

The background of the entire image is a close-up, detailed view of peacock feathers. The feathers are densely packed and show a variety of colors including iridescent blues, greens, and purples, with some feathers having prominent 'eyes' or ocelli. The lighting highlights the fine texture and the shimmering quality of the feathers.

Wickes

Design & Installation Investor Insight Event

14 October 2025

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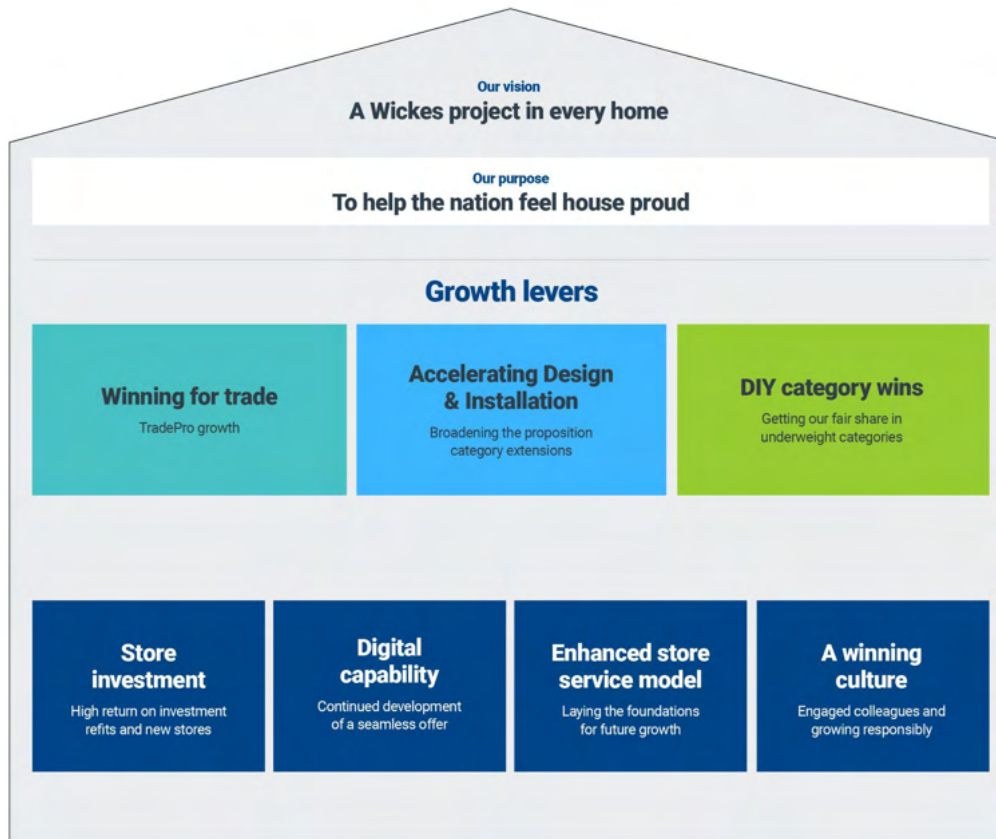
David Wood
Chief Executive



