

# Travis Perkins

## 2025 Half Year Results

August 2025

 Travis Perkins

 TOOLSTATION

 BSS

 Keyline  
DATA INTELLIGENCE

 CCF

 tf solutions

 **Travis Perkins**

Your local Timber & Builders Merchant

# 2025 Half Year Results

August 2025





# Introduction

Geoff Drabble, Chair

# Key objectives

Q2/25

1. Appoint experienced, credible CEO
2. Reverse decline in Merchanting market share
3. Build on momentum in Toolstation UK



# 1.

Appoint  
experienced,  
credible CEO

## Gavin Slark appointed as CEO

- Extensive industry experience  
– BSS, Grafton, SIG
- Appointment well received  
internally and externally
- Joins the business 1 Jan 2026



# 2.

## Reverse decline in Merchanting market share

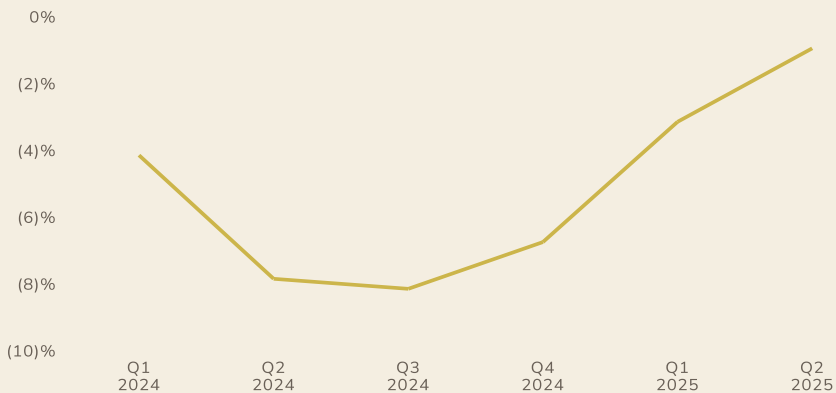
**2.1** Focus on customer and market opportunity with targeted promotions and local initiatives

**2.2** Create empowered, nimbler organisation with focus on the customer

# 2.1

Focus on customer and market opportunity with targeted promotions and local initiatives

Merchanting like-for-like revenue



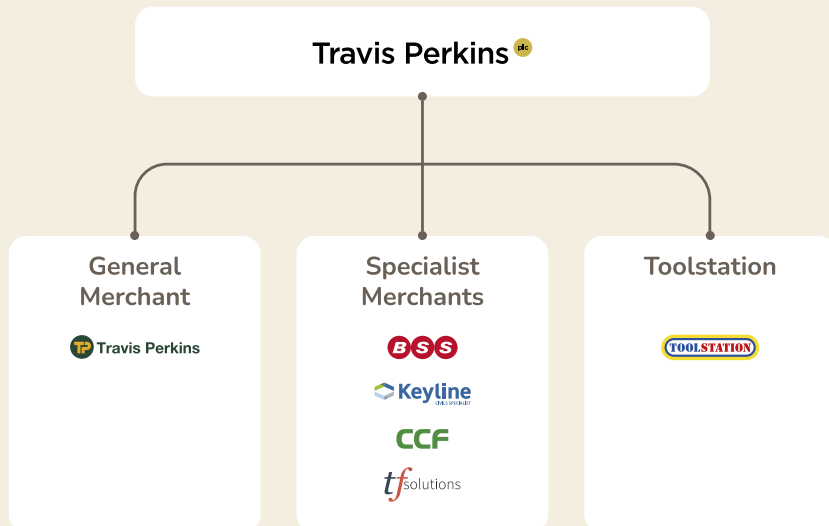
- **Good progress on yard sales** in a short period of time
- **Demonstrated that the Merchants can win business** and have good commercial ‘muscle memory’
- **Carrying momentum** into H2
- **Direct sales remain a challenge** – impacted by Oracle. Progress made with further updates planned

