


A modern bathroom interior featuring a white vanity with a gold faucet, a large mirror, and a shower area with stone tiles and a gold showerhead. The text "TOPPS GROUP" is overlaid on the left side of the image.

# **TOPPS GROUP**

**Full Year Results 2025**

**Analyst and Investor  
Presentation**

A modern, minimalist living room with a fireplace, a sofa, and a coffee table. The room features a light-colored stone fireplace with a fire burning inside. To the left is a white sofa with several pillows. In the center is a low, light-colored wooden coffee table with a black metal frame. On the table are a small teapot and cups. To the right is a wooden armchair with a cane backrest. The background wall is made of large, light-colored stone tiles. A tall, narrow wooden screen stands to the right of the fireplace. A framed picture hangs on the wall to the left of the fireplace. A door is visible on the far left.

- **FY25 Overview,  
Financials & Strategic  
Progress**  
**Rob Parker**

- **First Impressions &  
Key Areas of Focus**  
**Alex Jensen**





# **Overview, Financials & Strategic Progress**

**Rob Parker**  
Chief Executive Officer

## Strategic & Operational Highlights

- Clear strategic goal of 'Mission 365', £365m of sales at 8-10% net margin
- Five areas of strategic growth with strong progress – 40% of Mission 365 revenue growth achieved in 18 months
- CTD - CMA - 3 of 4 stores disposed, 22 stores remaining, operations integrated, business to deliver profit in FY26
- Group comprises five tile-centric trading brands, c.75% trade weighted
- Group online sales (excl CTD) now 21.1% (PY 18.5%)
- CFO appointed - starts Spring 2026
- Fired Earth brand, IP, website and stock acquired Nov '25 – complementary premium brand

## Financial Highlights

- Group adjusted sales +6.8% YoY, total sales now £295.8m
- Group adjusted gross margin +0.5% pts
- Adjusted PBT of £9.2m, +46.0% YoY
- Adjusted EPS +43.5%, with proposed full year dividend +20.8%
- Robust balance sheet - £7.4m net cash at year end and £30m loan facility



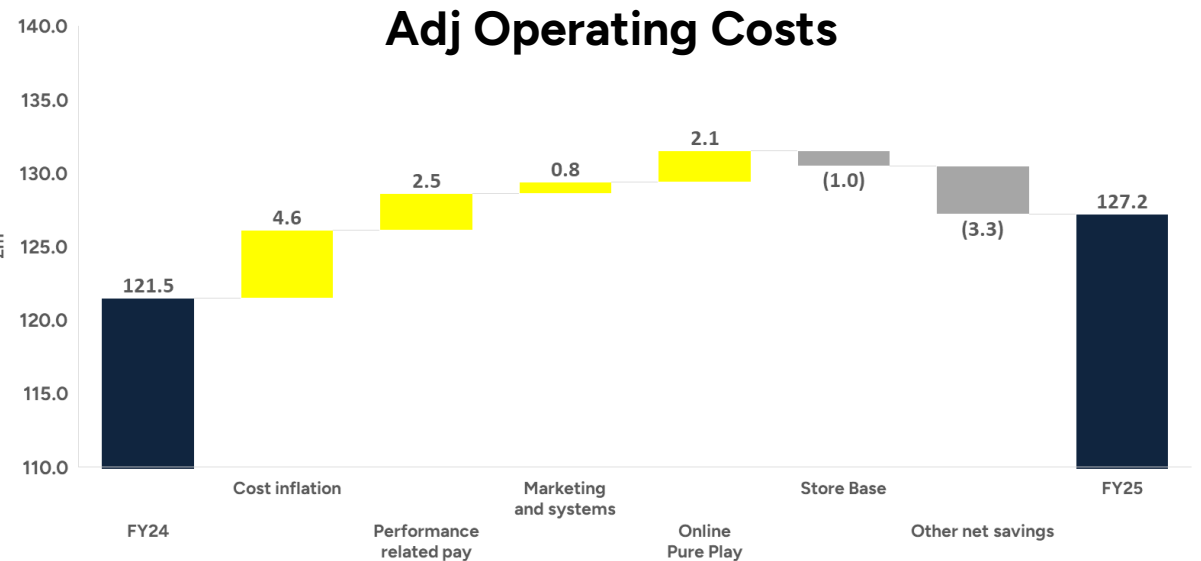
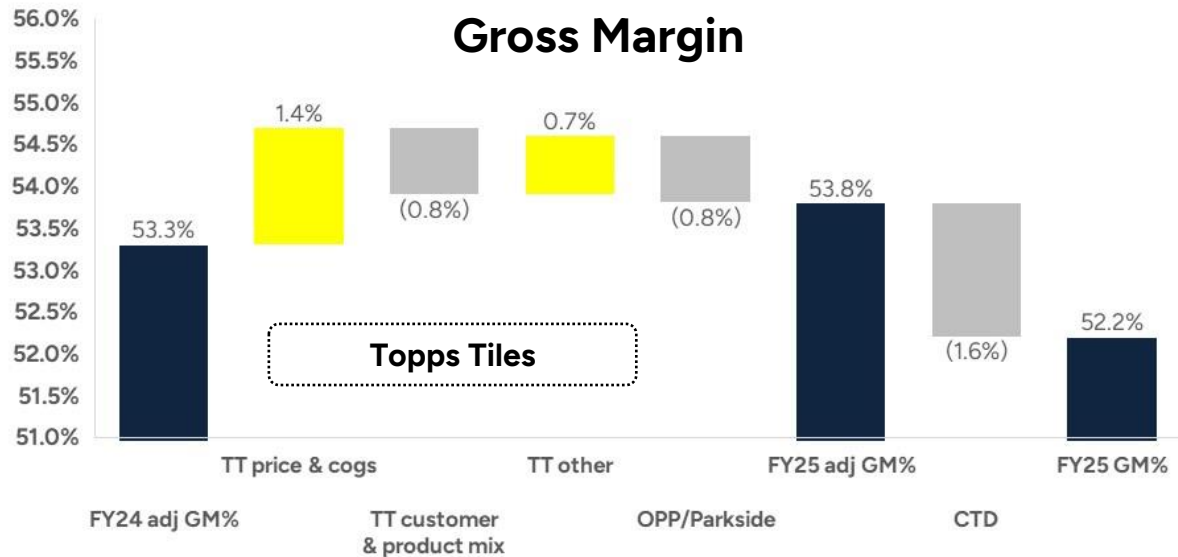
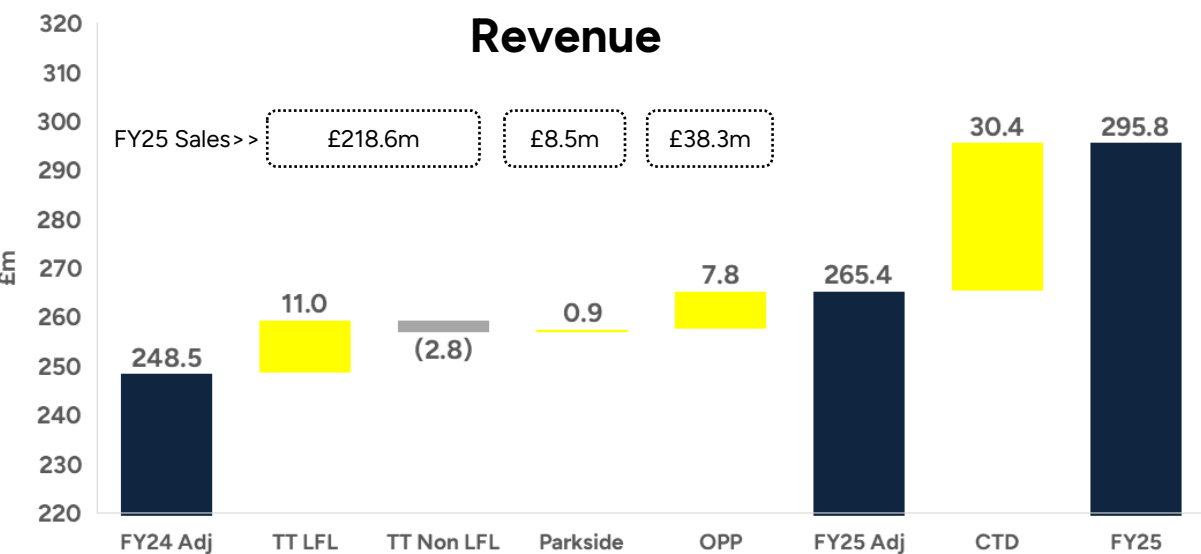
# Statement of Profit or Loss - Adjusted Measures\*