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



Wickes

Gary Kibble
Chief Marketing & Digital
Officer

Gary Kibble



Sainsbury's



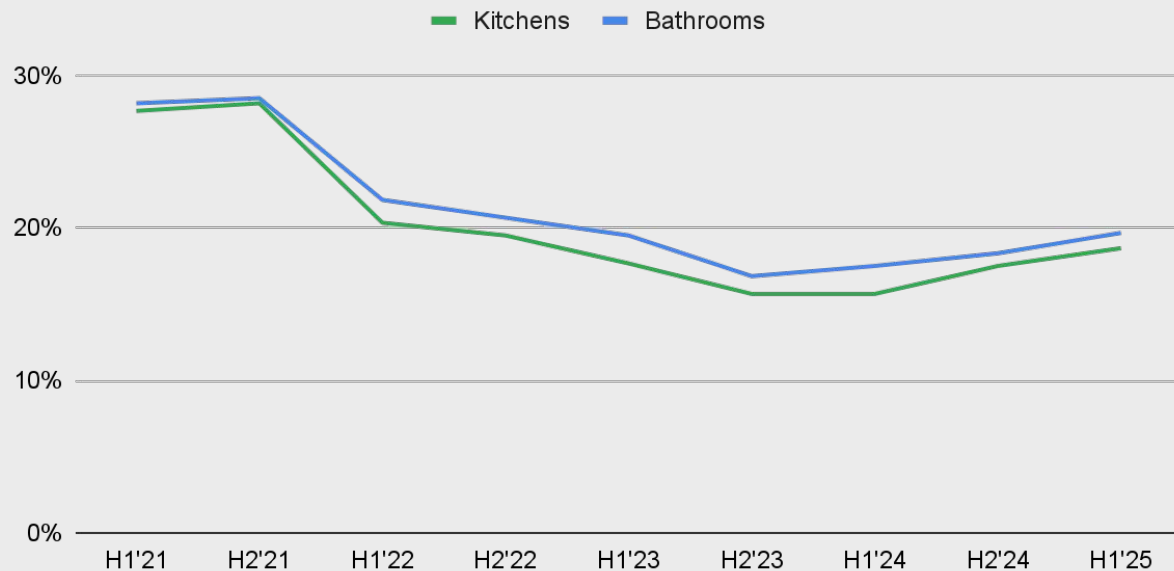
THE
VERY
GROUP

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

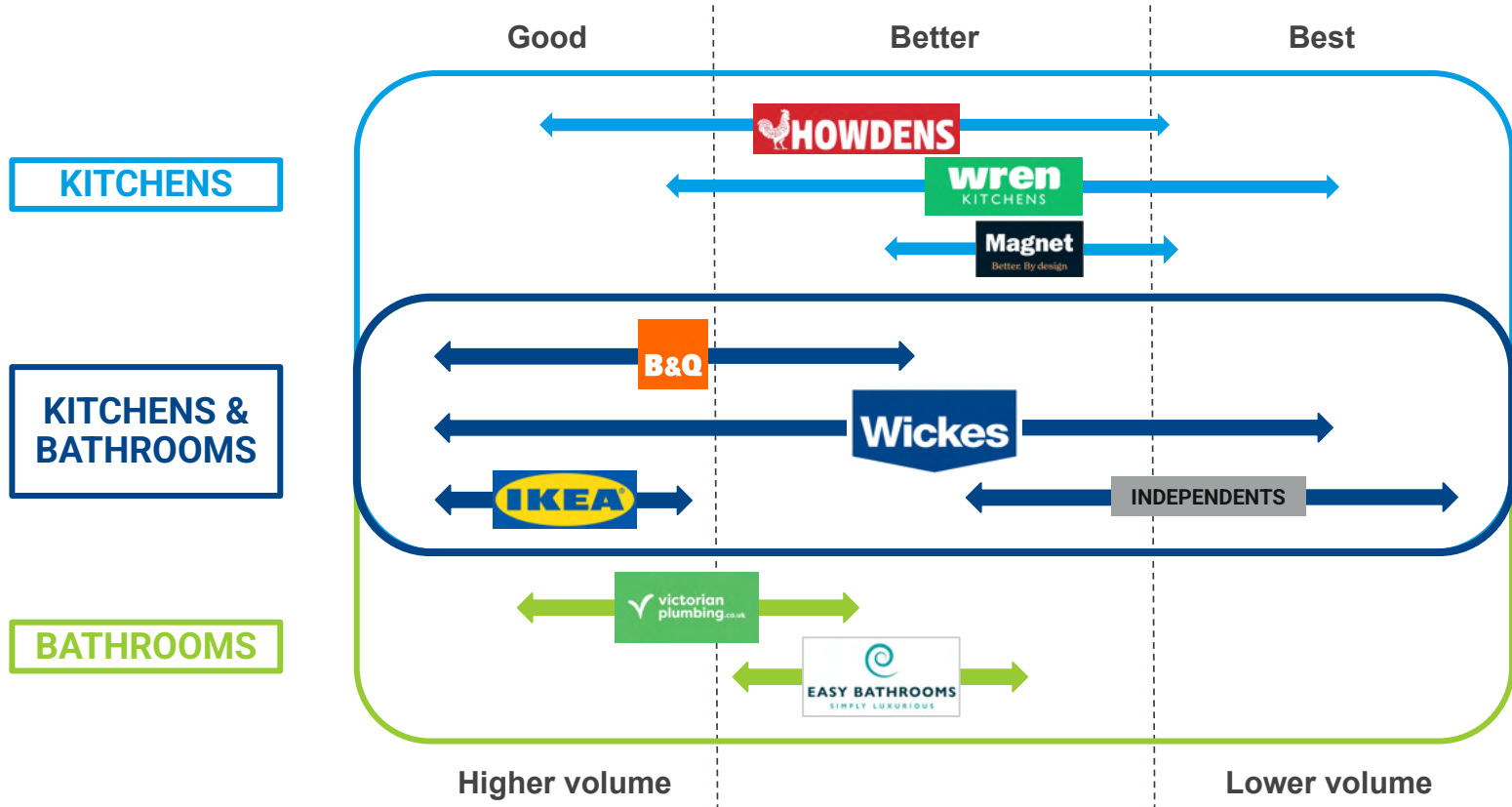


...which we fully expect to return to growth

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

Service

Do you have
my style?

Can I afford
you?

Will you help
me?

Can I trust
you?



Do you have my style?

Kitchens from Wickes



Kitchen communication: Style



Matchmaker tool

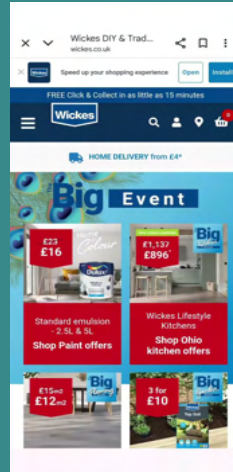


Will you help me?

Kitchen communication: Help



Digital appointment booking system



Design Consultants



Can I trust you?

High Trustpilot rating

Based on 59,692 reviews

★ Trustpilot

Rated Excellent on TrustPilot

★ Trustpilot

Check out over 58,000 reviews*

Trustpilot review snippets for Jacqueline, Kara, and Rachel, all showing 5-star ratings.