	Q1	Q2	H1
Merchanting yard sales YoY*	(3)%	2%	0%
Merchanting direct sales YoY*	(8)%	(14)%	(11)%

\* Trading day adjusted

## 2.2

Created empowered,  
nimble organisation with  
focus on the customer



- **Three business units with focused and experienced leadership**
  - **Travis Perkins General Merchant**, MD Richard Lavin
    - 11 years in Group
  - **Specialist Merchants**, MD Catherine Gibson
    - 10 years in Group
  - **Toolstation**, MD Lakhvir Sanghera
    - 14 years in Group
- **BSS, CCF, Keyline and TF Solutions MDs appointed** – providing expert service for specialist contractors
- Nine further senior management roles appointed
- **All businesses staffed and empowered** to make local decisions and meet customer needs



# 3.

## Build on momentum in Toolstation UK



- Toolstation UK delivered strong performance in H1 25
- Toolstation UK on track with strategic objectives and financial plan
- Opportunity for Toolstation to drive greater cross-selling across the Group
- Benelux remains challenging; website upgrade impacts sales performance

	H1
Toolstation UK LFL Sales	+4%
Toolstation Benelux LFL Sales	(4)%
• Store	+6%
• Online	(22)%

# Financial review

Duncan Cooper, CFO

# Financial overview

6 months ended 30 June 2025  
(£m unless otherwise stated)

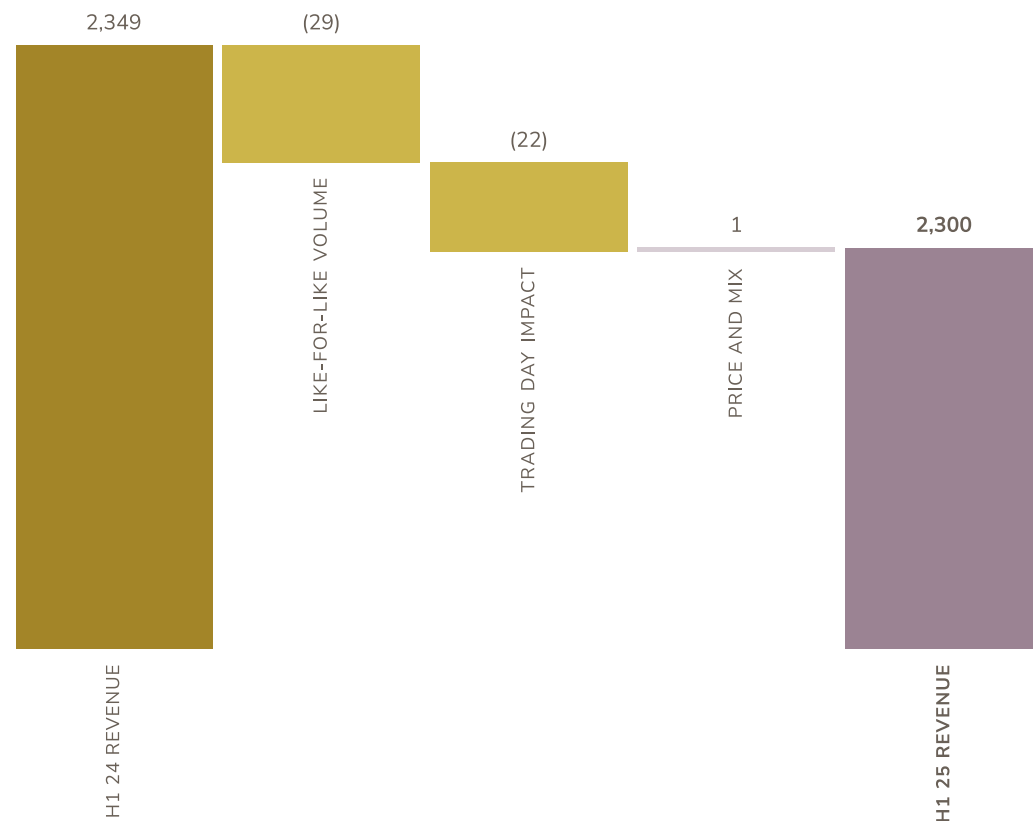
	H1 2025	H1 2024 (re-presented <sup>1</sup> )	Change
Revenue	2,300	2,349	(2.1)%
Adjusted operating profit excluding property profits	62	80	(22.5)%
Adjusted operating profit	63	83	(24.1)%
Adjusted earnings per share (pence)	13.3p	19.9p	(33.2)%
Net debt before leases	103	233	55.8%
Net debt / adjusted EBITDA	2.3x	2.7x	0.4x
Ordinary dividend per share	4.5p	5.5p	(18.2)%