	FY 25	FY 24	YoY
Sales - £m	265.4	248.5	+6.8%
Gross profit - £m	142.7	132.5	+7.7%
Gross margin %	53.8%	53.3%	+0.5% pts
Operating costs - £m	(127.2)	(121.5)	+4.7%
Operating profit - £m	15.5	11.0	+40.9%
Interest - £m	(6.3)	(4.7)	+34.0%
PBT - £m	9.2	6.3	+46.0%
PBT margin %	3.5%	2.5%	+1.0% pts
EPS - pence	3.43p	2.39p	+43.5%

- Sales growth of 6.8%, when combined with 0.5% pt gross margin growth, generated £10.2m increase in gross profit
- Operating costs grew by 4.7%, accounted for by £4.6m of cost inflation, £2.5m increase in performance related pay, £2.9 million of strategic costs, offset by £4.3 million of savings
- Operating profit +40.9% at £15.5m
- Interest includes £5.4m re IFRS 16 (FY24: £4.7m), and net bank interest of £0.9m (FY24: net £nil)
- PBT +46.0% to £9.2m, EPS +43.5% to 3.43 pence, full year dividend proposed at 2.9 pence per share, +20.8% YoY

\*Note - FY25 adjusted profit excludes the impact of items which are either one-off in nature or fluctuate significantly from year to year – including CTD

# Performance Bridges

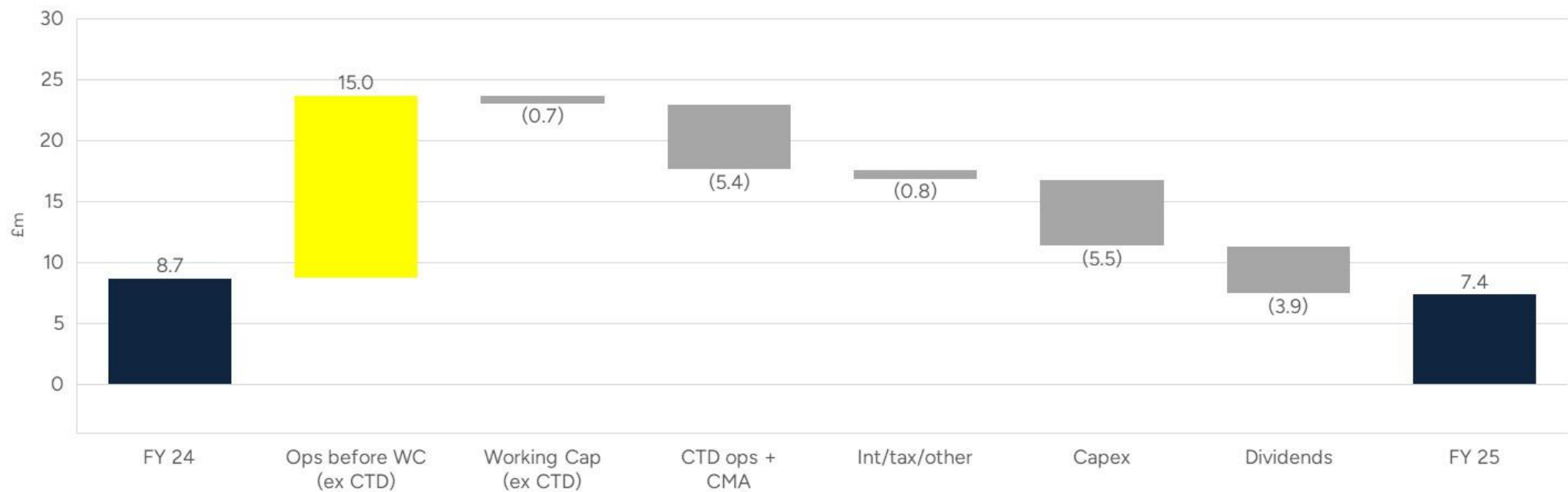


## Summary

- Sales – all parts of the business in growth, +6.8% excl CTD, +17.5% including CTD
- Gross margin – Topps Tiles +1.3% pts (price & cost gains), other Group businesses are margin dilutive (but gross profit additive)
- Operating costs – inflation is the primary driver (incl NLW and NI changes), performance related pay reflects the strong profit growth (and low level of pay in FY24), OPP includes investment into a new larger warehouse. The inclusion of CTD in adjusted measures in FY26 will add approximately £11m of costs

