	+0.2%
Adjusted PBT	**27.3**	**27.6**	**1.1%**
Adjusted PBT margin	3.2%	3.2%	-0.0ppts

- **Sales growth** in both Retail and Design & Installation
- **Gross margin broadly flat** whilst maintaining price leadership and volume growth
- Operating costs impacted by continued inflationary pressures
- **Productivity** plan and tight control **helping to mitigate cost inflation**, with further benefits in H2

1) All figures are on an adjusted basis.

Volume-driven revenue growth across the business



Retail (Trade & DIY)

- Strong volume growth, offsetting 2.4% deflation
- TradePro sales +5%
- DIY sales broadly flat
- 2-year LFLs very strong

Retail	Q1	Q2	HY
Volume/mix[1]	0.4%	3.4%	2.1%
Inflation[2]	(2.1)%	(2.7)%	(2.4)%
LFL sales	**(1.7)%**	**0.7%**	**(0.3)%**
2-year LFL	**2.6%**	**8.7%**	**6.1%**

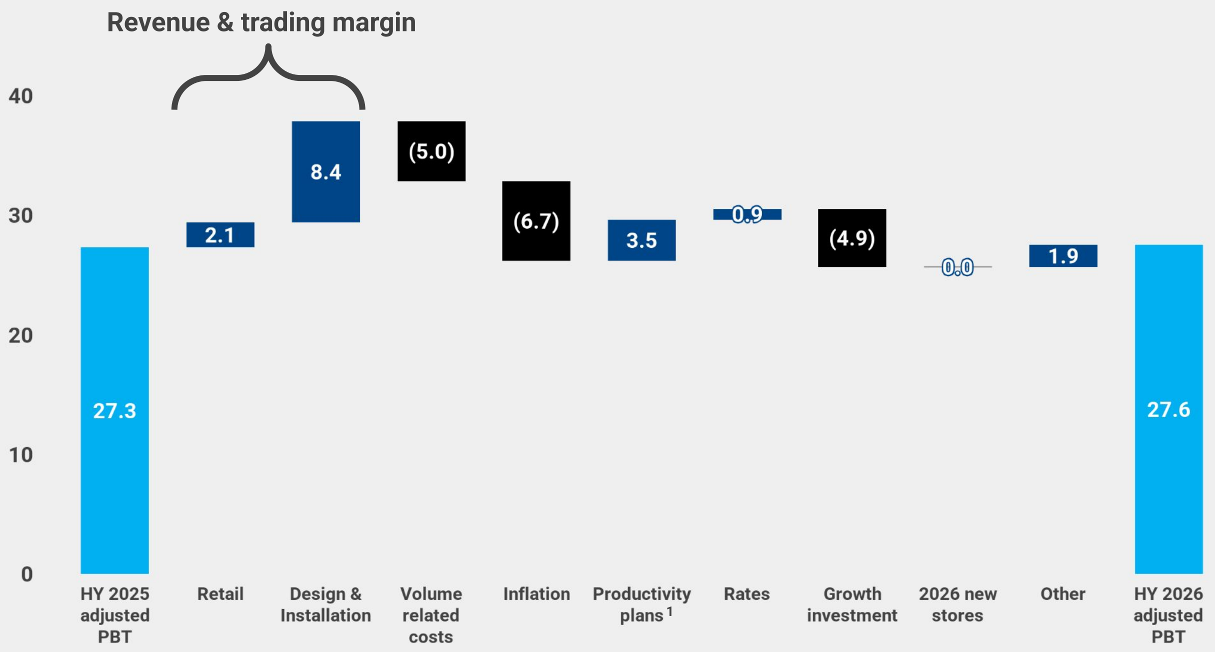
Design & Installation

- 5th consecutive quarter of LFL growth
- Strong growth in Wickes Lifestyle Kitchens and Bespoke Bathrooms
- Overall number of projects increased
- Ordered sales by value broadly flat

D&I	Q1	Q2	HY
LFL sales	**5.7%**	**1.8%**	**3.6%**
2-year LFL	**(0.2)%**	**5.4%**	**2.6%**

1) Volume represents both the change in volume of products sold and the change in product mix; 2) Inflation represents the price change on products sold in both years.

