

The Wickes logo is displayed in a white banner at the top right of the slide. It consists of the word "Wickes" in a bold, blue, sans-serif font.

Let's do it right

A photograph of a modern Wickes store building with a large glass facade. A prominent blue sign with the word "Wickes" in white is mounted on the glass. The building has a dark, metallic-looking exterior. The sky is overcast.

Wickes

**Wickes is a digitally-led,
service enabled home
improvement business**

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(CEO)**

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The old Wickes

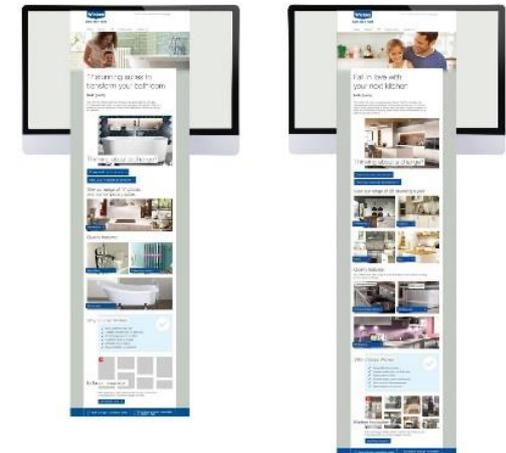


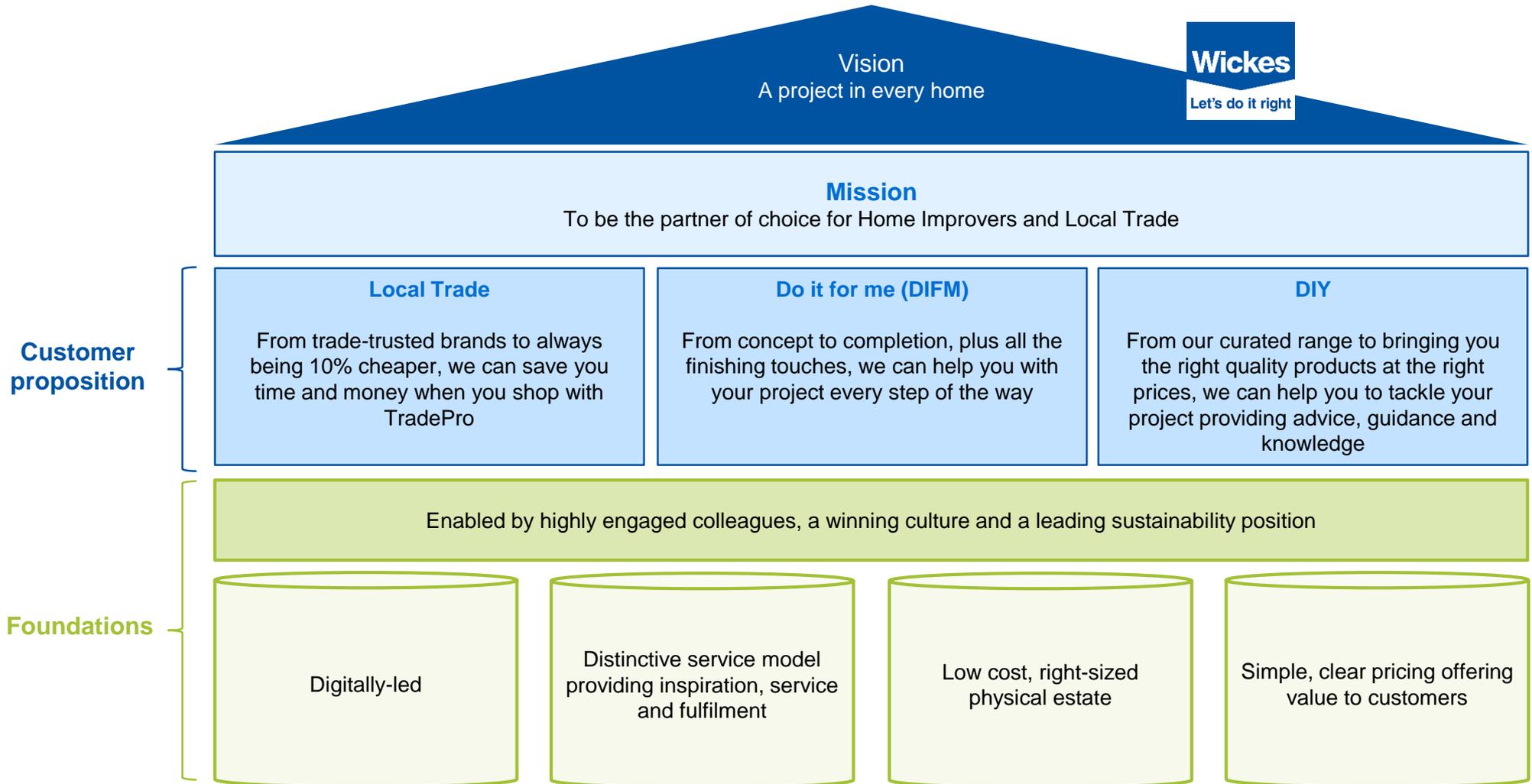
Wickes today: a digitally led, service enabled home improvement business

