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Unless otherwise required by applicable law, regulation or accounting standard, we do not undertake to publicly update any forward-looking statements, whether as a result of new information, future developments or otherwise. Nothing in this presentation should be construed as a profit forecast.

The financial information referenced in this presentation does not contain sufficient detail to allow a full understanding of the results of WH Smith PLC. For more detailed information, please see the preliminary results announcement for the twelve months ended 31 August 2025 which can be found on the Investors section of the WH Smith PLC website - www.whsmithplc.co.uk



WHSmith

2024/25 PRELIMINARY RESULTS
THE GLOBAL TRAVEL RETAILER

Agenda

- Introduction
- Financial Review
- Divisional Update

- FY26 Outlook
- Q&A

Annette Court

Max Izzard

Max Izzard

Andrew Harrison

Andrew Harrison

Introduction

WHSmith is well positioned in attractive travel markets

- The Group has completed a significant strategic reset over the past year
- We have established a platform for long-term growth

We are now a focused, global travel retailer

- Clear leadership position in Travel Essentials with stores located in attractive, high-footfall locations
- We have passionate, customer-focused colleagues

Sharp focus on profitability

- Undertaken a review of our North America Resorts business; plan to exit unprofitable fashion and speciality stores
- Reviewing North America InMotion business; limit further InMotion store openings
- More focused investment in Rest of the World division using franchise model; exit sub-scale markets

Independent and comprehensive Deloitte Review completed and remediation plan in place

Confidence in existing leadership team; search for new Group Chief Executive ongoing

The Board is confident that recent actions and clear priorities will drive profitability and strong returns

WHSmith

FINANCIAL REVIEW



Max Izzard, Group CFO
WHSmith

FY25 Financial Performance Headlines

Continuing Operations¹

Total revenue growth 5% supported by net store openings of 28⁵

Like for like revenue growth across all divisions

Group Headline Profit before tax and non-underlying items £108m

Headline Net Debt (£390m) and leverage 2.1x

Final dividend of 6.0p. Full year dividend of 17.3p

Group Revenue

£1,553m

5%²

Headline Trading Profit⁶

£159m

(6%)²

Group Headline Profit before tax³

£108m

(5%)²

Free cash flow

£63m

80%²

Headline Diluted EPS³

43.4p

(28%)²

Headline Net debt

(£390m)

(5%)²

1. The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics

2. Vs FY24 (restated)

3. Excludes non-underlying items, Pre-IFRS 16

4. Constant currency

5. Excludes 39 net Franchise closures in India where the income received was zero

6. Stated after directly attributable share-based payment and pension service charges, and before non-underlying items, unallocated costs, finance costs and taxation