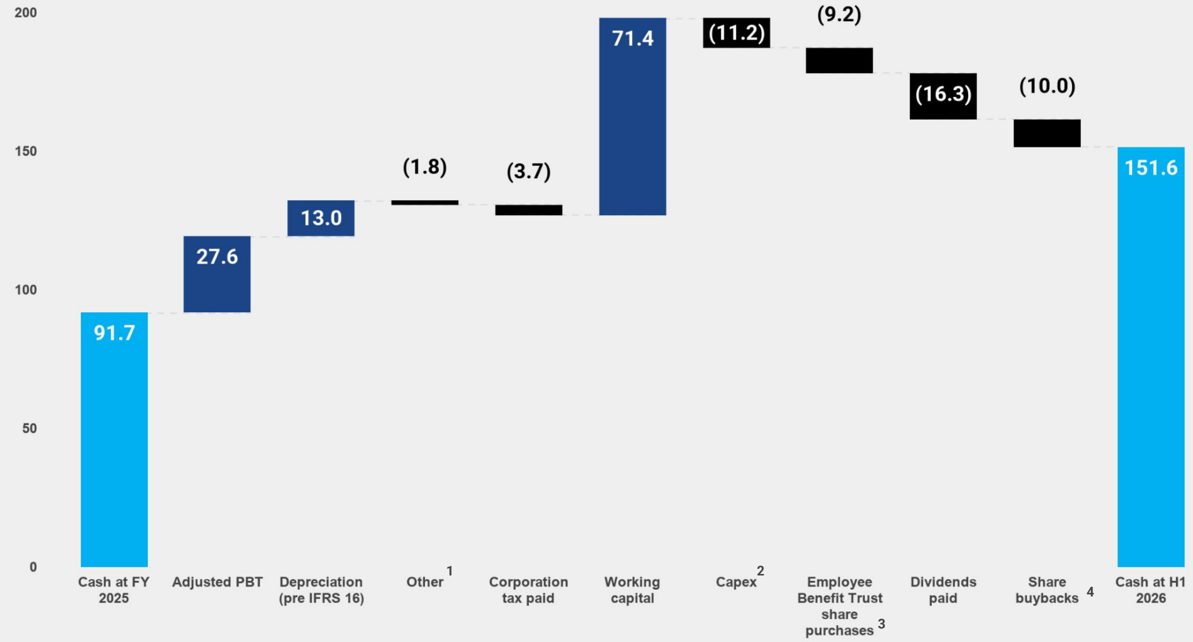
Profit growth driven by sales volumes & productivity, enabling growth investment



- Trading margin growth
  - Sales increase in Retail and D&I
- Inflationary pressures continue, notably in people costs and fuel
- Productivity initiatives helping to offset inflation and will strengthen in H2
  - Distribution, stores, customer services, IT
- Increased investment in digital projects, customer services and the property refit/refresh plan
- All 2026 new store openings planned for H2

All figures shown in £m; 1) The impact of YoY savings in distribution costs is displayed in productivity plans, whereas in the statutory income statement this is included in gross margin.

Cash generation supports significant investment programme & shareholder returns



- **£71m normal seasonal working capital benefit**
  - Will unwind in H2
- **Capex to be H2 weighted**
  - 2026 guidance c.£40m[5]
- **£9m net funding for employee share schemes[3]**
- **£26m shareholder returns**
  - £16m paid in dividends
  - £10m share buybacks[4]

1) 'Other' comprises share based payments, cash rent vs IFRS16 and other miscellaneous items; 2) Includes a net reduction of accruals of £0.9m; 3) Before stamp duty, commission and after cash received from employees; 4) Before stamp duty & commission; 5) Excluding investment in technology projects expensed in the P&L.

