



wilko

How we do things **the wilko way**



- 03** Introduction
- 04** Who we are
- 14** Our estate
- 28** Digital
- 30** Our products
- 38** Winnovate
- 42** Wilko Asia

The right quality products at the right prices, stores that people love to shop, a business that believes in treating people with fairness and respect... **this is how we do things the wilko way.**

We're wilko, nice to meet you

The brand, the business,
the people – everything
that goes into making
wilko what it is today.



over **7 million**
customers every week

more than
23,000
branded and wilko
own brand products

20,000
team members here to
help customers
get stuff done every day

1.2m
visits per week to wilko.com

Back in the day

We're a family owned private limited company and we've been trading for over 85 years. Every year, busy, hardworking families have been coming to us for the things they need to get stuff done. We've successfully grown from a one shop business to over 400 stores throughout the UK by listening to what our customers want – and then making sure we meet their needs.

Whether it's meeting the demand for diy products in the 1950s, creating our first wilko own brand range in the 1970s, launching online shopping in 2005 or introducing Click & Collect in 2012, helping our customers make the most of their homes and gardens has always been at the heart of what we do.



Paint becomes the first ever wilko own brand product

Annual turnover reaches £1 billion

We revamped our online presence to wilko.com and launched a mobile site

We changed our name from wilkinson to wilko

Annual turnover approaching £1.5 billion

JK Wilkinson and fiancée Mary open the first store at Charwood Street, Leicester

Head Office opens at Manton Wood, Worksop

Our first 'new look' stores open in Sheffield, Leicester and Walton-on-Thames

We built the W'innovate building at Head Office

Our 400th store opens

Wilko Asia opens in Hong Kong

1930 1973 1998 2003 2008 2009 2012 2013 2014 2016

400th



Our first 'new look' stores open in Sheffield, Leicester and Walton-on-Thames



Our 400th store opens

400th



The place to come to get stuff done

By the end of 2016 we'll have over 400 stores throughout the UK and our online presence is one of the fastest growing. From sprucing up the spare room to keeping the kids happy in the school holidays, customers know that week in, week out, 365 days a year, we'll always have the right products at the right prices.

Here for life

From kids to grandparents, generations shop with us. We're here for the savvy shoppers, the hardworking families, who want and deserve quality, convenience and value. Our customers know they can depend on us, they trust us – some of them even come to love us.



Keeping us on course

The holding board

Lisa Wilkinson
Director

Lisa, granddaughter of the founder of Wilkinson, JK Wilkinson, became a Family Non-Executive Director of Wilkinson in February 2004. She takes the view that her role is to represent and maintain the values of the family in the Boardroom.

Sean Toal
Chief Operating Officer

Sean joined wilko in July 2014 to take on the role of Chief Operating Officer. Sean is a dedicated, results-driven retailer with a long record of success and clear strategic thinking. Sean's main focus is developing key operational areas including retail, distribution and buying as we continue to drive the business forward.

Steve Sinclair
Non-Executive Director

Steve joined the wilko Board as a special advisor in 2009, and was asked to join as a Non-Executive Director in 2011. Steve has a degree in Architecture from UCL, an MBA from London Business School, and a diploma in Finance and International Marketing from New York Graduate School.

Aidan Connolly
Chief Financial Officer

Aidan joined the business as Chief Financial Officer in October 2015. Aidan joined wilko from Worldpay, which is the UK's leading card acquirer and the fifth largest global payment services business. Aidan sits alongside Lisa and Sean on the Board and will focus on driving a positive and sustainable future for our customers.

John Jackson
Non-Executive Director

John has been a Non-Executive Director for 7 years. A qualified Chartered Certified Accountant, he is Chairman of the Audit & Risk Committee.



Wilko people

We understand family life, because we are family people

At every level, from head office to the shop floor, we understand our customers better than anyone else, because we're just like them – we're keen gardeners, pet lovers, eager bakers and handy decorators. We have busy lives and families, so we understand the importance of good quality products, easily available at the right prices.

We look for people who are enthusiastic about what they do, people with the can-do spirit, people who want to be the best they can be.