Accredited installation certification & customer service distinction

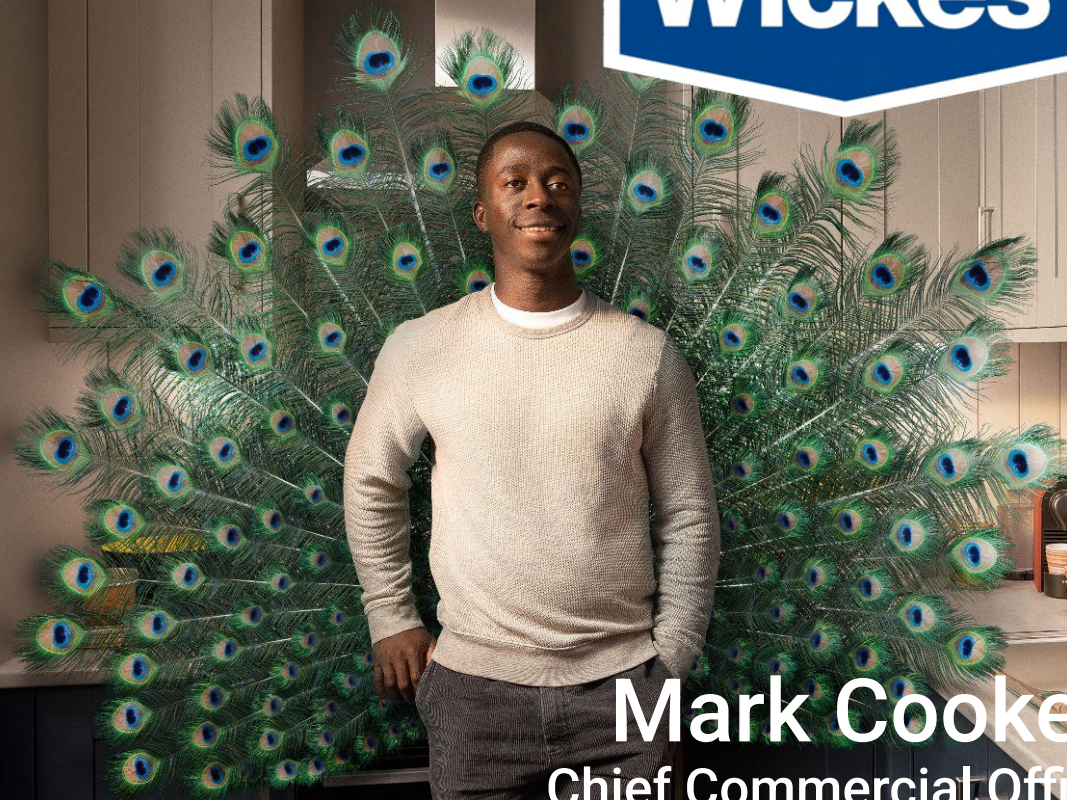
BRITISH INSTITUTE OF KBB INSTALLATION

ServiceMark with distinction

The Institute of Customer Service

Excellent customer satisfaction scores

94%
Excellent / Good rating

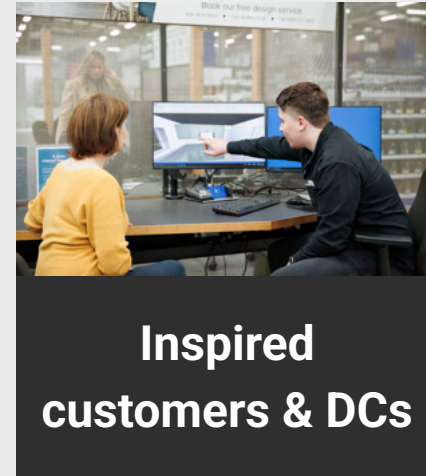


Mark Cooke
Chief Commercial Officer

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



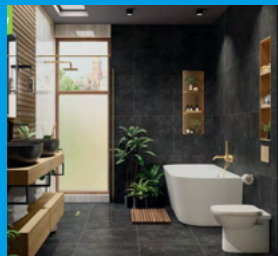
Turn to trade for advice first



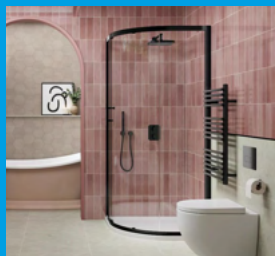
Key 1st customer questions:

Will you help me, can I trust you?