Outlook and guidance for 2026

Outlook

- Trading in Q3 so far has shown a significantly improved trend
  - Step-up in Retail to mid-single-digit LFL revenue growth
- Productivity plan to deliver further in H2
- Benefit from lower business rates, as previously noted
- On track to meet consensus expectations for 2026 adj.PBT[1]

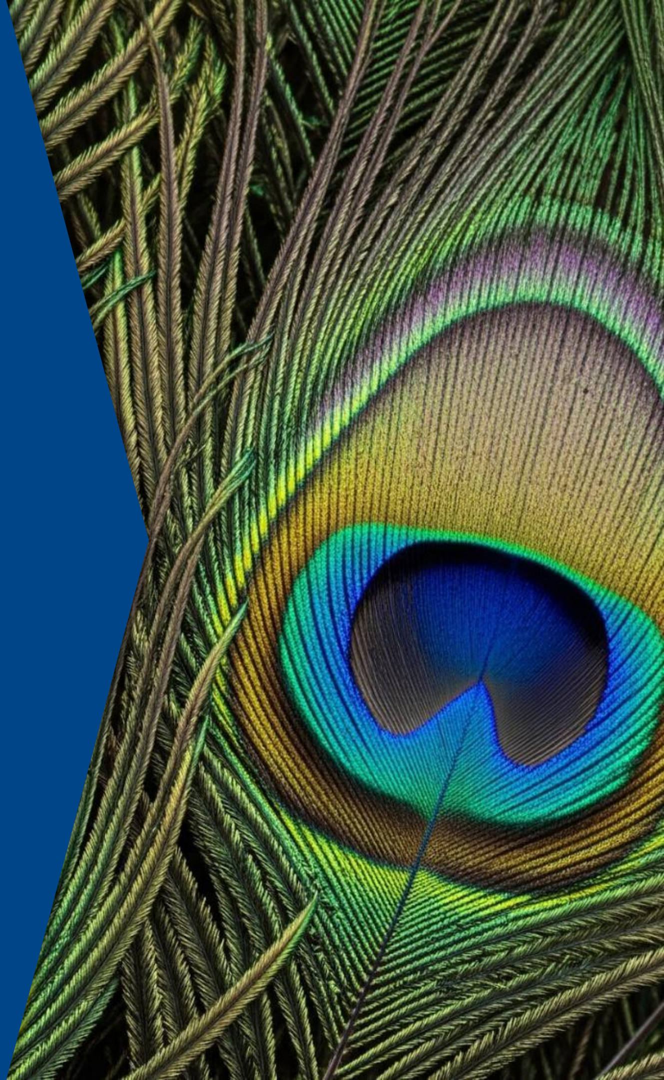
Technical guidance for 2026

- Net interest costs £25-27m
- Effective tax rate 24-26%
- Capex c.£40m[2]
- FY25 working capital benefit to unwind by £5-10m in FY26
- Completed in H1
  - £10m share buyback
  - £9m share purchases for EBT
- Dividend and cover increasing as profits grow, within dividend cover range of 1.5x - 2.5x

1) Consensus adjusted PBT for FY26 is £54.6m as at 2 September 2026, with a range of £52.8m to £56.0m; 2) Excludes investment in technology projects expensed in the P&L.

Business Update

David Wood
Chief Executive Officer



Winning strategy based on balanced business model and proven growth levers

Our vision
A Wickes project in every home

Our purpose
To help the nation feel house proud

Growth levers

Winning for trade
TradePro growth

Accelerating Design & Installation
Broadening the proposition with category extensions

DIY category wins
Getting our fair share in underweight categories

Store investment
High return on investment from refits and new stores

Digital capability
Continued development of a seamless offer

Enhanced store service model
Laying the foundations for future growth

A winning culture
Engaged colleagues and growing responsibly

Current market trends remain stable

Local Trade

Trade pipelines remain healthy

Around 30% of tradespeople have work for >12 months[1]

Design & Installation

1 in 5 planning new kitchen or bathroom projects

Planned spend stable, whilst still below historical norms[1]

DIY

1 in 2 consumers plan to decorate a room this year[1]