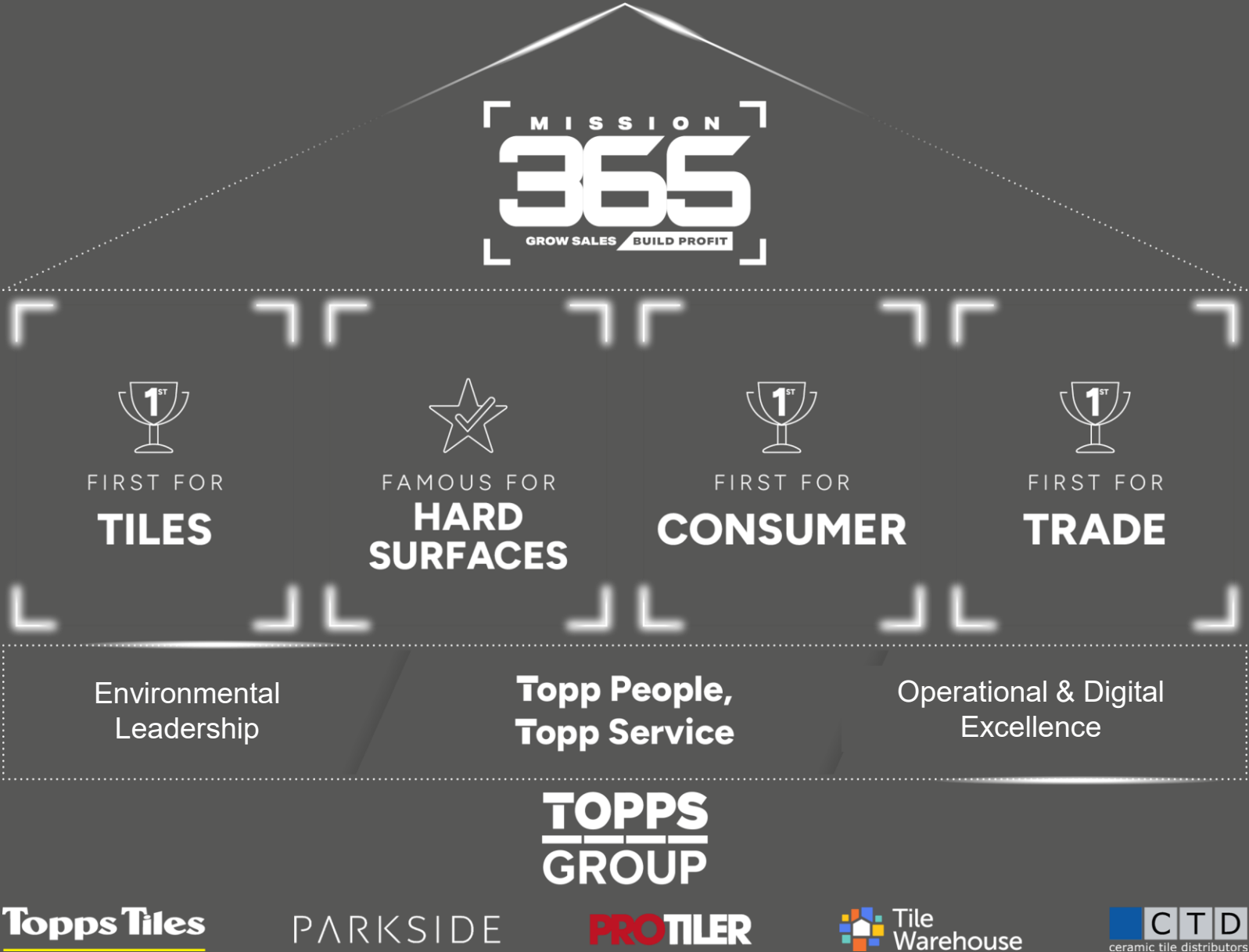
Note – OPP = online pureplay

# Adjusted Net Cash



- Operational cash inflows (ex CTD) of £15.0m vs £13.6m last year, due to increase in adjusted profits before tax
- Working capital outflow of £0.7m (ex CTD) due to a reduction in inventory and an increase in payables, offset by an increase in credit extended to trade customers
- CTD includes £3.5m from ops, £0.1m from WC, £1.8m of CMA related advisory fees
- Bank interest of £0.7m (PY: £0.1m) due to lower cash balances
- Cash tax of £0.3m (PY: £2.3m) due to statutory losses in prior years
- Capex includes £2.8m on new warehouse for PTT/CTD, £0.6m for new store openings, £1.3m for store improvements and maintenance, and £0.8m for other initiatives including IT projects
- Dividend includes FY24 final @1.2 pence and FY25 interim @0.8 pence
- Balance sheet remains robust – £7.4m net cash with £30m RCF facility (to October 2027)

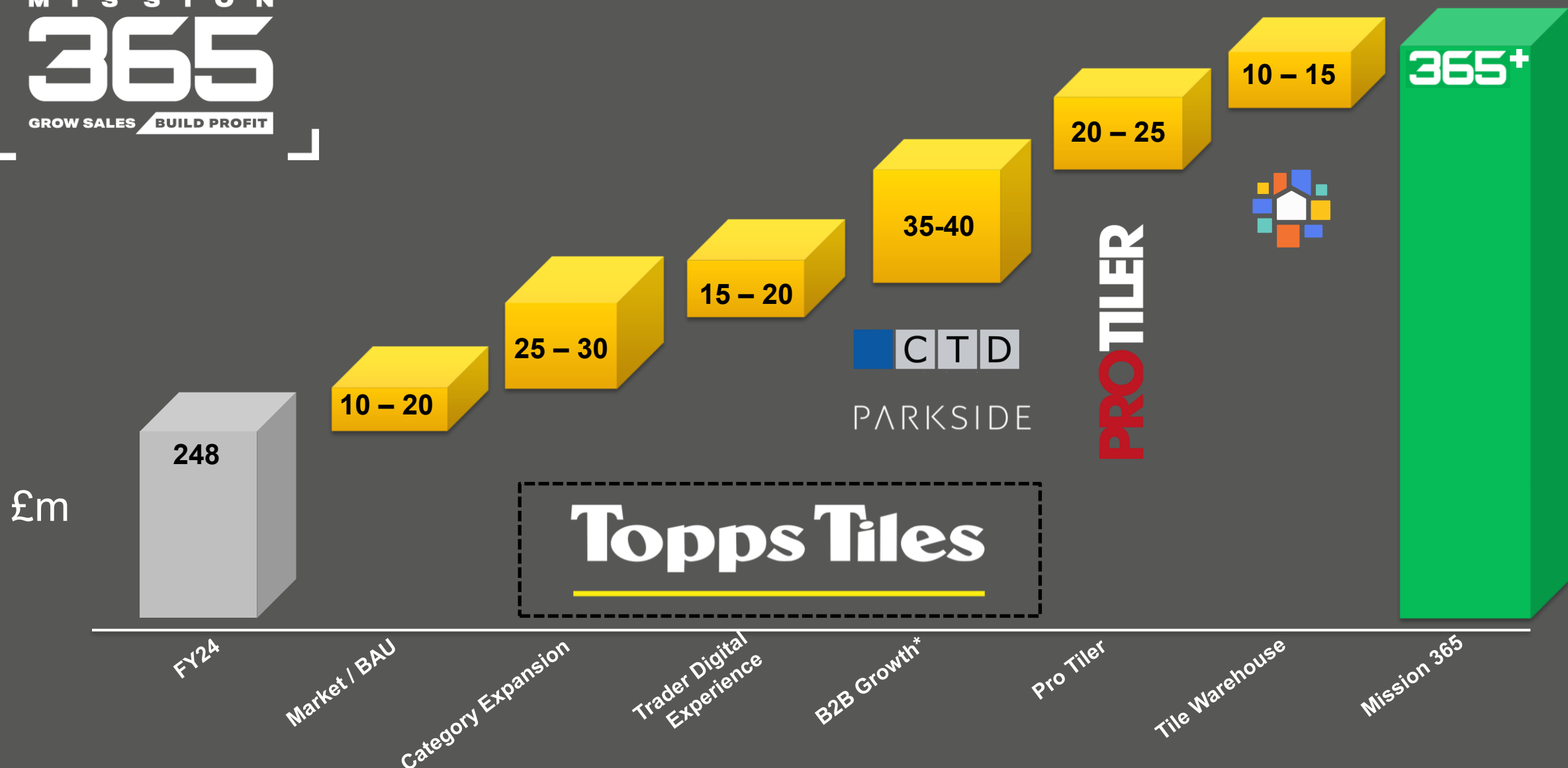
Note: Adjusted net cash excludes lease liabilities under IFRS 16 and unamortised issue fees. 'Ops before WC (ex CTD)' is equal to cash generated by operations before working capital movements and excludes CTD. Cash flows relating to CTD (operational and working capital) are separated out for ease of interpretation.