Helping customers to complete their bathroom projects



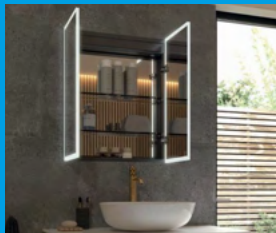
Furniture



Showering



Design



Accessories



Paint



Tiles & Flooring



Installation

Bathrooms - opportunity to win in volume end of the market

- **Fix**

- Urgent replacement



- **Refresh**

- Updating some items

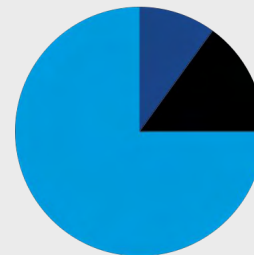


- **Transform**

- Replacing all items and redecorating

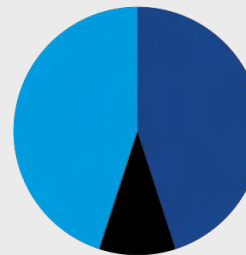


UK bathrooms market (# of projects)¹



AOV >£1,000
 AOV £500-£1,000
 AOV <£500

UK bathrooms market (£m)¹



AOV >£1,000
 AOV £500-£1,000
 AOV <£500

1) Average order values, Wickes internal estimates

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™



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



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

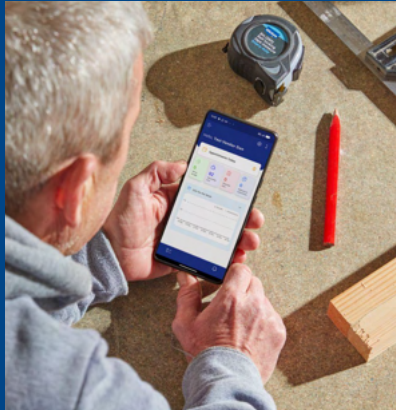


Install: Winning nationally by winning locally

National network of approved installers, managed locally



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.



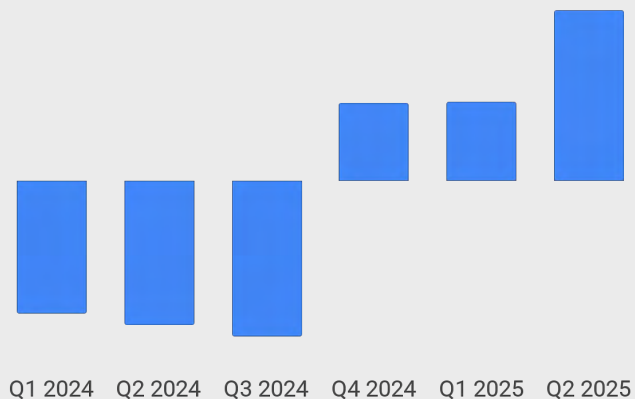
Couldn't be better!