Wilko customers

We like to think of our customers as a family as well – our wilko families. They're down-to-earth people of all ages, from youngsters setting up home for the first time to busy families with young kids, through to the older generation whose family has flown the nest. They are proud of their homes, they're savvy with their hard earned cash and they look out for each other.

We know that quality, convenience and value matters most to the wilko family – and we give it to them. We provide them with everything they need to get the most from their homes and gardens.

6 out of 10 shoppers in the UK now shop with us – welcome to the family

Doing our bit...

...locally

Supporting communities, charities and good causes

Helping good causes and doing our bit for charity is at the heart of our business. Last year our team members nominated 25 local charities they were passionate about or had a personal connection with – and after a lot of hard work (and fun) ended up raising a fantastic £1,090,574 to share between the charities.

Bags of money

Carrier bag charging has been in place in Wales since 2011 and in Scotland since 2014. Most recently England also started charging 5p per bag.

The proceeds from these sales are split between 11 charities across all 3 nations – that's £301,384 for Wales, £38,734 for Scotland and £663,651 for England (in the first 6 months).

Helping Hands

As part of our Helping Hands fund, we give £300 to each of our stores to help their local community. That's a total donation of £120,000 to local charities and community groups in need of support. Last year our Bristol stores pooled their Helping Hands budget together and paid for over 250 senior citizens to have a day at the cinema to watch Dad's Army.

We also give team members the opportunity to have one paid day per year to volunteer in the local community.



...globally

Being a fair, responsible and ethical retailer

Since the 1930s we've been selling products at fair and honest prices. In that time we have also taken responsibility for our actions, and are committed to ensuring the safe and fair treatment of all employees around the world involved in sourcing and producing our products. Our Corporate Responsibility Strategy focuses on the things that matter – environment, community and ethically sourced products.

- o To save energy all our store lighting is being replaced by LED lighting
- o Our transport fleet operations have been awarded 5 star Ecostar accreditation by several local authorities. Our distribution centres are considered a centre of excellence
- o We are working to increase the proportion of sustainably sourced wood we use in our products
- o We do not test any of our products or their ingredients on animals
- o We work closely with our suppliers to minimise the environmental impacts associated with the manufacture of our products

supporting

12

local charities this year

over £1 million raised

for local charities in 2015

£1,003,769

donated to charities from 5p carrier bag charge so far

Here, there and everywhere

From Crewe to Carmarthen,
Killingworth to Kensington,
city centres to out of town
retail parks... we put our
stores where our customers
want to shop.

our stores are everywhere

400
nationwide
by the end of 2016

20
retail parks

14
london
and we're still growing



Right up your street

Although we're now opening stores beyond the traditional high street, it's here that we began and it's here that we intend to stay. Our customers love the fact they can 'pop down to wilko' and get everything they need for their homes and gardens, all under one roof.

At the heart of the high street

From notice boards and local charity news to the friendly help and advice provided by our team members, our high street stores are more than just stores, they're hubs for the people who shop in and around them. Customers come to see us just as much for the warm welcome and a friendly chat as they do for the great deals.

Our stores come in all shapes and sizes, from under 2,500 sq.ft to well over 45,500 sq.ft, and we're able to react and flex our space to reflect our customers' needs – whatever the location. However, we also work hard to ensure the look and feel of our stores remains consistent and strong across our whole estate. The quality, choice, value and convenience never changes.





Kensington High Street
 Our first small format store in London opened in December 2015, spanning 5,640 sq.ft over two floors.



Hammersmith
 Occupying a prime position in the King's Mill shopping centre, our 5,479 sq.ft Hammersmith store opened for business in March 2016.





Milton Keynes
Opened in August 2015 at the Kingston Centre, this large format retail park store covers 15,793 sq.ft over two floors and is situated five miles southeast of the town centre.



Woking
Opened its doors in February 2016, our Woking store covers 7,736 sq.ft and is part of the busy Peacocks shopping centre.



Park life – our move into retail parks and edge of town

Our stores serve over 7 million customers every week, from Scotland to Cornwall and everywhere in between. In recent years we've noticed that although our customers love our local high street stores, they also want the option to drop into wilko when they're out shopping in a retail park, so that's been an important new strategy for us.