# The Road to 365



All numbers are £m and are indicative - illustrating one potential route to delivery of the Mission 365 goal. B2B upgraded from £15m-£25m following acquisition of CTD



# Category Expansion

Mission 365 opportunity - £25m-£30m sales

## Progress

- Good initial progress, but more to do
- Outdoor and LVT are now major categories and well embedded in the business
- Wall panels (acoustic and shower), and porcelain splashbacks now launched in stores
- Marketing improved and colleague training completed

## Financials

- Sales of £11.8m, +12% YoY
- Direct sourcing helping to drive profitability, gross profit +20%

**Natural Beauty  
Modern Practicality  
with Luxury Vinyl Tiles**

Our exclusive Pronto LVT flooring is the perfect solution if you're looking to combine style and durability in your home - Natural beauty with modern practicality.

Pronto LVT also has a hard-wearing and stain-resistant wear layer, making it easy to clean and maintain. Installation is quick and easy. Loved by our trade professional and DIY customers alike it is the perfect choice for modern homes with family at the heart.



**Elegant Transformations  
with Wall Panels**

Bring the beauty of nature into your home with our collection of sleek wall panels.



**Spa Bathroom Makeovers  
with Shower Wall Panels**

Upgrade your bathroom with shower wall panels, the modern alternative to traditional tiles. Designed for a sleek, modern look, panels provide a seamless, waterproof finish while eliminating the need for grout, making cleaning effortless. Choose from luxury PVC, laminate and porcelain panels in a variety of sizes.





# Topps Tiles Trader Digital Experience

Mission 365 opportunity - £15m-£20m sales

## Progress

- New trade website launched – visible pricing, simplified trade registration, single basket checkout
- New Customer Engagement Platform launched – significant improvement in trader comms
- Enhanced trade credit offering – 40% growth and now 6% of trade sales
- Relaunched 'Trade Club'
- Trade app development underway for launch in H2 FY26



## Financials

- Online trade traffic +66% YoY
- Topps Tiles online trade sales +70% YoY
- Total Topps Tiles trade sales +13.3% YoY
- Active traders 152,000, +12% YoY

## Topps TRADE CLUB

- ✓ **Save up to 30%**  
Get our best trade prices on thousands of tiles, tools, and materials
- ✓ **Rewards+ Points**  
Earn rewards with every purchase you make, in-store or online
- ✓ **Unlock Bulk Deals**  
Save even more when you buy 5 or more
- ✓ **TradePay Credit**  
Get the materials you need today with 30 days of interest-free credit
- ✓ **Referral Rewards**  
Offer your customers 10% off and earn rewards when they spend

Welcome Back

My Rewards+ My Orders Track My Order TradePay Credit My Saved Products

<b>DEWALT Cordless Multi-Tool</b>  From £149.99 Now Only <b>£95.82</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>10% off Warmup Promat 175W</b>  From £92.50 <b>£84.06</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>HardieBacker Backerboard 12mm</b>  <b>£11.65 EACH WHEN YOU BUY 5+</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>Excel Bond Slow Set S1 Adhesive White 20kg</b>  <b>£14.15 EACH WHEN YOU BUY 5+</b> <small>Plus an extra 10% off online when you spend £250 or more</small>
<b>15% off Acoustic Wood Wall Panels</b>  From £21.20 <b>£18.02</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>Schlüter-DITRA Uncoupling Membrane</b>  <b>£9.15 EACH WHEN YOU BUY 30m²+</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>Dakota Levelling Clips 2mm Pack of 250</b>  <b>£20.74 EACH WHEN YOU BUY 5+</b> <small>Plus an extra 10% off online when you spend £250 or more</small>	<b>10% Off Luxury Vinyl Tiles</b>  From £17.25 <b>£15.89</b> <small>Plus an extra 10% off online when you spend £250 or more</small>

**Topps TRADE SPENT OVER £100? SPIN THE SPACER**  
ENTER NOW

Popular Categories

TRUSTED BRANDS	ADHESIVE	GROUT	CUTTERS	BOARDS

## Mission 365 opportunity - £35m-£40m sales

### Progress

- Group trade strategy developed with a clear role for each of our four trade brands to play
- CTD acquisition materially accelerates our plans – c.£30m of sales
- Parkside delivered year of profit – c.5% net margin
- Wren partnership established – Topps Tiles branded tile offer now in all showrooms

**Topps Tiles**

PARKSIDE

**PROTILER**



### CTD

- A&D & housebuilder teams integrated into Commercial operations
- Warehouse & IT migrations complete
- CMA disposal to complete in Q1 FY26
- 22 stores trading, with plans for development of proposition and growth in FY26
- FY25 financials - £2.0m advisory fees, £3.2m one off charges and £1.7m trading loss
- Focus on improvement plan and business expected to move into profit for FY26

### Strategic Vision

- National network providing a bulk orientated trade offer to a customer base focused on larger contractors and housebuilders