1. For continuing businesses only. The Toolstation France business is treated as a discontinued operation.



# Weak start to the year steadily improving with additional momentum coming from self-help

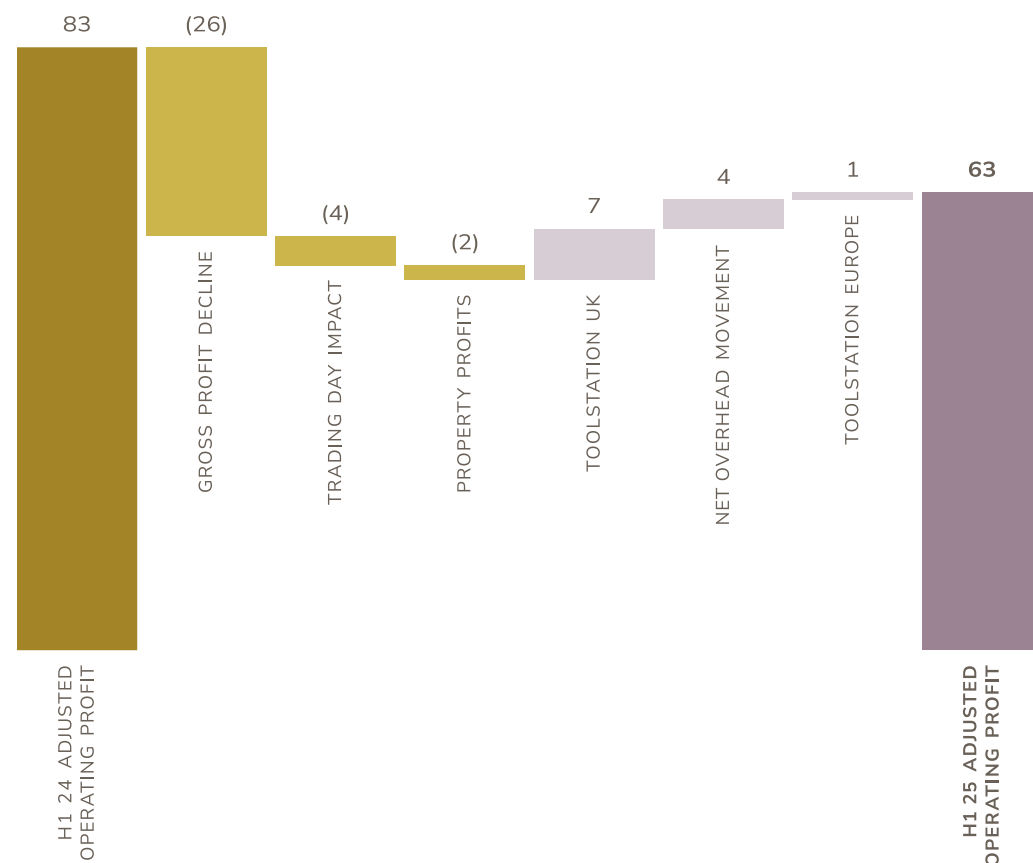
6 months ended 30 June 2025  
(£m unless otherwise stated)