Over the last few years, we've opened new stores in retail parks and edge-of-town sites – at places like the Kingston Centre at Milton Keynes and Preston Deepdale. With such a variety of great value, quality products, covering everything from garden and diy to health & beauty and home coordinates, our stores not only attract more customers to themselves but they also increase overall visitors to the retail park.



Keeping our stores shipshape

In our target locations, we create stores that give us the space to offer customers the widest selection of products possible. Apart from giving us plenty of room to show off our ranges, we also need to make sure each store is accessible to everyone – whether that's creating disabled access or checking the availability of public transport links and parking spaces.

As well as opening new stores, we also put a great deal of time and effort into keeping all our existing stores up to date and in line with our brand standards – keeping them looking good and feeling fresh, friendly and enticing.

Last year we revamped, resized and refitted 87 of our existing stores – helping to stimulate sales and drive brand loyalty, to enhance our customers' shopping experience. Improved fixtures, better adjacencies, local relevance and optimal use of space have all been used to make our customers' shopping experience the best it can possibly be.

And we're not done – we'll keep constantly evolving and improving our stores, looking for new and better ways to help our customers get their to dos done.



At the of the city

For decades, we've been right at the heart of retail in the UK. So of course we have stores in our capital city. With every London store, we make sure its product range, use of language and imagery reflects the diversity of its customers. We're also very much aware of the needs of the busy London customer, so we put a lot of focus on convenience and getting your shopping done quickly and easily.

Our stores in the city

So far we have 14 stores in central London – at Tottenham Hale, Harrow, Woolwich, Edmonton Green, Walthamstow, East Ham, Ealing, Wembley, Tooting, Fulham, Stratford, Wood Green and – most recently – Kensington High Street and Hammersmith.

we've created

**870
jobs**

in the capital

our Hammersmith store

served nearly

2,000

customers

on its opening day

Building on our success

We can't get enough of London and we're always looking for locations to open new stores. From vibrant, youthful hubs to traditional high streets and regenerated up-and-coming zones, we want a piece of the action.

100
new stores
over the next
5 years

Lots more stores in store

Our target is to open over 100 new stores over the next five years, with a strong focus on increasing our high street and out-of-town presence.

We want high quality, high-footfall locations in prime sites, and London is an absolute priority.

Our ideal store size is around 15-18,000 sq.ft on the high street, but we recognise that in some locations we will need to take smaller (or larger) stores and will go down to 10,000 sq.ft on retail parks and 3,500 sq.ft in London with A1 planning consent.

Our stores attract over 7 million customers a week. We are profitable, debt free and have a Dun & Bradstreet credit rating of 5A1 – the highest achievable. The last eight new stores we opened generated £6.6 million in additional sales serving nearly 750,000 additional customers.



Our online presence goes from strength to strength

As we said earlier – we want to be where our customers are. Sometimes that means they're on the bus, in the bath or burning the midnight oil.

Our online business is growing fast and has never been more important to us in delivering convenience for our customers. It's an area we're really excited to invest in! IMRG rated wilko.com within the leading websites (top 28/500) in their annual report and no other retailer grew its organic visibility with Google more than wilko.com in 2015.

Not only do we work hard to make sure our customers' online shopping experience is as simple and enjoyable as possible, we also put a great deal of effort into providing them with all the help and inspiration they need. Our blog aims to give our customers up-to-the-minute advice on how to do everything from painting a fence to creating their perfect look for less. If it needs doing, our online team can help them do it.

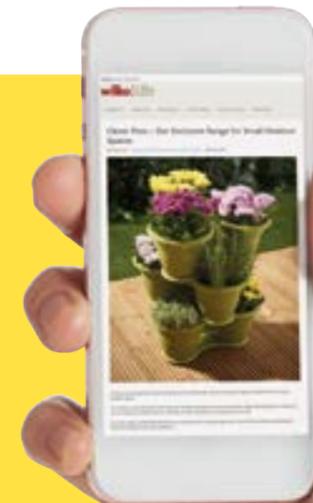


We love a natter

But it's not just about sell, sell, sell. Our digital marketing team manage our social media accounts too. Every week we hear from 1,000s of customers. They ask us about products, give us feedback (good and bad!), show us photos of wilko stuff in their homes and join in with competitions. We love talking to our customers because we're just like them: hardworking families making the most of our money, our time and our homes.