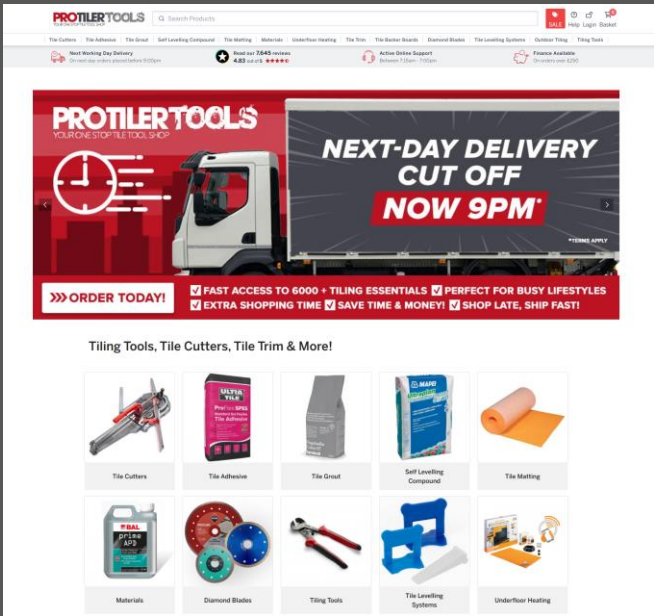
## Mission 365 opportunity - £20m-£25m sales

### Progress

- Relocation into new 140,000 sq ft facility (shared with CTD) – 3x more space
- Operational capacity to deliver £50m goal
- Operational improvements – 9pm order cut off & H2 sales growth accelerated
- New product launches incl UK exclusives

### Financials

- Sales - £35m, +22% YoY (3x pre acquisition)
- H2 net margin improving and now close to 8% Groupwide target





# Tile Warehouse

Mission 365 opportunity - £10m-£15m sales

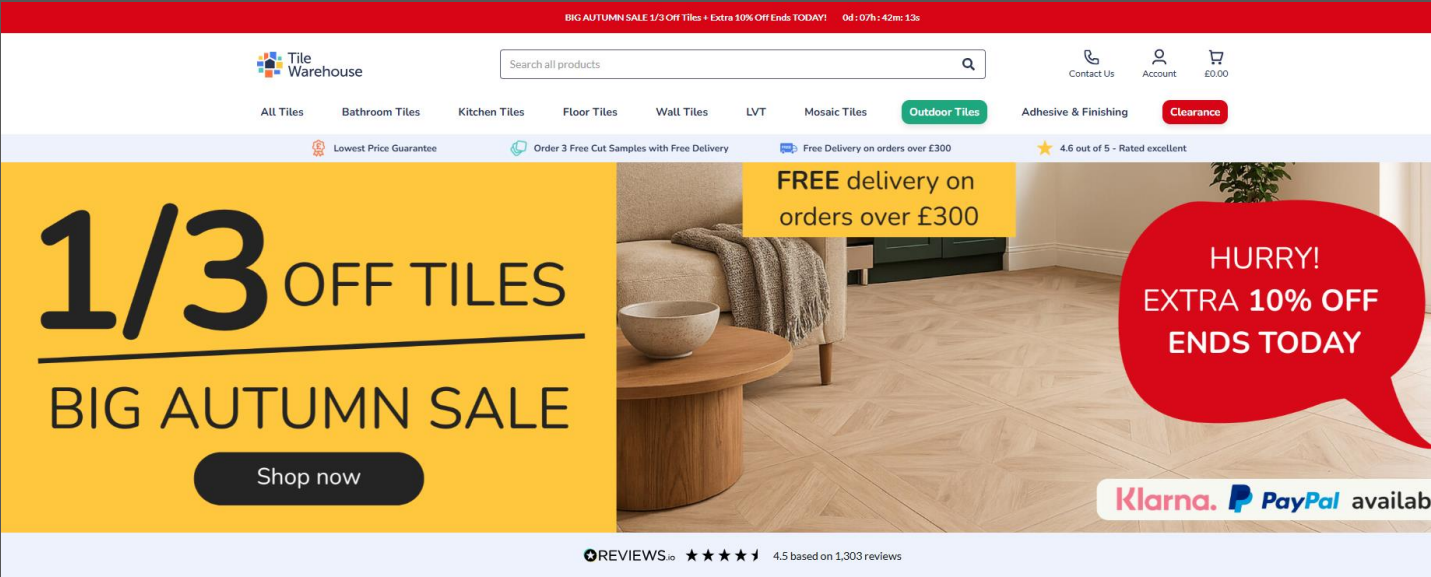
## Strategic Progress

- Established summer '22, focussed on value conscious homeowners
- The UK's fastest growing digital tile specialist\*
- Focus on traffic (+20%), conversion (+33%), ATV and samples follow up

## Financials

- FY sales of £3m, +82% growth YoY
- Trading loss of £0.5m, reduced by 27% YoY, breakeven expected in FY26

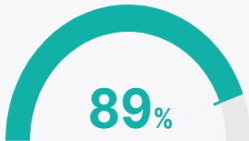
\*Source - Salience Search Marketing Report, September 2025



## Tile Warehouse Reviews



4.5 Rating 1,384 Reviews



of reviewers recommend  
Tile Warehouse



Mission 365 - medium-term goal of £365m sales at 8-10% adj PBT margin







## First Impressions & Key Areas of Focus

**Alex Jensen**

Chief Executive Officer  
Designate



## My Background

- International background with extensive retail, multi-site and B2B experience
- Track record of growth including building new revenue streams
- Led step-change in digital and data strategies
- Builds high performing teams and evolves organisation capability



## Why Topps Group?

### Great purpose



### Growth potential



### Culture and values





# What I've been doing

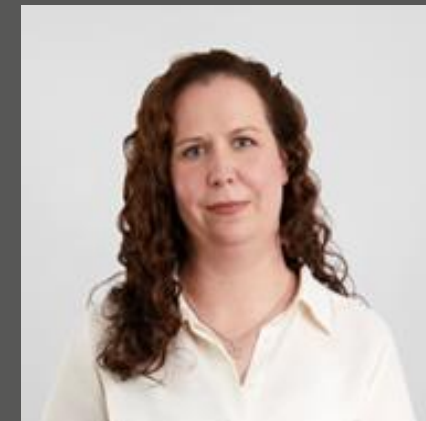
✓  
Met all  
colleagues  
via 9 cross-  
country  
roadshows