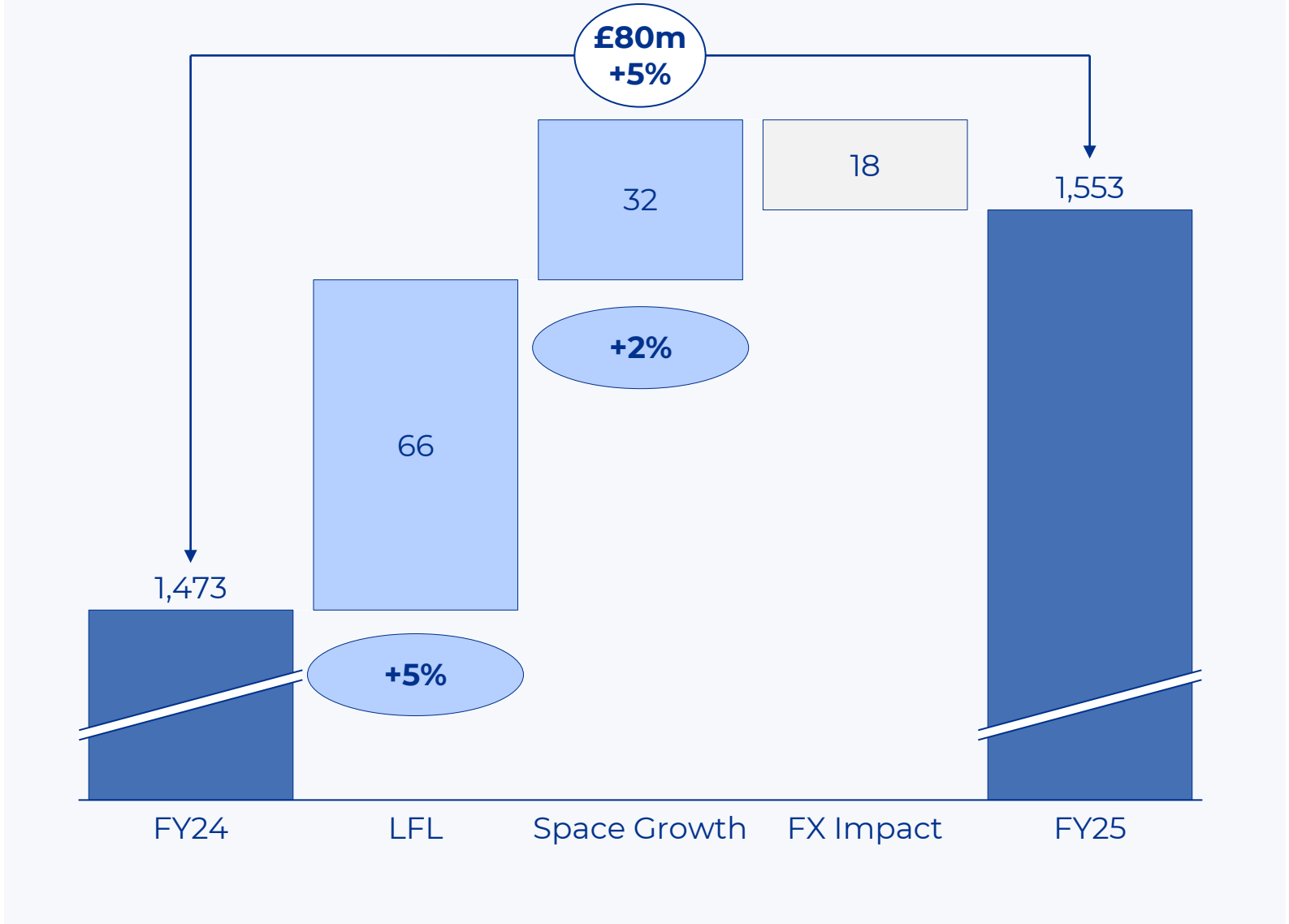
Group Revenue Summary

Continuing Operations¹

REVENUE BY DIVISION

			Year on year growth (%)				
	FY25 £m	FY24 £m	Total	CER ²	LFL ²	13 weeks to 31 st August LFL ²	15 weeks to 14 th December LFL ²
UK	834	795	5%	5%	5%	3%	2%
North America	413	401	3%	7%	2%	1%	1%
Rest of the World & Other ³	306	277	10%	12%	7%	6%	6%
Group	1,553	1,473	5%	7%	5%	3%	3%