We're clicking marvellous

Our Click & Collect service lets customers order any product online and get it delivered to their local store. It's really popular with customers ordering furniture, barbecues, big garden items and any products not stocked in their local store. But it also goes down a treat with parents who are shopping for toys and with busy workers who want to quickly pick up bits and bobs on the way home from work.



The easy way to get the stuff you need

over 150,000 people clicked on **wilko.com** every day last year

last year **334 million** web pages

were visited on **wilko.com**

we have a combined **social media** following of over

250k followers

From candles to compost

We've built our success on quality, choice and value... giving families everything they need to make the most of their lives and homes.

We've got the stuff you need...

...and the stuff you want

Since we first opened our doors, families have trusted us to have the things they want at prices they can afford. In 1973 we began selling our own brand of paint and since then we've always taken great pride in meeting their needs with even more quality, great value wilko own brand products. The 1980s saw us launch our own cleaning and gardening ranges, while in the 1990s we introduced our own housewares, kitchenware, diy, stationery and pet care products.

Since then the wilko own brand range has expanded to include health & beauty products, home, toys and much more.

We carry out rigorous quality checks against leading brands and our competitors to ensure that our products are of a consistent quality and available at prices that customers can rely on. From the garden to the kitchen, for school and college essentials and so much more, we've got everything our customers could need and want.

13

product categories

14,000

wilko own brand products

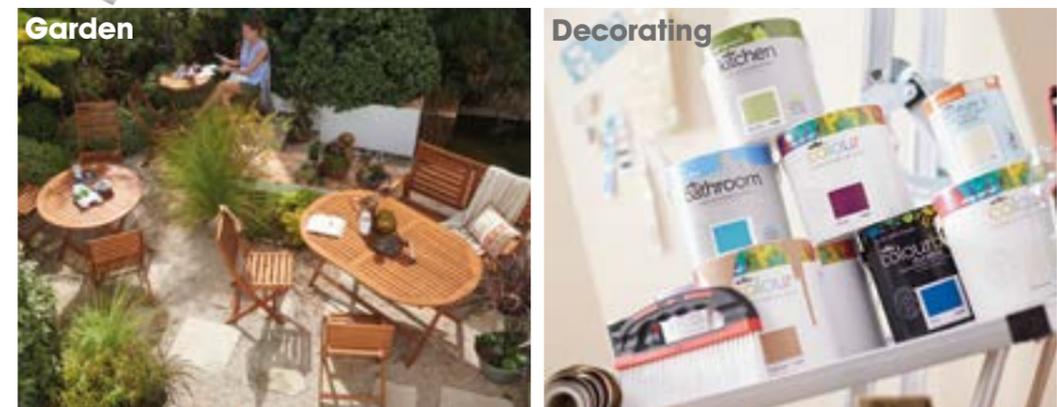
9,000

branded products





Quality, great value products to help our customers get the most out of life



Owning own brand

Our wilko own brand is a key part of our heritage and one we've been very proud of ever since we first developed and introduced our wilko paint back in 1973. Since then we've continued to develop, improve and expand our wilko own brand offer across our ranges and categories – to ensure we provide our customers with a quality wilko own brand range that's comparable to the leading brands but better value for money.

We now have over 14,000 wilko own brand products, accounting for 51% of our total sales. We have a driving ambition to develop and grow this even further in the future.

We continue to ensure our wilko own brand products cater for all our customers' home life needs, offering straightforward product choices, simple solutions, inspiration and the latest trends – whilst also providing help and guidance and sharing our experience and passion for product innovation and development.



"This by far is the best paint that I have ever used, in most places only needed one coat."



wilko own brand started with paint in 1973

we sell over **500** million wilko own brand products every year

over **5,000** 5★ reviews on wilko own brand products

Something for everyone and everything

Our key objective is to enable our customers to achieve the best they can whatever their needs or tasks, however big or small, both now and in the future.