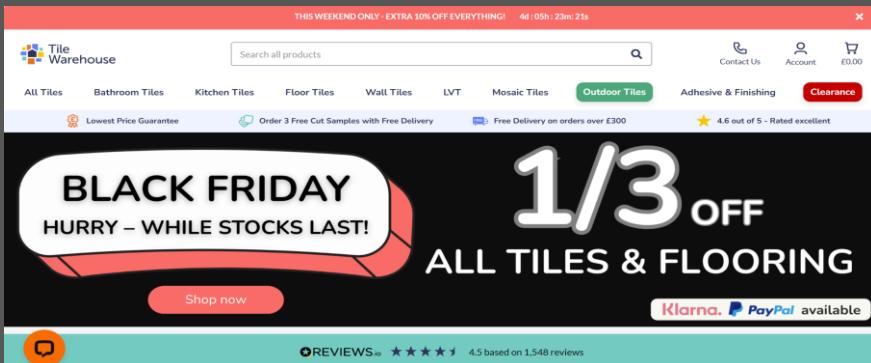
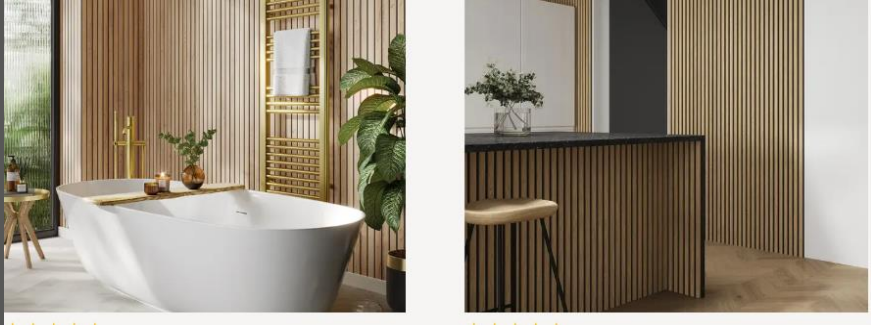
✓  
Visited all  
businesses  
and listened  
to customer  
feedback

✓  
Met with top  
suppliers at  
Bologna tile  
exhibition

✓  
Shareholder  
meetings

✓  
Selected  
excellent  
new CFO to  
start Spring  
'26



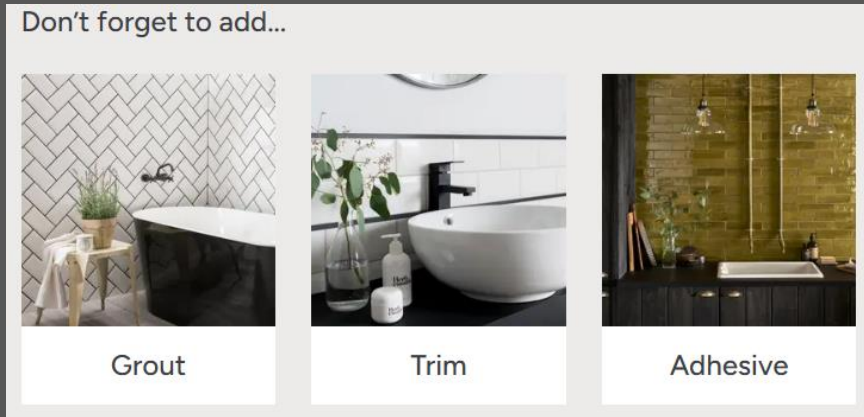
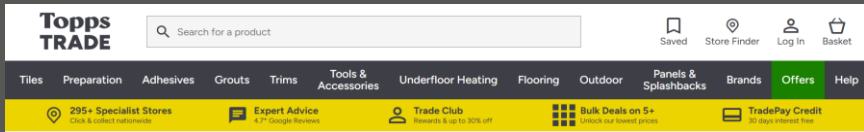


## Strengths

- Market and product leadership
- Expert and engaged colleagues
- Customer satisfaction and loyalty
- Financial strength
- Momentum on revenue and earnings and many more opportunities



# FY26 Opportunities and Priorities



Execute plan to make CTD and Tile Warehouse profitable in 2026

Accelerate digital agenda, leverage customer data to drive sales and transition new IT system

Sales excellence and category extensions

Deliver trade growth strategy across Group

Onboard new CFO and create high-performing team

Evolve 365 strategy to accelerate delivery of bottom line



# Fired Earth

- Fired Earth brand, associated IP, website and £2.5m NBV of stock acquired for £3m
- Highly respected brand - ranked 4 out of 100 in brand awareness (source – Salience)
- Strategic fit – adds a premium brand to our offer, also strengthens our digital presence
- Significant optionality - more details later in the year
- Website open for browsing and transactional soon





- Group revenue (excl CTD) remains in growth over first 9 weeks +3.3% YoY, Topps Tiles +2.0% LFL
- Sales moderated due to weaker consumer confidence but we have tight control of costs
- Government budget measures were in line with our expectations
- CTD stores are delivering consistent LFL growth and confident of delivering a profit in FY26
- Balance sheet remains strong; £30m banking facility
- Confident of a further year of strategic and financials progress
- Business remains well positioned to deliver Mission 365 over medium term



**Q&A**





# Appendix





## Topps Tiles

- c.300 stores nationwide
- Omni-channel platform
- Focusing on general builders and solus tile fitters

## PROTILER

- Pureplay online plus direct selling team
- Consumables & tools only
- Focussing on fitters and smaller contractors