- January & February performance behind expectations
- Oracle implementation and vacancies in key management roles
- Warm spring supported seasonal lines / landscaping against weak comparatives
- Maintaining our footprint for future recovery

# Sharper pricing and promotional proposition to drive volume recovery whilst maintaining cost discipline

6 months ended 30 June 2025  
(£m unless otherwise stated)



- Gross profit impacted by volume decline
- Stronger promotional offering in H1
- National Insurance increase and other cost inflation impacts largely mitigated
- Toolstation UK continued strong earnings momentum
- Toolstation Benelux maturing in line with expectations but website impact effect

# Continued strong cash generation with disciplined capital allocation

6 months ended 30 June 2025  
(£m unless otherwise stated)

	H1 2025	H1 2024 (re-presented <sup>1</sup> )	YoY
EBITDA	147	174	(27)
Access costs / discontinued operations	(10)	(18)	8
Movement in debtors / creditors	75	(3)	78
Movement in stock	(4)	56	(60)
Interest, tax and lease liabilities	(91)	(95)	4
Capex	(31)	(29)	(2)
Dividends	(19)	(12)	(7)
Disposal proceeds	24	0	24
Freehold property activity	(3)	9	(12)
<b>Net cash inflow / (outflow)</b>	<b>88</b>	<b>82</b>	<b>6</b>

- Oracle working capital impact unwound
- Offering credit remains a differentiator
- Ongoing discipline with stock management and ranging
- Capital expenditure remains tightly controlled but ready for re-expansion
- Divestment of Staircraft supports balance sheet and strategic focus
- Further opportunities targeted in H2 but underlying trading recovery now key

1. For continuing businesses only. The Toolstation France business is treated as a discontinued operation.



# Further strong progress on net debt reduction

6 months ended 30 June 2025  
(£m unless otherwise stated)

	30 Jun 2025	31 Dec 2024	Change	Covenant
Net debt	<b>£710m</b>	£845m	£135m	
Net debt / adjusted EBITDA	<b>2.3x</b>	2.5x	0.2x	<4.0x
Net debt before leases	<b>£103m</b>	£191m	£88m	
Net debt before leases / adjusted EBITDA	<b>0.3x</b>	0.6x	0.3x	

- Significant reduction in net debt driven by working capital inflow
- £24m from sale of Staircraft
- Lease debt reduced due to timing of renewals and Staircraft / France exit
- Plan to refinance remaining £125m 2026 corporate bond
- Clear focus on continuing journey back to guided range of 1.5x-2.0x

# Outlook and guidance

## Current trading and outlook

- Trading environment remains challenging and unpredictable
- Competitive pricing and good customer service are key to securing orders
- Expect H2 to be similar

## Guidance

- Base capital expenditure of around £80m
- Property profits of around £8m
- Expected ETR of 30%
- Expect adjusted operating profit (including property profits) to be broadly in line with current market expectations

# Q&A





# Appendices

# Definitions

Metric	Definition
Operating profit	Profit before tax, financing charges and income
Earnings per share ('EPS')	Ratio of net profit after taxation adjusted for minority interests to weighted number of ordinary shares outstanding
Adjusted operating profit / Adjusted EPS	Operating profit / EPS before adjusting items and amortisation of acquisition-related intangible assets
ROCE	Adjusted operating profit divided by the combined value of balance sheet debt and equity
Net debt	On-balance sheet debt including lease liabilities
Net debt / EBITDA	The ratio of net debt to earnings before tax, interest, depreciation, amortisation and adjusting items ('EBITDA')
Free cash flow ('FCF')	Net cash flow before dividends, freehold property purchases and disposal proceeds, pension deficit repair contributions, adjusting cash flows and financing cash flows
Like-for-like sales growth	Revenue growth adjusted for new branches, branch closures, business acquisitions and disposals and trading day differences. Revenue included in like-for-like is for the equivalent periods in both years under comparison. Branches are included once they have traded for more than 12 months