FY25 LFL GROWTH IN ALL DIVISIONS²



1. The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics

2. Constant currency

3. Includes Cult Pens

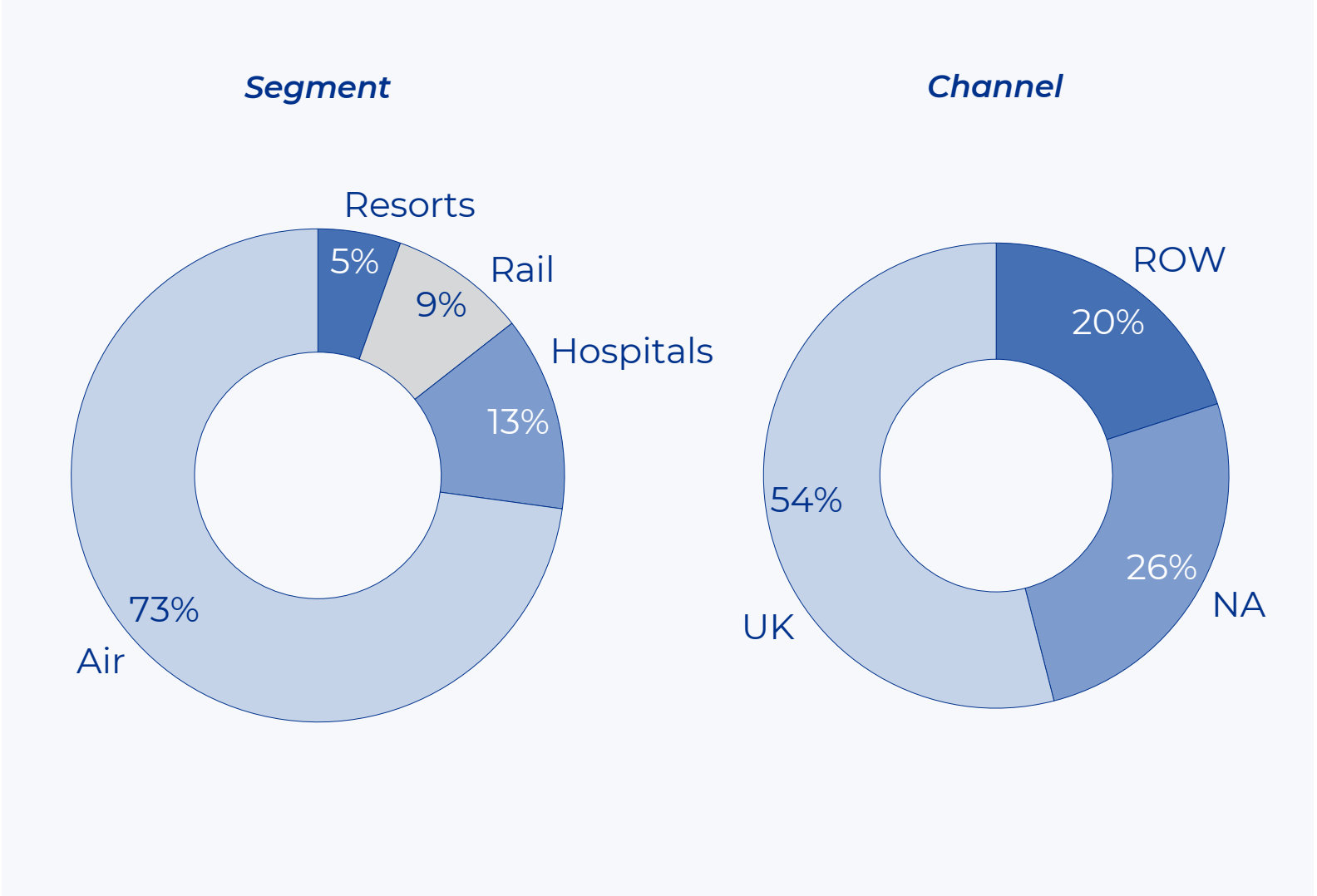
Revenue by Segment and Channel

Continuing Operations¹

STRONG AIR GROWTH IN FY25

	Year on year growth %		
	Total	CER	LFL ³
Air	6%	6%	7%
Hospitals	7%	7%	4%
Rail	4%	4%	4%
UK	5%	5%	5%
Air	5%	9%	4%
Resorts	(7)%	(3)%	(4)%
North America	3%	7%	2%
Rest of the World & Other²	10%	12%	7%
Group	5%	7%	5%

AIR >70% OF TOTAL REVENUE



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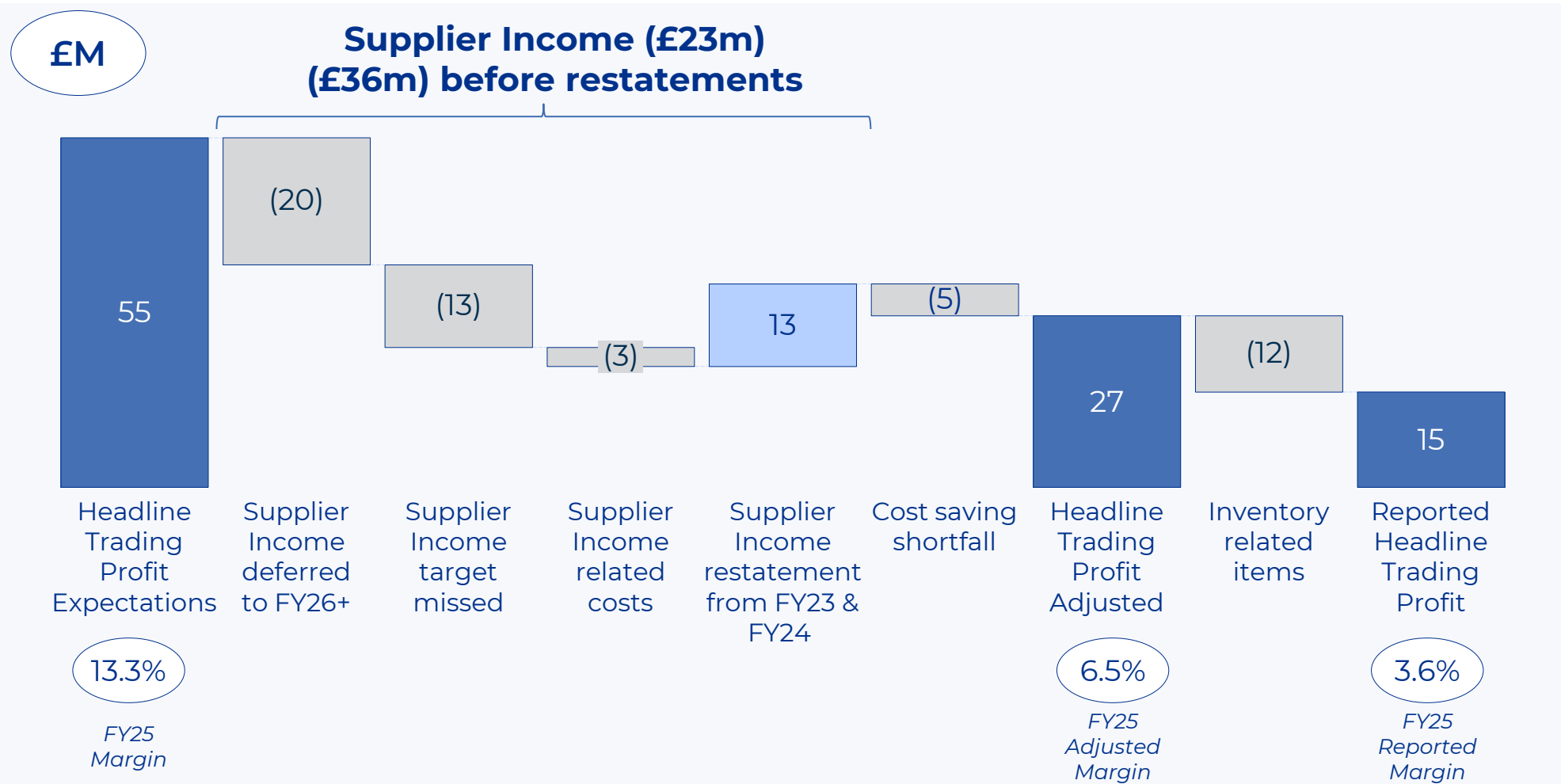
2. Includes Cult Pens