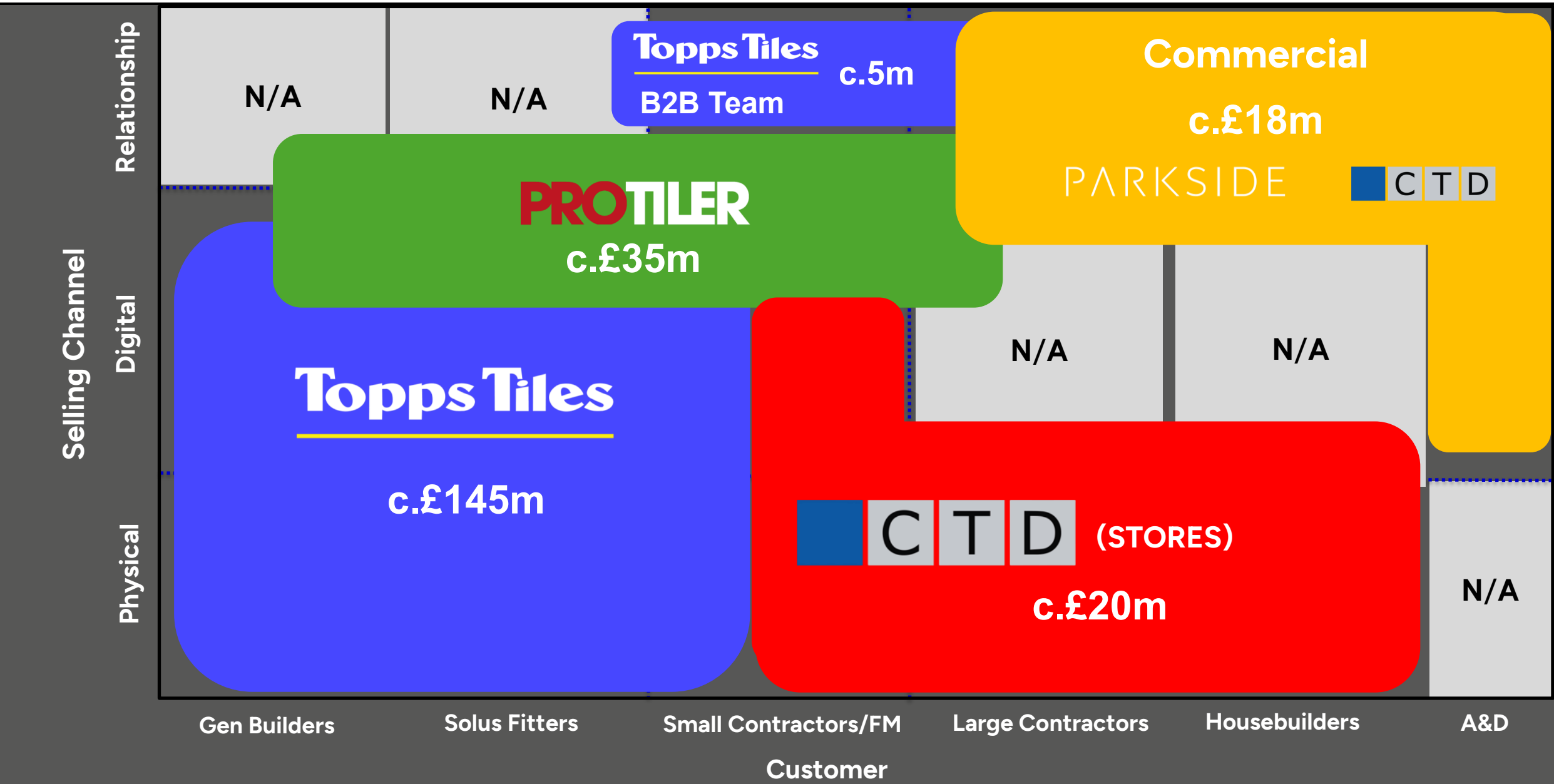
- 22 store network, very strong trade bias
- Stock depth in branch key
- Focussing on contractors and housebuilders

## PARKSIDE

- Direct selling model to A&D community
- Coverings focussed
- Bespoke or technical products & solution

**B2B growth strategy now £35m - £40m opportunity (including CTD)**

# Topps Group Trade Strategy



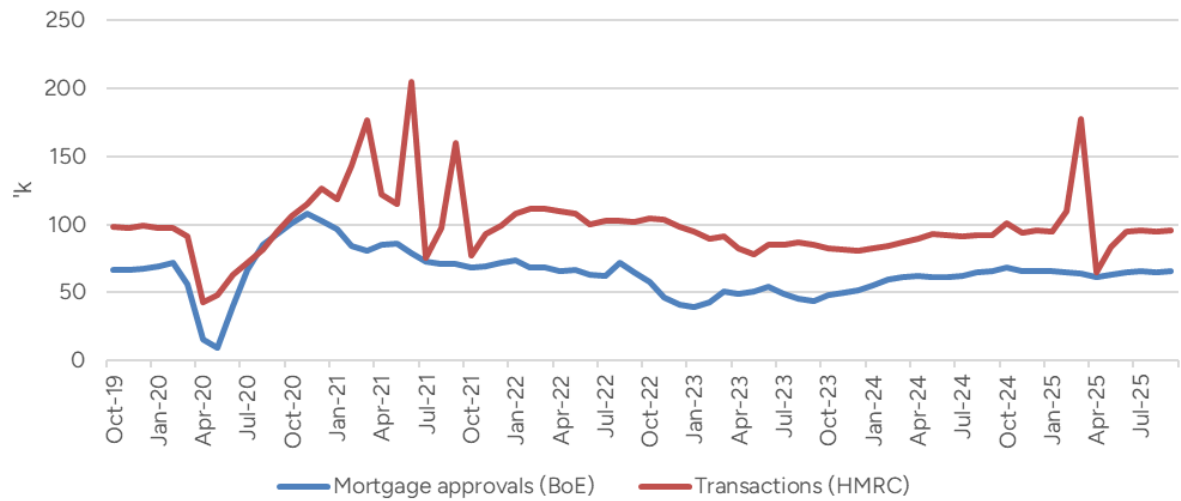


Metric	Drivers	Medium Term Target
Sales	<ul style="list-style-type: none"><li>• Trader digital experience, category extensions, B2B opportunity, PTT, TW</li></ul>	£365m Group revenue (+ £115m vs FY24)
Gross Margin %	<ul style="list-style-type: none"><li>• c.2% improvement due to operational focus and mix management</li><li>• c.2% decline due to coverings category expansion</li><li>• c.2% decline due to business mix change</li></ul>	c. 51-52% GM% (c. -2-3 ppts vs FY24)
PBT margin %	<ul style="list-style-type: none"><li>• Output of the above giving adj PBT margin between 8-10%</li></ul>	£30m+ Group PBT
LAROCE*	<ul style="list-style-type: none"><li>• Only minor changes to store network required</li><li>• Investment in supply chain for Pro Tiler and Topps in next 5 years (c. £5m)</li><li>• Working capital increasing in line with sales</li></ul>	Substantial incremental returns on capital

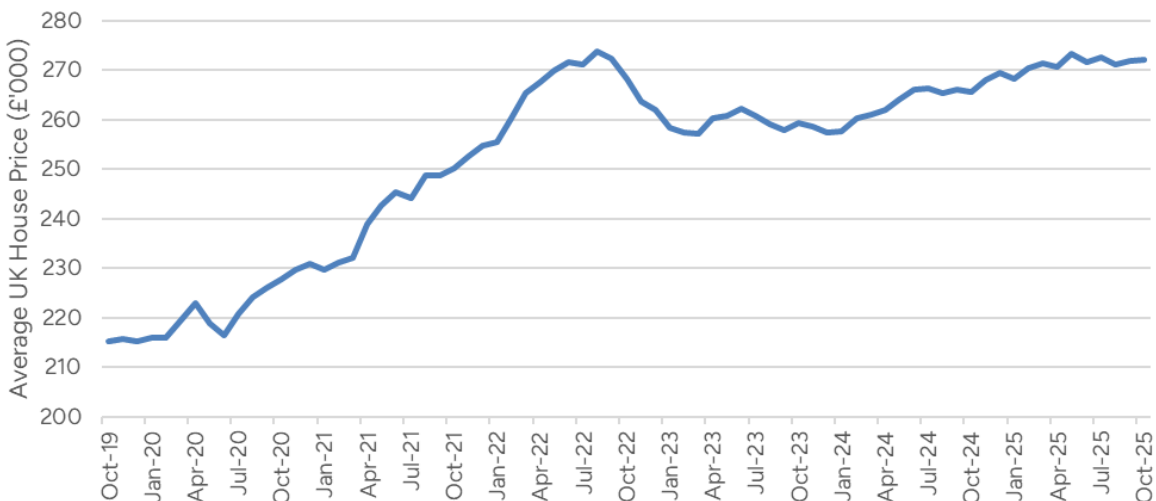
\* Lease Adjusted Return On Capital Employed