Physical estate



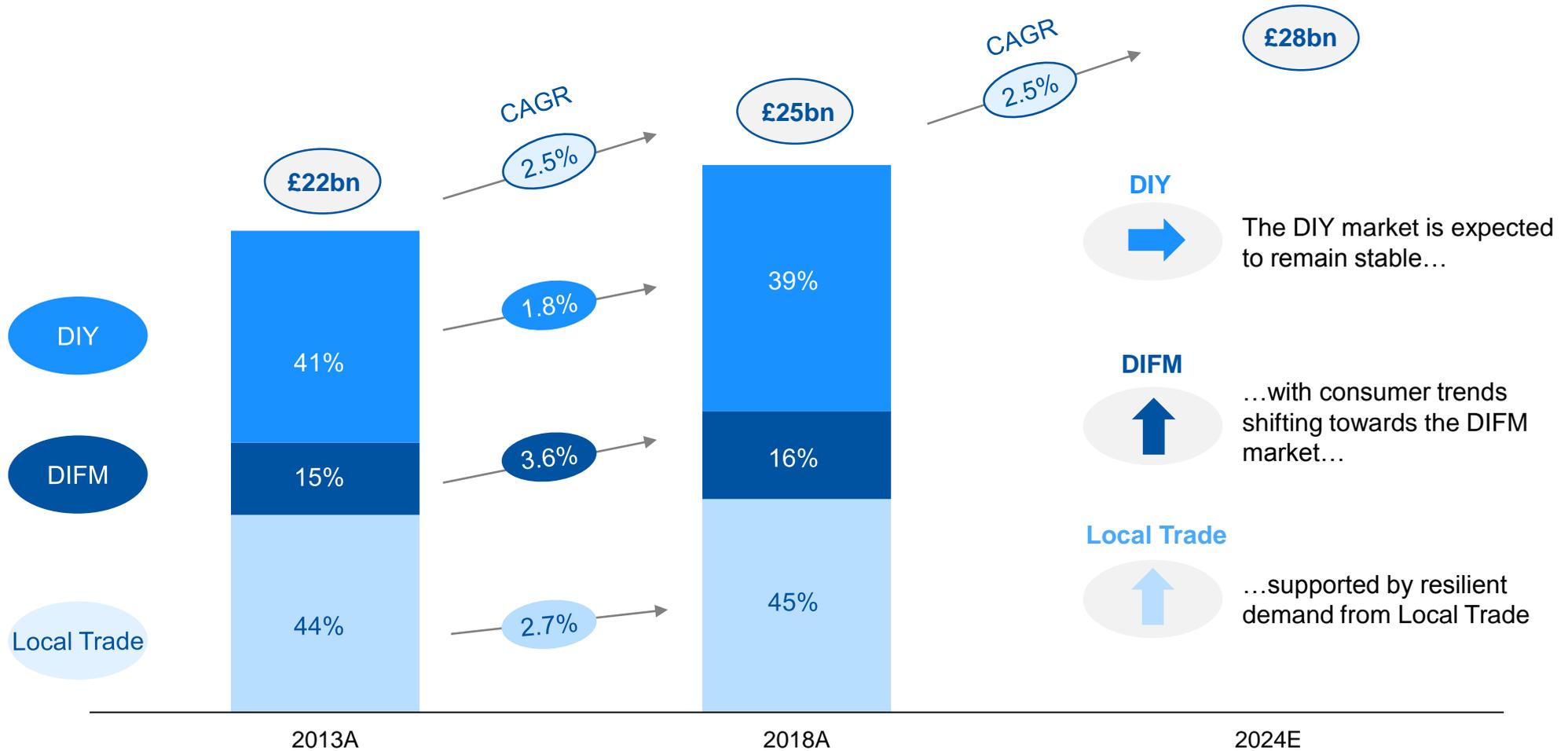
Digitally enabled



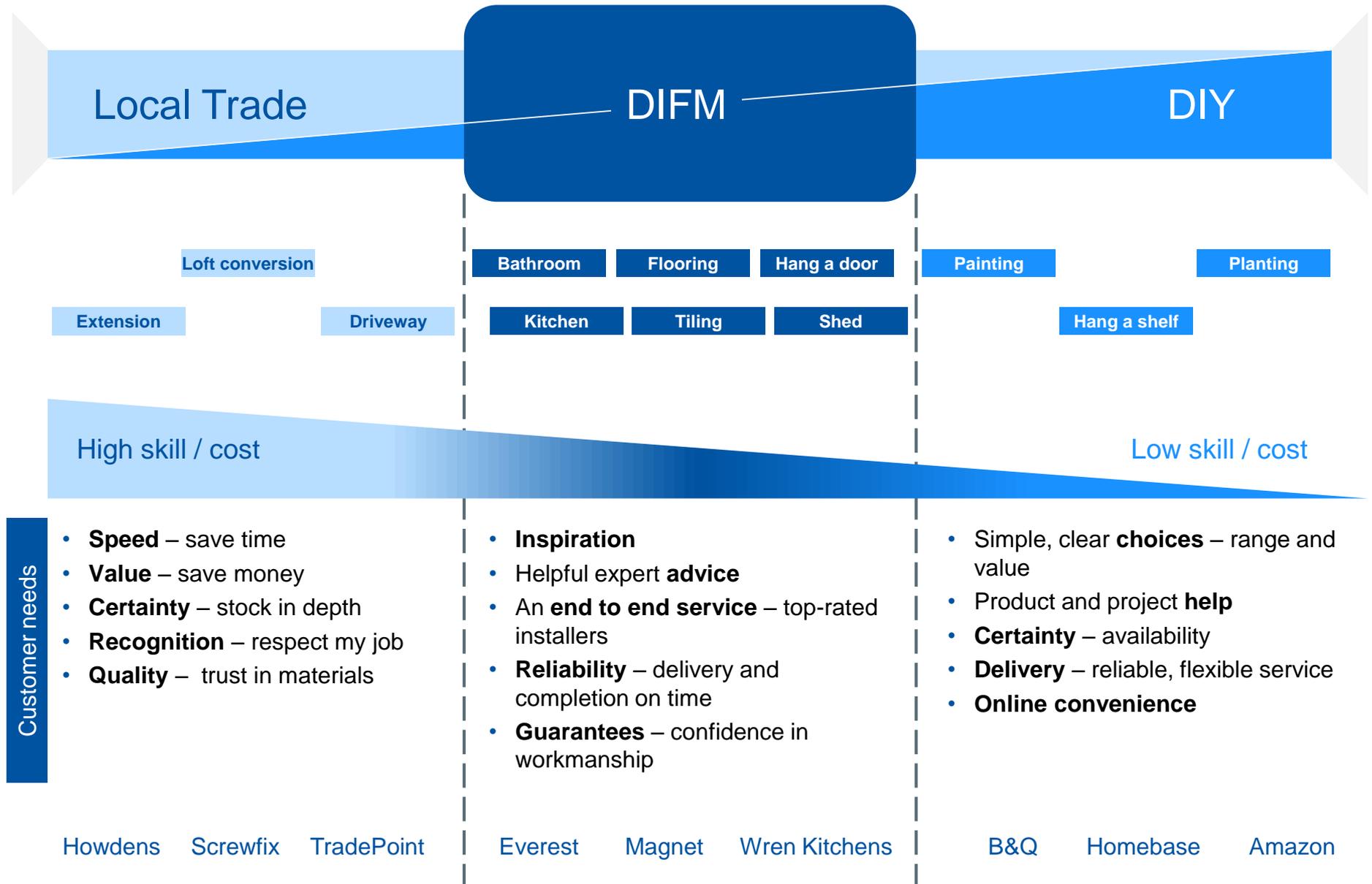


Home improvement represents a market of £25bn growing at 2.5% p.a.

(Encompassing RMI / home improvement spend by the home owner (DIY) or assisted through expert providers (DIFM) and trade)



There are three distinct routes for customers to complete their home improvement projects



At least half of Wickes' sales are digitally-led across all three customer routes

Digital leading our journeys

At least half our customer journeys involve digital as customers demand:



Convenience



Certainty



Value

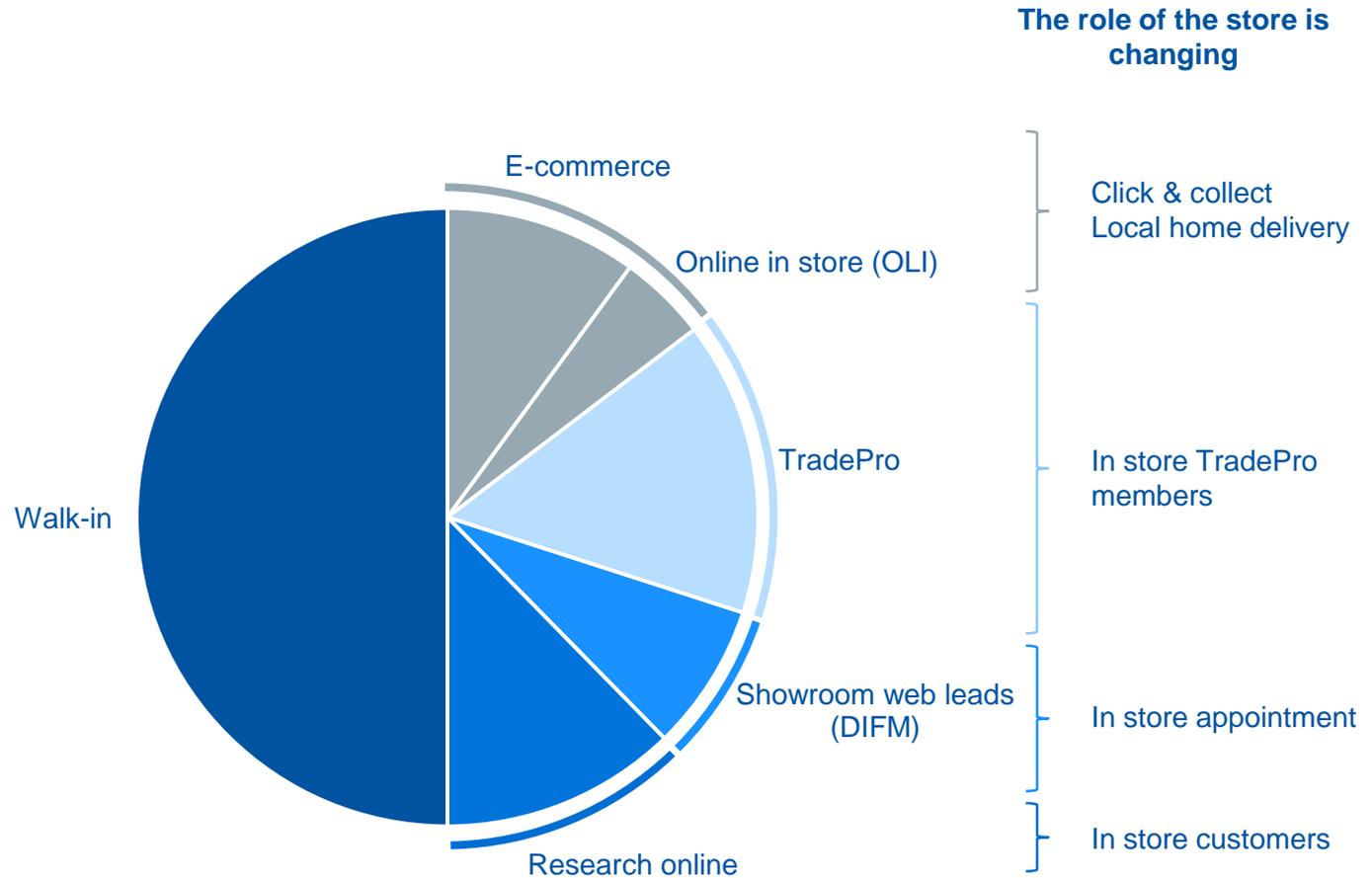


Help and advice



Delivery

Stores credited and motivated by all digitally-led sales



The store model is complementary to the digital journey with 95% of sales touching the stores



A right sized, profitable physical estate with national coverage underpins Wickes' fulfilment capability

Key highlights

94%

of our stores contribute to profit^(a)

28k sq. ft.