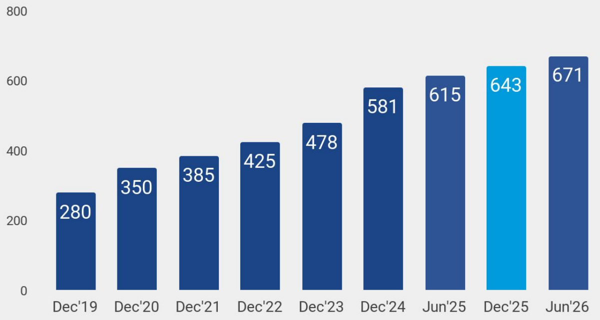
c60% expect faster deliveries and will pay more for same-day service[2]

1) Wickes Mood of the Nation survey August 2026; 2) Metapack Ecommerce Delivery Benchmark Report, Retail Economics in partnership with Auctane, February 2025.

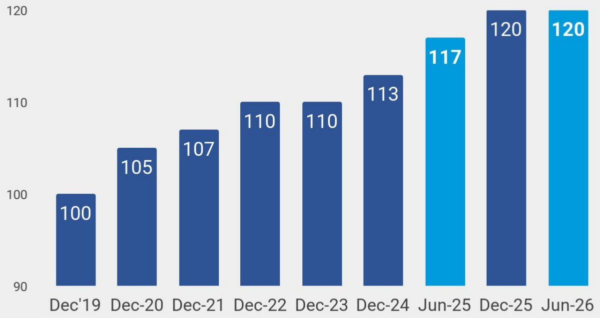
More customers choosing Wickes, driving volume growth in Retail

- **TradePro sales +5% on increased customer volumes**
  - Growth in active members to 671,000[1]
- **Category development driving market share gains YoY**
  - Decor at all-time high, following category reset
  - Range development driving garden share, especially in soil & compost, power tools, garden buildings
  - Growth in timber, following 2025 range reviews in mouldings, cladding, stair parts & acoustic panels
- **Importance of certainty of value, clarity of choice & convenience**
  - 7% growth in digitally-led Click & Collect and Home Delivery in Q2
  - Very strong Customer Satisfaction metrics[3], with 89% self serve, 86% C&C, 90% Home Delivery

Active TradePro customers (000) [1]



Retail market share (indexed, 2019 = 100)



1) Active members of the TradePro scheme are defined as those who have shopped with us in the last 12 months; 2) Source: GfK GB point of sale data, sourced from GfK DIY Category Reporting June 2026. 3) In Wickes' regular, proprietary Customer Satisfaction survey, the percentage of customers responding 'excellent' or 'good'.

Growing volumes across all segments of our D&I markets

- **Unique customer proposition**
  - Only national retailer with 'Good, Better, Best' offering and installation service, in both kitchens and bathrooms
  - Range of styles, affordability, service and trust
- **Customers responding positively to unique Wickes offering**
  - Volume of kitchens & bathrooms sold +3%[1]
    - Lifestyle Kitchens offering innovation in more affordable segment of market, now with 23 ranges
    - In Bespoke bathrooms, success of Bayswater collection, new fitted & modular furniture
  - Customer satisfaction 96% 'excellent' or 'good'[2]
- **Wickes Solar building foundations for future growth**
  - Improving lead generation and conversion
  - Installing solar on 5 Wickes stores this year

1) Number of kitchen projects >£1500 and bathroom projects >£500 ordered during H1 2026; 2) Percentage of customers responding 'excellent' or 'good' regarding the full process from lead to order

Investment in new stores and refits driving growth

- **Refitted/refreshed 8 stores**
  - c84% of estate now in current format
  - 8 refits / refreshes: Luton, Baguley, Doncaster, Hanger Lane, Hertford, Newbury, Dumfries, Loughton

- **Property plans for 2026**
  - 4 - 5 new stores
  - 12 refits / refreshes

Current expectation	2026	2027	2028 onwards
New stores, #	4 - 5	7 - 9	10 +
Refits & refreshes, #	12	15 - 20	20 +
Store capex[1]	**c.£20m**	**£25 - 35m**	**£35 - 45m**

1) Total capex comprises store capex shown in table above plus c£15-20m other capex (digital, maintenance, range reviews, other).