# Market Data

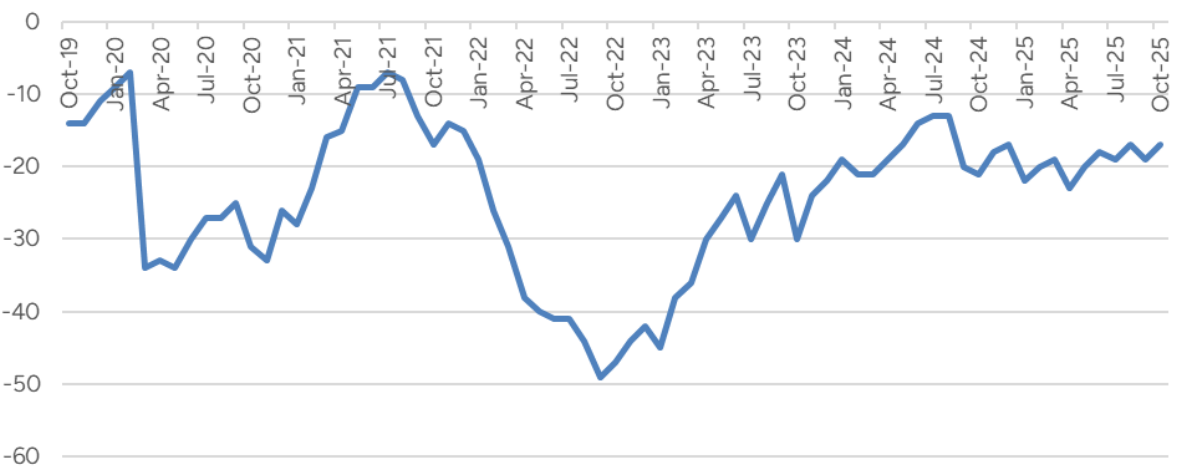
### Mortgage approvals & housing transactions



### UK House Prices (Nationwide)



### Consumer confidence (GfK)



### Barclays UK Consumer Spending Report - Home Improvement DIY Spend (yoy)





# Adjusted to Statutory P&L Bridge

	Sales £m	Gross Profit £m	Opex £m	Interest £m	PBT £m
<b>Adjusted P&amp;L</b>	<b>265.4</b>	<b>142.7</b>	<b>(127.2)</b>	<b>(6.3)</b>	<b>9.2</b>
Vacant property and closure costs			(0.5)		(0.5)
Store impairment, reversal and lease gains/losses			2.5		2.5
Notional depreciation			5.7		5.7
Non-operational warehouse costs			(0.8)	(0.3)	(1.1)
CMA advisory costs			(2.0)		(2.0)
CTD: One off items & legacy costs		(0.3)	(2.9)		(3.2)
CTD: trading	30.4	11.9	(13.2)	(0.4)	(1.7)
Restructuring and other			(0.3)		(0.3)
Management succession			(0.3)		(0.3)
<b>Statutory P&amp;L</b>	<b>295.8</b>	<b>154.3</b>	<b>(139.0)</b>	<b>(7.0)</b>	<b>8.3</b>

# Balance Sheet Highlights

	FY 2025	FY 2024 *	YoY
Goodwill/Intangibles - £m	11.2	12.5	(1.3)
Property, plant and equipment - £m	16.8	17.3	(0.5)
Right-of-Use & Sublease Assets - £m	79.5	57.2	22.3
Inventory - £m	40.6	38.1	2.5
Receivables/Payables/Provisions - £m	(51.3)	(46.7)	(4.6)
Borrowings - £m	(11.0)	(15.0)	4.0
Lease Liabilities - £m	(99.8)	(86.0)	(13.8)
Cash - £m	18.4	23.7	(5.3)
Net Cash - £m (pre-IFRS 16)	7.4	8.7	(1.3)
Net Assets - £m	7.7	5.6	2.1
Capital Employed - £m	100.1	82.9	17.2

- Intangibles relate to assets acquired as part of CTD and Pro Tiler Limited (largely goodwill and brand)
- Property, plant and equipment reduction relates to depreciation and impairment partially offset by net additions/disposals
- Right-of-use assets of £77.9m, and sublease assets of £1.6m, following impairments, impairment reversals and Prologis Park Pineham addition
- Inventory up to £40.6m, including c £11m of stock across Pro Tiler Tools and CTD
- Lease liabilities of £99.8m include new lease at Prologis Park Pineham
- Net debt (pre-IFRS 16) £7.4m, a decrease of £1.3m YoY, with borrowing of £11m at year end
- Capital employed increased £17.2m to £100.1m (defined as net assets – net cash + lease liabilities) due to higher lease liabilities

*\*FY 2024 has been restated to reflect the finalisation of the fair values of the assets acquired as part of the CTD acquisition, in line with IFRS 3*



# Adjusted Net Cash Flow

	FY25		FY24		YoY	
	£m	£m	£m	£m	£m	£m
Cash generated from operations including leases, before movements in working capital and CTD/CMA	15.0		13.6		1.4	
Changes in working capital (excluding CTD/CMA)	(0.7)		6.4		(7.1)	
CTD operational cash flows and CMA advisory fees	(5.4)		(1.5)		(3.9)	
Net bank interest	(0.7)		(0.1)		(0.6)	
Tax paid	(0.3)		(2.3)		2.0	
Capital expenditure	(5.5)		(4.5)		(1.0)	
Other	0.2		(0.3)		0.5	
<b>Free cash flow</b>		<b>2.6</b>		<b>11.3</b>		<b>(8.7)</b>
Dividends paid	(3.9)		(7.1)		3.2	
Acquisitions	-		(18.9)		18.9	
<b>Change in adjusted net cash</b>		<b>(1.3)</b>		<b>(14.7)</b>		<b>13.4</b>
Adjusted net cash at start of period		8.7		23.4		(14.7)
<b>Adjusted net cash at end of period</b>		<b>7.4</b>		<b>8.7</b>		<b>(1.3)</b>

\* Adjusted net cash flow means net cash flow excluding lease liabilities under IFRS 16. Net cash refers to cash net of borrowings.