average instore size

135

stores in our new format

Only 12

Oversized stores

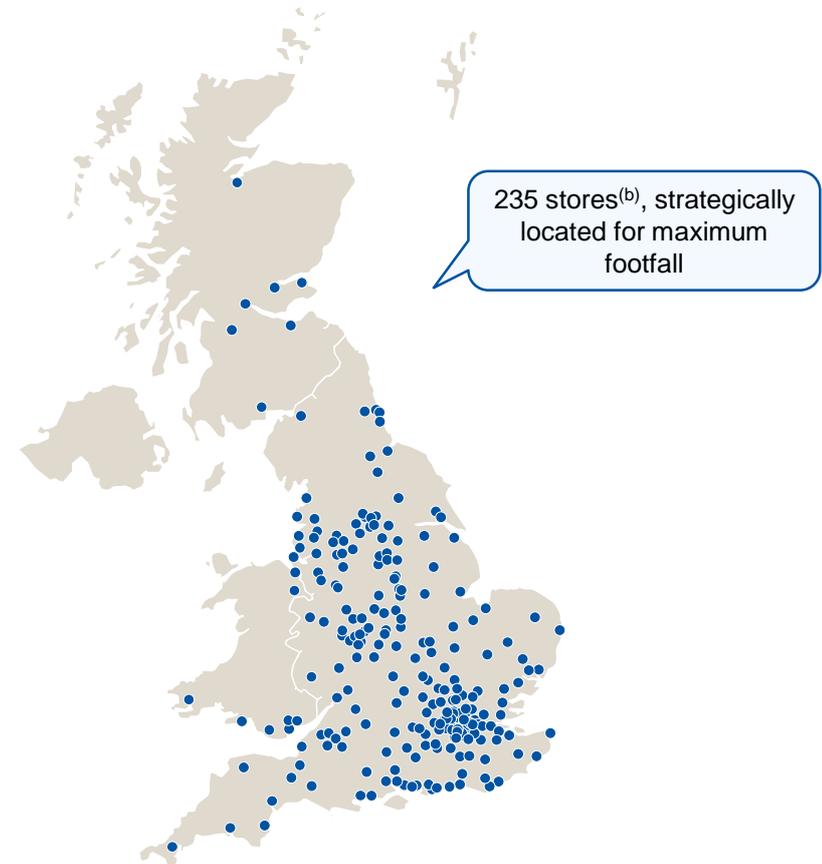
+25%

sales increases from 100+ refits

2

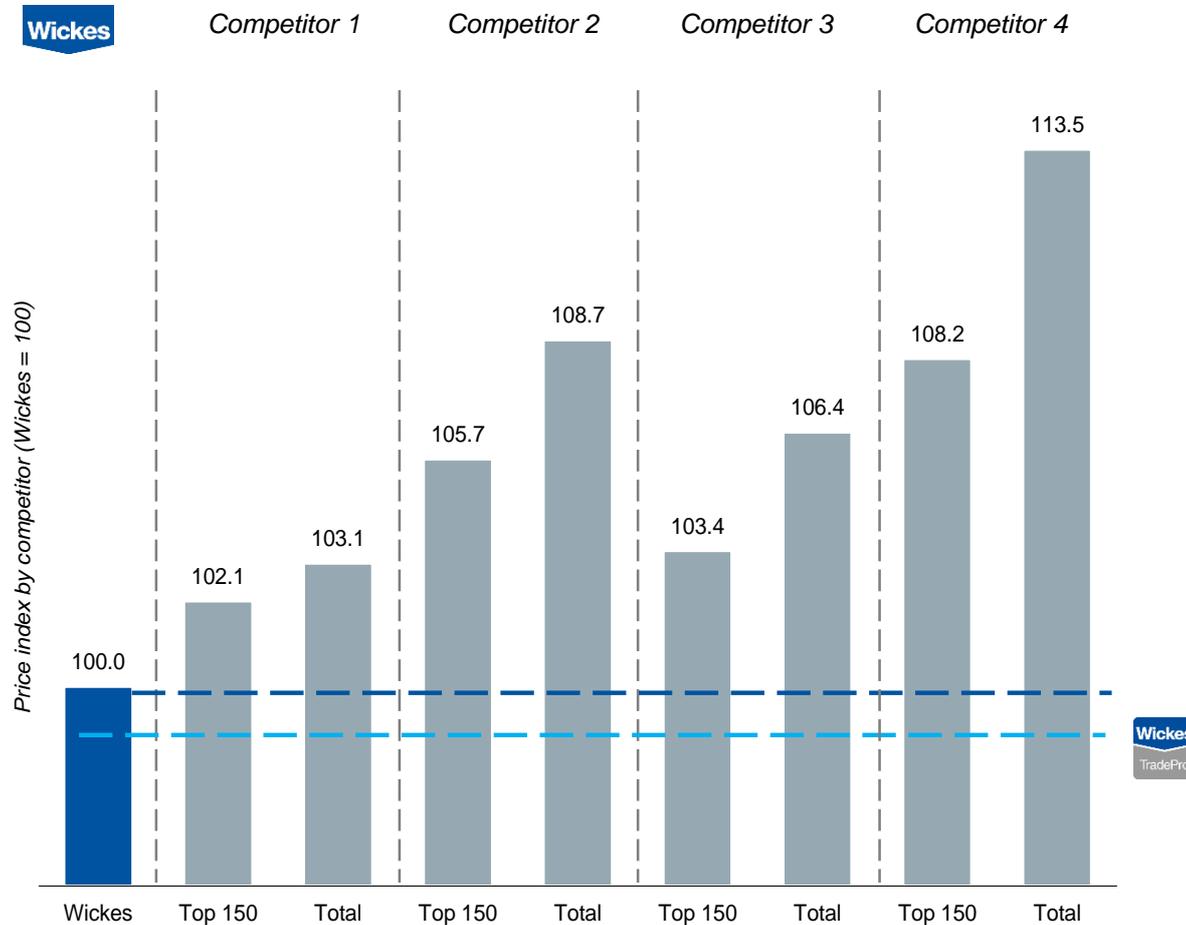
Distribution centres

Well distributed national presence



(a) LTM H1 19
(b) As at Dec-19

Wickes has a strong price index both overall and on our top selling lines, benefiting all customer types