‘Built to Last’ Responsible Business strategy

Early careers opportunities

30% of store colleagues aged 16-24

Campaign to tackle tool theft[1]

260k power tools protected with free marking

Charity partner CALM

Raised £1.3m towards £2m target

Recognition in ESG ratings

Strong results in ESG assessments

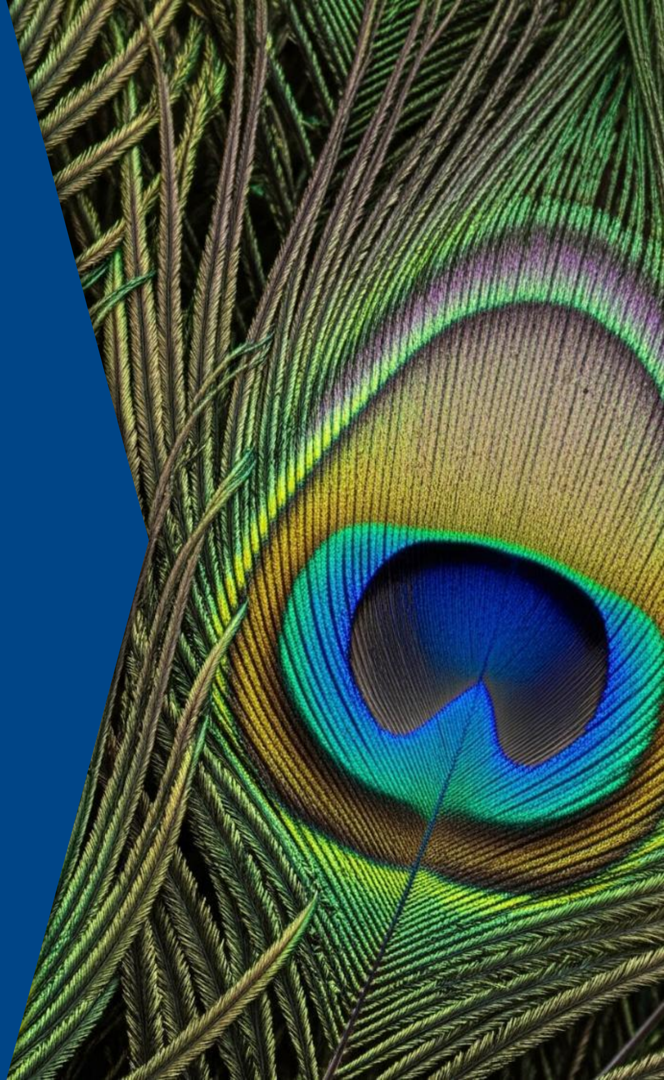
1) Image shows sculpture named ‘Anguish’, made of reclaimed power tools and spanners, commissioned by Wickes. The Wickes tool theft campaign highlights the impact of tool theft on tradespeople, affecting their income, mental wellbeing and ability to work

Distinctive business model underpins profit growth and cash generation through the cycle