# Sales drivers by reporting segment

(% unless otherwise stated)

	Merchanting			Toolstation			Total Group		
	Q1	Q2	H1	Q1	Q2	H1	Q1	Q2	H1
<b>Total revenue</b>									
<b>2025</b>	(3.5)	(2.7)	<b>(3.1)</b>	2.8	2.7	<b>2.7</b>	(2.4)	(1.8)	<b>(2.1)</b>
2024	(6.0)	(5.7)	<b>(5.8)</b>	0.9	3.6	<b>2.3</b>	(4.9)	(4.2)	<b>(4.5)</b>
<b>Like-for-like revenue</b>									
<b>2025</b>	(3.2)	(1.0)	<b>(2.1)</b>	3.7	2.3	<b>2.9</b>	(2.1)	(0.5)	<b>(1.2)</b>
2024	(4.2)	(7.9)	<b>(6.1)</b>	(1.2)	2.4	<b>0.6</b>	(3.5)	(6.2)	<b>(4.9)</b>
Price and mix			(0.3)			1.3			0.0
Like-for-like volume			(1.8)			1.6			(1.2)
<b>Like-for-like revenue growth</b>			<b>(2.1)</b>			<b>2.9</b>			<b>(1.2)</b>
Network changes and acquisitions / disposals			0.0			0.3			0.0
Trading days			(1.0)			(0.5)			(0.9)
<b>Total revenue growth</b>			<b>(3.1)</b>			<b>2.7</b>			<b>(2.1)</b>

Note: All information in the table above has been restated to remove the impact of Toolstation France.

# Branch numbers

6 months ended 30 June 2025	31 Dec 2024	Openings	Closures	30 Jun 2025
Travis Perkins General Merchant	549		(1)	548
Benchmarx <sup>1</sup>	28			28
Keyline	41			41
CCF	37			37
BSS	54			54
TF Solutions	15	1		16
<b>Merchanting</b>	<b>724</b>	<b>1</b>	<b>(1)</b>	<b>724</b>
Toolstation UK	587	6	(2)	591
Toolstation Europe	110		(1)	109
<b>Toolstation</b>	<b>697</b>	<b>6</b>	<b>(3)</b>	<b>700</b>
<b>Group</b>	<b>1,421</b>	<b>7</b>	<b>(4)</b>	<b>1,424</b>

1. Standalone Benchmarx branches only. The Group also has 102 Benchmarx showrooms or implants within Travis Perkins General Merchant branches.

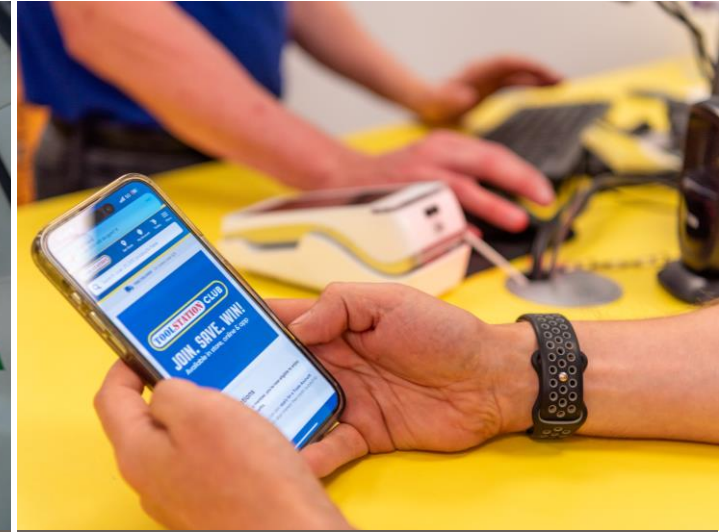




Strong customer and supplier relationships



Comprehensive UK network



Toolstation growth potential



Unique portfolio of brands



Experienced people

## Contact

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**Travis Perkins** plc