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

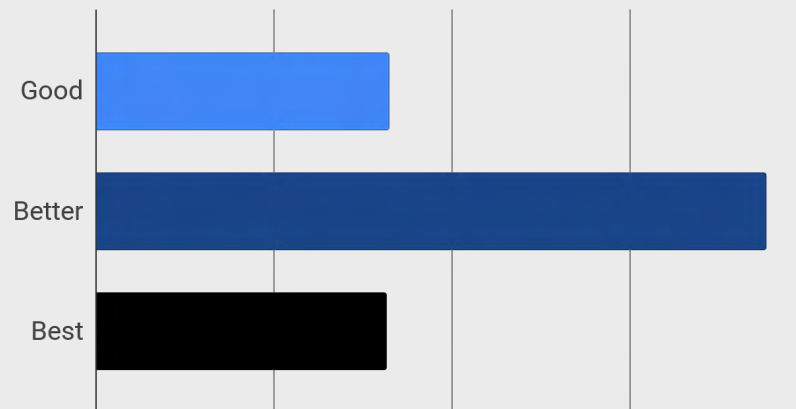
Third quarter of ordered sales growth

Design & Installation ordered sales growth, YoY



Growth across price bands

% change YoY in number of kitchen orders¹



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

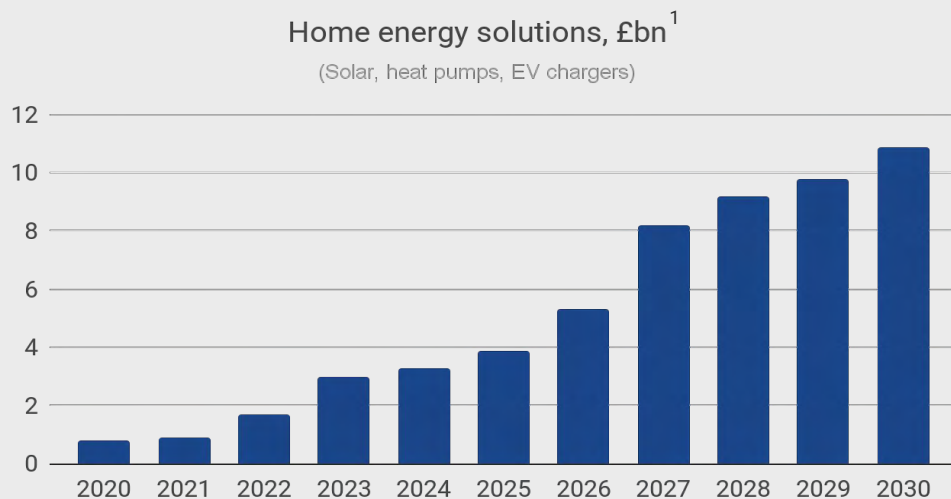
Wickes

Mark George
Chief Financial Officer
& Chair of Wickes Solar

Mark George

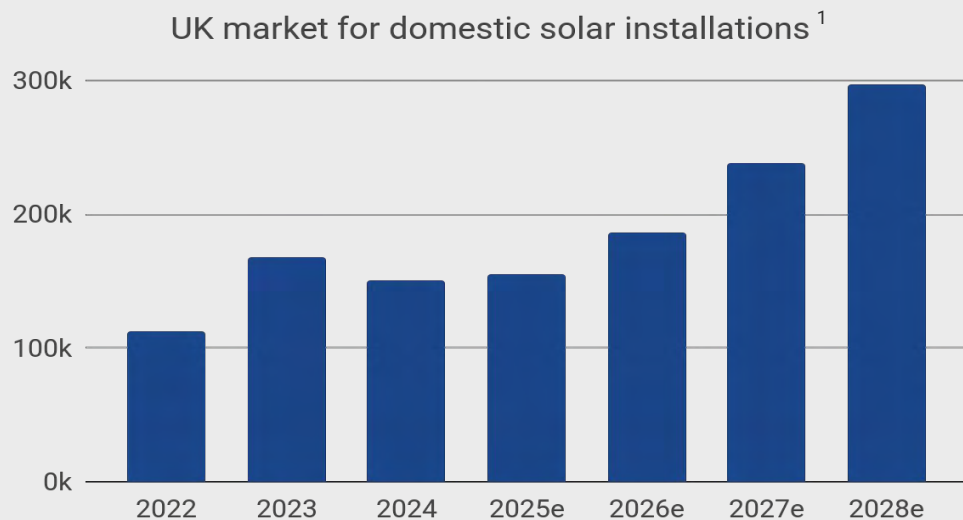


UK home energy solutions market set to grow in the next five years to £11bn



- 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



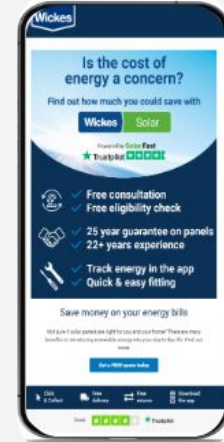
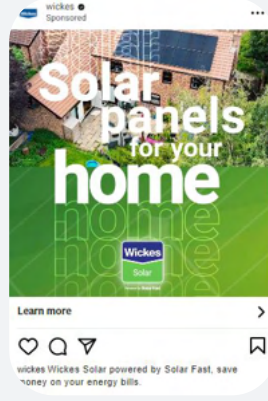
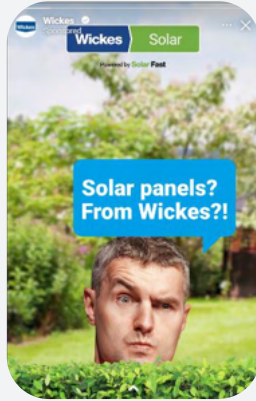
Clear and transparent pricing



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



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



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



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Wickes

Q&A

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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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