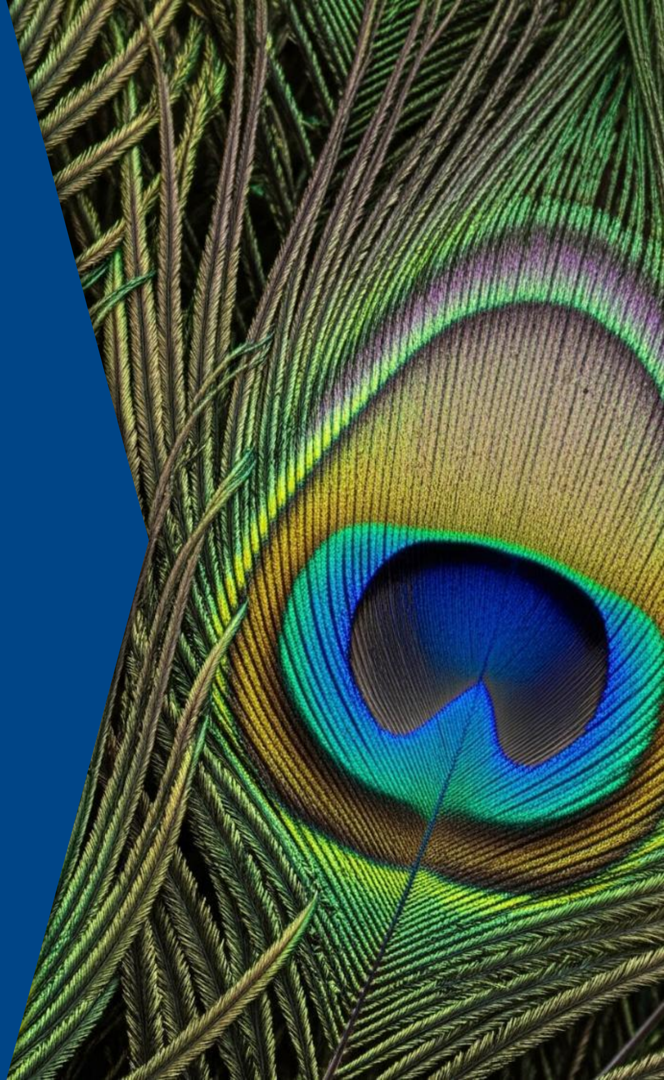
1. **Highly differentiated business model**
   - Continuing to win market share
   - Volume growth drives operational leverage
2. **Scale of growth opportunity**
   - 30% growth ambition for store estate
   - £35bn total addressable market[1]
   - Only c5% market share
3. **Strong cashflow generation**
   - Enables investment in proven growth levers
   - Attractive shareholder returns

1) Addressable market size figures are approximate. Sources include GfK data (excluding builders' merchants), Mintel, KBB, Gower, Wickes internal forecasts, BCG, MCS & Wickes Solar internal forecasts for residential properties (excluding double glazing).

Q&A



Appendix



Large UK markets with potential to grow share materially

£35bn
Total addressable market

	Retail	Design & Installation		Total
	Home improvement[1]	Kitchens & bathrooms[2]	Home energy[3]	
Products	£19bn	£7bn	£2bn	**£28bn**
Installation services	–	£4bn	£3bn	**£7bn**
Total	**£19bn**	**£11bn**	**£5bn**	**£35bn**

With c5% share of the £35bn addressable market, there is plenty of headroom for growth

All figures are approximate. 1) Source: GfK data, excluding builders' merchants; 2) Source: Mintel, KBB, Gower, Wickes internal forecasts; 3) Source: BCG, MCS & Wickes internal forecasts, for residential properties, excluding double glazing.

Strong foundations and performance leading us to accelerate our network rollout

Strong performance of existing & new stores

+

Proven ability to operate successfully in smaller footprint stores

→

Going further & faster

Increased ambition to 300 stores

Encouraging performance of new store cohort

- **Confidence from cohort of new stores**
    - Stores performing well
    - 13 stores opened in 3.5 years[1]
- **Revenue & margins maturing and on track to meet returns expectations**
    - Target 25% ROCE in year 5
- **Ongoing rollout**
    - White space opportunities
    - Under-served larger towns and cities

1) Opened mid-2022 until end-2025.

Ability to operate successfully, with full range, in smaller footprint stores

- **Successfully trading with full Wickes format in smaller footprint stores**
  - Full customer proposition
  - Existing sites of this size performing well
- **Access to greater number of potential target locations**
  - Catchments with lower population
  - Infill of major urban areas

Performance of smaller footprint stores	Sq.ft[2]	SKUs in store	Store EBITDA[3]
Smaller footprint stores[1]	15 - 20k	9-10k	£0.8m
Group average	**27k**	**9-10k**	**£0.8m**

All figures as at FY25. 1) Comprises a basket of 21 stores which have been trading for more than one year; 2) Gross internal area; 3) Average Store EBITDA defined as mean store-level earnings before interest, tax, depreciation, and amortisation, after rent charges, across our standard footprint stores. This excludes central overheads and is calculated on an ordered sales basis, rather than IFRS delivered sales.