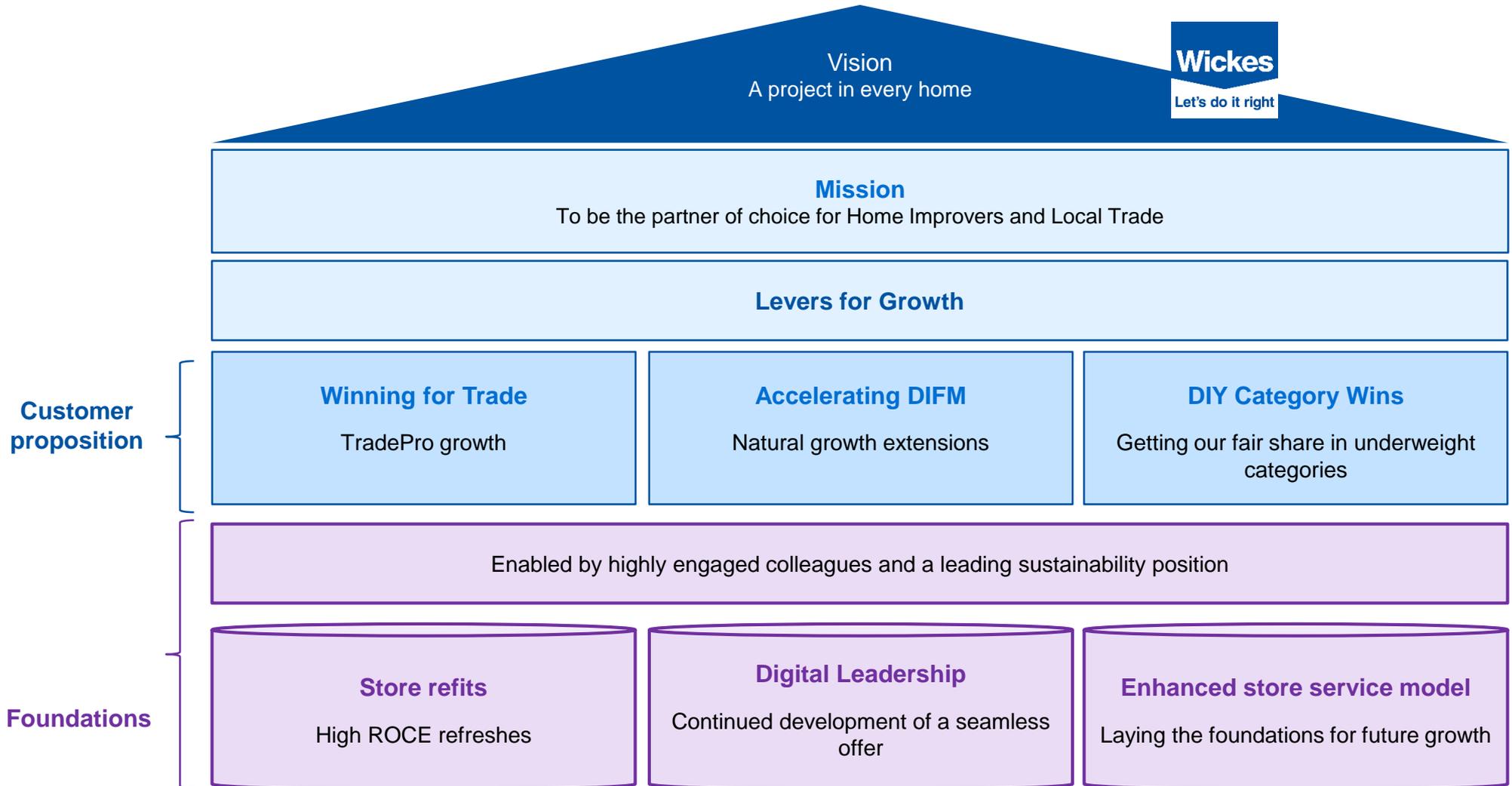
Note: Average of weekly price index between Jan-19 and Oct-19
Source: Wickes analysis

Clear and simple pricing in store



No minimum spend. No time limits

Wickes has exciting plans in each area to continue and accelerate the growth



Our mission is to be the partner of choice for home improvers and local trade

1 Uniquely balanced business

2 Distinctive and hard to replicate customer proposition

3 Proven levers for growth

Underpinned by engaged colleagues and a winning culture