Wilko own brand products continue to provide our customers with great quality, value and choice across all our categories, ranging from simple no-frills products through to a more considered on-trend range of products.



Our promise

We put so much time and effort into ensuring the quality of all our products, that we back them all with our unique guarantee.

The wilko promise means that if a customer is not 100% happy with anything they buy from us, they can bring it back and we'll exchange it or refund them – no questions, no quibbles, no hassle.

wilko promise

buy me **love me** keep me

or bring me back

Now for the serious stuff. Proof of purchase will be required.
All of this is in addition to your statutory rights.
All lottery products, gift cards and phone cards are excluded.

stay
low
price

Prices that stay low all year round
Our stay low price proposition is a multi-million pound investment in thousands of everyday low prices to drive our competitive edge in an aggressive marketplace.

We keep an eye locally to make sure we bring customers the best prices. We are always competitive. Stay low prices only change one way and that's to go lower... **our price promise.**



W'innovate... Thoughtful creativity – designing and making purposeful products that make everyday life easier or better.



We're a design consultancy that specialises in own brand, domestic, consumer-led products. Our ethos is that well designed products shouldn't cost the earth and should be available to the masses – everyday products for everyday people. To do this we have to be both commercially savvy and resourceful in our design approach. We take time to understand the needs of the end user, considering how, when and where the products will be put to use.

From our ideology of having graduate designers at the heart of our business, to the methods we use to approach design, right through to the ideas that we create, we make small but continual changes to improve our design process and the products we produce.

The team

Talent is our most valuable asset. We recruit commercially savvy individuals with all levels of experience.

We also have an altruistic agenda to provide opportunities for recently qualified designers.

We demonstrate our commitment to this through our sponsorship of New Designers each year. It allows us to meet the next generation of commercial designers and keeps us up to date with emerging talent and the quality of projects that degrees are producing.

We've grown the team from 3 to 10 designers and have taken the number of products we've designed from 0 to over 2,000 lines.

What we do

- We offer a full end-to-end design service from research, ideation, conceptualisation, 3D realisation, technical specification, prototyping and product development right through to a 'buy sample' ready product
- We have proven ways of working, as well as being curious to find new methods, ideas and innovations to keep our outputs original



- Insight and macro trends fuel our thoughts for future consumer behaviours
- Observing, considering and understanding the end users' needs gets our creativity flowing
- Competitor reviews and exhibitions help to ground us in the context of the market place we compete in – to W'inn!
- Innovation is the tool of our trade. We keep our designs unique by originating each piece of artwork or concept
- Turning ideas into production-ready designs is the magical part of what we do. Knowing what can be done and how to communicate this to manufacturers is critical to successfully landing a product
- Working on own label brands means that we modernise products to make them seasonally relevant and improve upon what already exists, as well as predicting and designing new things that customers need

Visit www.winnovate.co.uk for further information



We love long-term relationships

Don't get us mixed up with outlet stores that pop-up overnight and disappear just as fast. We've been around since the 1930s and we're here to stay. When it comes to partnerships we're in it for the long haul. Suppliers, landlords and other business partners know that we believe in long-term, mutually beneficial working relationships. We've been working with some of our landlords and suppliers for more than a decade. We've been buying our garden bulbs from the same family business in Holland for over 60 years. These are the partnerships we like to develop.



Everyone's a winner

As a retailer with strong family values we believe in conducting our business with integrity – always acting in an honest, fair and balanced way in everything we do. This principle is at the heart of how we do business. We nurture an open and respectful working environment because we don't build our success at the expense of others – we're all about win-win situations. Always have been, always will be.



Look out world, here we come. From a single store in Leicester to a truly global operation with offices in Hong Kong and Delhi – we've come a long way and we aim to go a lot further.