Greater store growth opportunity

- **Securing property pipeline, with rollout to accelerate from 2028 onwards**
  - Anchor tenant, very strong 5A1 covenant
  - Commercial negotiations, planning permissions, construction
- **Access to smaller catchments enables new ambition for 300 stores**
- **Refit programme evolving towards more refreshes**
  - Lower capex requirement per site

Current expectation	2026	2027	2028 onwards
New stores, #	4 - 5	7 - 9	10 +
Refits & refreshes, #	12	15 - 20	20 +
Store capex[1]	**c. £20m**	**£25 - 35m**	**£35 - 45m**

1) Total capex comprises store capex shown in table above plus c£15-20m other capex (digital, maintenance, range reviews, other).

Increased growth investment, within established capital allocation framework

1. Strong balance sheet
Net cash at all times
Min £50m YE cash
RCF for extra liquidity

2. Investing in the business
Capex 2-3% of sales
Refits, new stores & tech
Target blended ROIC >15%

3. Ordinary dividend
Target dividend cover
1.5x - 2.5x in normal trading

4. Return of surplus cash
Excess cash will be returned
to shareholders

- **Opportunity for enhanced investment into the business**
  - Going further & faster on proven new store rollout and refits/refreshes
  - Property capex to increase by c£20m pa in medium term
  - Ambition to reach 300 stores
- **Dividend policy unchanged**
  - Target cover ratio 1.5x - 2.5x
  - Dividend and cover to start increasing as profits grow
- **Share buyback programme**
  - Future buybacks dependent on speed of store rollout

A balanced business supporting three customer propositions

Local Trade

We are trusted by local tradespeople to provide quality products they need at great value, saving them time and money. Our TradePro loyalty scheme offers a 10% discount and our Wickes own brand has built a strong reputation with Local Trade over the past 50 years.

Design & Installation

For customers who are looking to buy a new bathroom, kitchen or solar panels, we offer a full service from concept design to installation. Our team of design consultants and nationwide network of installers are on hand to support the customer with their project.

DIY

We provide a highly curated range of branded and own brand products in store and further products online to help customers undertake their DIY project. Our store teams and online guides are there to provide customers with expert advice and knowledge to support them.

Our 4C customer service model

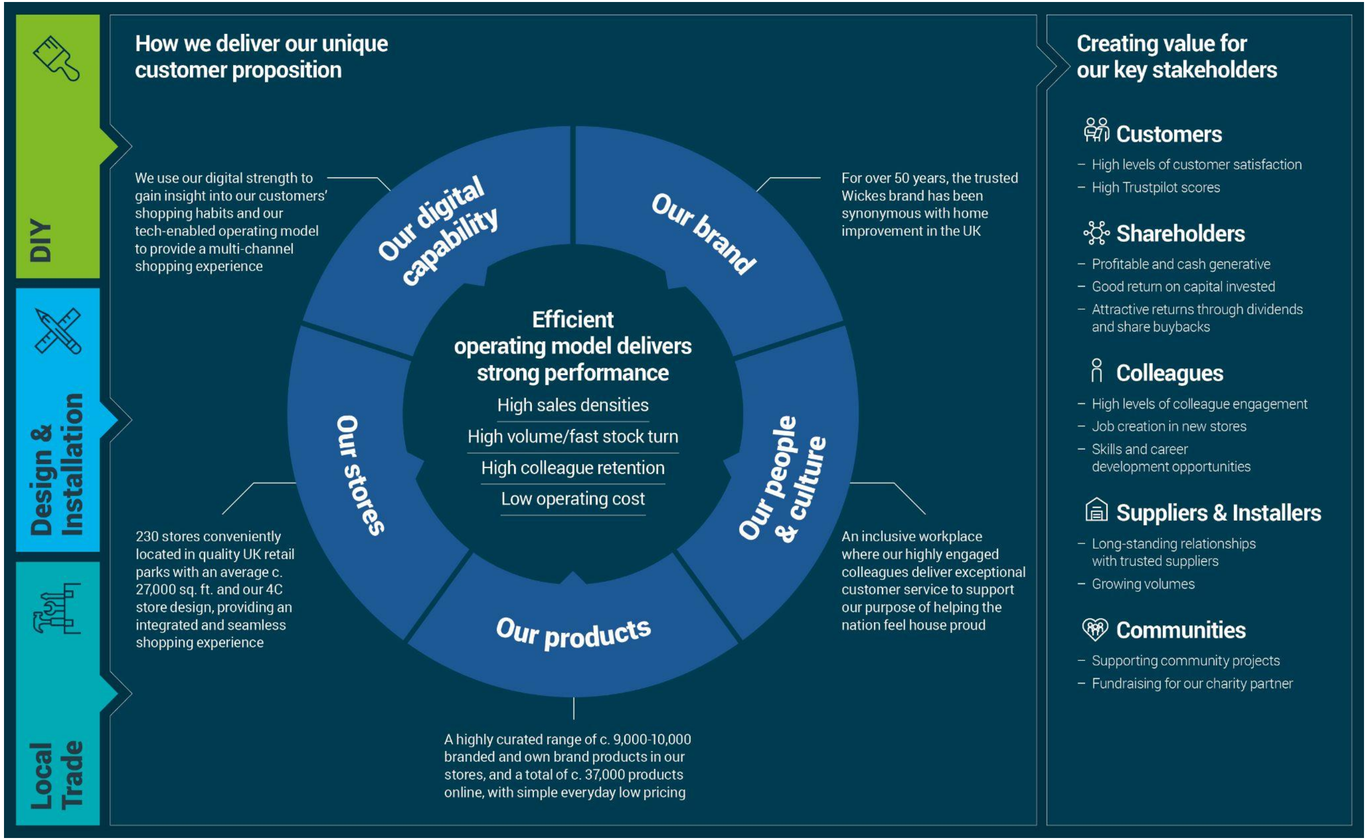
Order Fulfilment
Orders picked and ready for collection or delivery

Assisted Selling
Support to find exactly what you need

Self Serve
Simple, quick and easy to shop

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

How we deliver our unique customer proposition



All data as at FY 2025

Sustainable competitive advantage driving investment returns

Large addressable market

£35bn UK market for home improvement, kitchens, bathrooms & home energy solutions[1]

Distinctive business model

Digitally-led, service-enabled, with a highly efficient operating model

1 Of which c£19bn home improvement products, c£11bn kitchen and bathroom products & installation, c£5bn home energy products & installation (excluding double glazing); source GfK, Mintel, KBB, Gower and Wickes internal forecasts

Sales growth: mid-single digit

Our balanced business model enables us to access three customer propositions of Local Trade, Design & Installation and DIY, giving a large addressable market and greater resilience through the economic cycle.

Wickes has just c5% share of the home improvement market, offering significant opportunity for future growth. Through consistent market share gains and underlying market growth we aim to generate mid-single digit revenue growth over the cycle.

5.9%

Revenue growth

Profit growth > revenue growth

Our proven growth levers are successfully driving sales densities, profit contribution and returns from stores. Our efficient model keeps operating costs low, generating operating leverage so that over the economic cycle we would expect to grow profit faster than revenue.

14.4%

Growth in adjusted PBT

Strong cash flow

Our profitable business model generates strong operational cash flow. This cash flow supports future investment into proven growth levers such as store refits and digital. As outlined in our 2023 Capital Allocation Framework, we maintain a strong balance sheet and enhance shareholder returns through dividends and share buybacks.

£45m

returned to shareholders in 2025

All data as at FY 2025

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