60

team members
in Hong Kong and Delhi

we use over

300

factories in Asia

over 5,000

different products

A world of difference

On the road with Wilko Asia

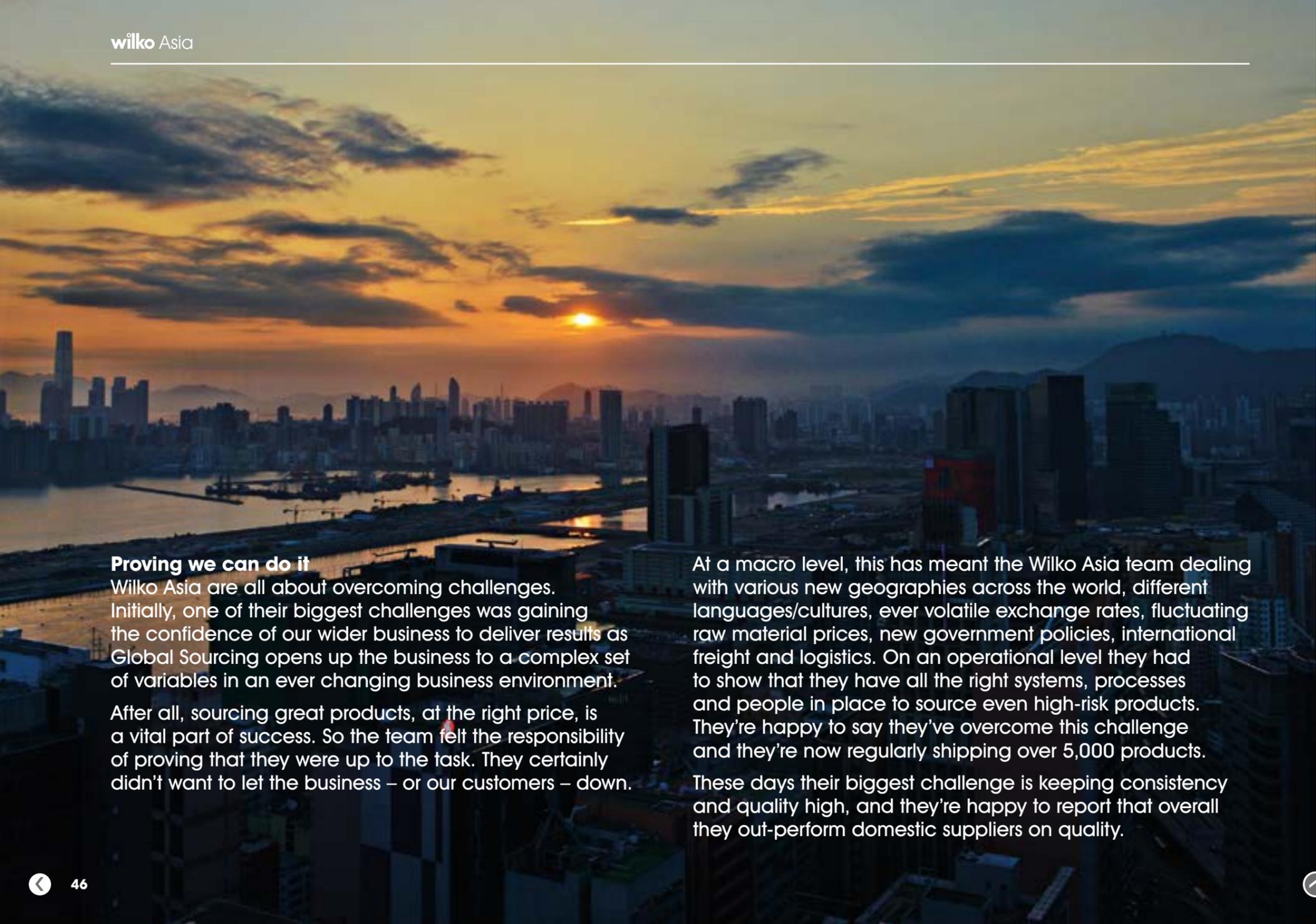
Wilko Asia was established in Hong Kong in 2009. It is the global sourcing division of wilko. The business has gone from strength to strength and a second office opened in Delhi, India in 2013. It's the job of our Wilko Asia team to source wilko own brand products for our stores from China, South-East Asia and the Indian subcontinent.

There are over 60 team members working for Wilko Asia. Our teams in Hong Kong and Delhi provide expertise in sourcing, quality assurance, packaging and supply chain management.

Right product, right place, right price

The Wilko Asia team are constantly sourcing innovative quality wilko own brand products, at competitive prices. They work closely with the buying teams providing them with market intelligence on product and price helping them to make accurate decisions. The Wilko Asia team swing into action once they get a buyer's brief, outlining the kind of product our customers want. They set about finding products that match the brief by visiting fairs and factories, validating their capability. There's a strong partnership with W'innovate and the Wilko Asia team often work with their designs. Once a suitable product is found, they go about the all-important business of negotiating the price. Quality is a top priority, so there is stringent vetting of factories, strict product evaluation, product testing and product inspection to make sure every product made is up to the exact same standard.





Proving we can do it

Wilko Asia are all about overcoming challenges. Initially, one of their biggest challenges was gaining the confidence of our wider business to deliver results as Global Sourcing opens up the business to a complex set of variables in an ever changing business environment.

After all, sourcing great products, at the right price, is a vital part of success. So the team felt the responsibility of proving that they were up to the task. They certainly didn't want to let the business – or our customers – down.

At a macro level, this has meant the Wilko Asia team dealing with various new geographies across the world, different languages/cultures, ever volatile exchange rates, fluctuating raw material prices, new government policies, international freight and logistics. On an operational level they had to show that they have all the right systems, processes and people in place to source even high-risk products. They're happy to say they've overcome this challenge and they're now regularly shipping over 5,000 products.

These days their biggest challenge is keeping consistency and quality high, and they're happy to report that overall they out-perform domestic suppliers on quality.



They need to keep a regular presence in our factories to ensure there are no surprises and that quality standards are up to scratch. They also keep an eye on whether wilko is a priority in the factory on a day-to-day basis. Supply chain and packaging team members also make regular factory visits – ensuring on-time delivery, colour consistency and reducing packaging as necessary and making sure it is the right size and shape to ship efficiently.

It's all about teamwork

Wilko Asia has a fun, hardworking and informal culture. There's an amazing level of creativity there, as well as lots of hard graft and long hours. Their biggest motivator is more business. They've so far added millions to our bottom line and there are many more millions to come.

One of their favourite mantras is 'give us more work' – they're always looking for the next great product, new factory or emerging market. In Hong Kong, people generally job-hop quite a lot, often working for several companies over the course of a few years. But Wilko Asia is proud to be bucking that trend. Over 15 people got their 5-year service awards last year. One reason people like working there so much might be the fabulous modern offices overlooking the iconic Victoria Harbour, but more than likely, it's also down to the fact that the team support each other, have a passion for their work, and love making Wilko Asia a success.

Contacts

HR

People services

T: 01909 505505 E: personnelmail.area1@wilko.com

If you'd like to join our team visit www.wilko.jobs
or call the resourcing team on 01909 505505

Marketing

Ian Ayling, Marketing Director

T: 01909 505505 E: ian.ayling@wilko.com

Property acquisition team

Ian Bartlett & Tracy Pope

T: 01909 505505 E: ian.bartlett@wilko.com

T: 01909 505505 E: tracy.pope@wilko.com

Property Agents

Harvey Spack Field – London and the South Jonathan Salt

T: 020 7629 9663 E: salt@harveyspackfield.co.uk

BNP Paribas – North, Scotland and Wales Charles Hill

T: 0113 237 6677 E: charles.hill@bnpparibas.com

Buying

Frankie Adams, Trading Director

T: 01909 505505 E: frankie.adams@wilko.com

Adam Lambert, Head of FMCG

T: 01909 505505 E: adam.lambert@wilko.com

Richard Biggin, Head of DIY & Home

T: 01909 505505 E: richard.biggin@wilko.com

Julie Burrell, Head of Seasonal & Stationery

T: 01909 505505 E: julie.burrell@wilko.com

W'innovate

Victoria Bradley, Design Manager

T: 01909 505505 E: victoria.bradley@winnovate.co.uk

Wilko Asia

Haroon Rasool, Managing Director

T: +852 231 28514 E: haroon.rasool@wilko.com

The Wilko logo is displayed in a bold, red, lowercase sans-serif font.

All facts and information are correct at time of going to print – August 2016