3. Constant currency

North America Financial Review

Continuing Operations¹

FY25 HEADLINE TRADING PROFIT BRIDGE



- **Supplier income recognition** overstated in North America for FY23 to FY25
- **Shortfall to target** in supplier income and cost savings in FY25
- **Inventory related errors**, largely shrinkage and provisioning identified for FY23 to FY25

FY24 & FY23 RESTATEMENTS

	FY24 £m	FY23 £m
North America		
Reported Headline Trading Profit ³	54	49
Reported Headline Trading Profit Margin ³	13.5%	12.9%
Supplier Income restatement	(13)	(5)
Inventory related restatement	(7)	(4)
Restated Headline Trading Profit ³	34	40
Restated Headline Trading Profit Margin ³	8.5%	10.5%
c.8% Normalised Headline Trading Profit Margin excluding material one-off non-trade benefits		
Group		
Headline Group profit before tax before restatement ^{2,3}	134	111
Restated Headline Group profit before tax ^{2,3}	114	102

1. All results are stated before the impact of IFRS 16 and non-underlying items – See Appendix for more details

2. The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics

3. All metrics are before non-underlying items

Group Income Statement¹

Continuing Operations⁴

		<i>(Restated)</i>
	FY25	FY 24
	£m	£m
UK ²	130	122
North America ²	15	34
Rest of the World & Other ²	14	14
Headline Group trading profit²	159	170
Unallocated central costs	(25)	(28)
Headline Group operating profit ³	134	142
Headline net finance costs	(26)	(28)
Headline Group profit before tax ³	108	114

1.

All results are stated before the impact of IFRS 16 – See Appendix for more details

2.

Stated after directly attributable share-based payment and pension service charges, and before non-underlying items, unallocated costs, finance costs and taxation

3.

Excludes non-underlying operating items of £91m (2024: £41m)

4.

The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics

Non-Underlying Costs Summary

Continuing Operations¹

	FY25 ²
	£m
IT transformation	(11)
Operational efficiencies	(11)
Supply chain transformation	(3)
Transformation items	(25)
North America supplier income investigation	(10)
Impairment of non-current assets and provisions for onerous contracts	(48)
Amortisation of acquired intangibles	(3)
Other costs	(5)
Other	(8)
Non-underlying items included in operating profit	(91)

FOCUS AREAS FOR FY26

Transformation

- IT transformation focused on the improvement of system capability and infrastructure including finance and supply chain with both direct and indirect returns

Operational Efficiency

- Operational efficiency programmes across the UK and North America divisions to complete, returns to offset the impact of inflation and strengthen the team

1. The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics
2. Pre-IFRS 16

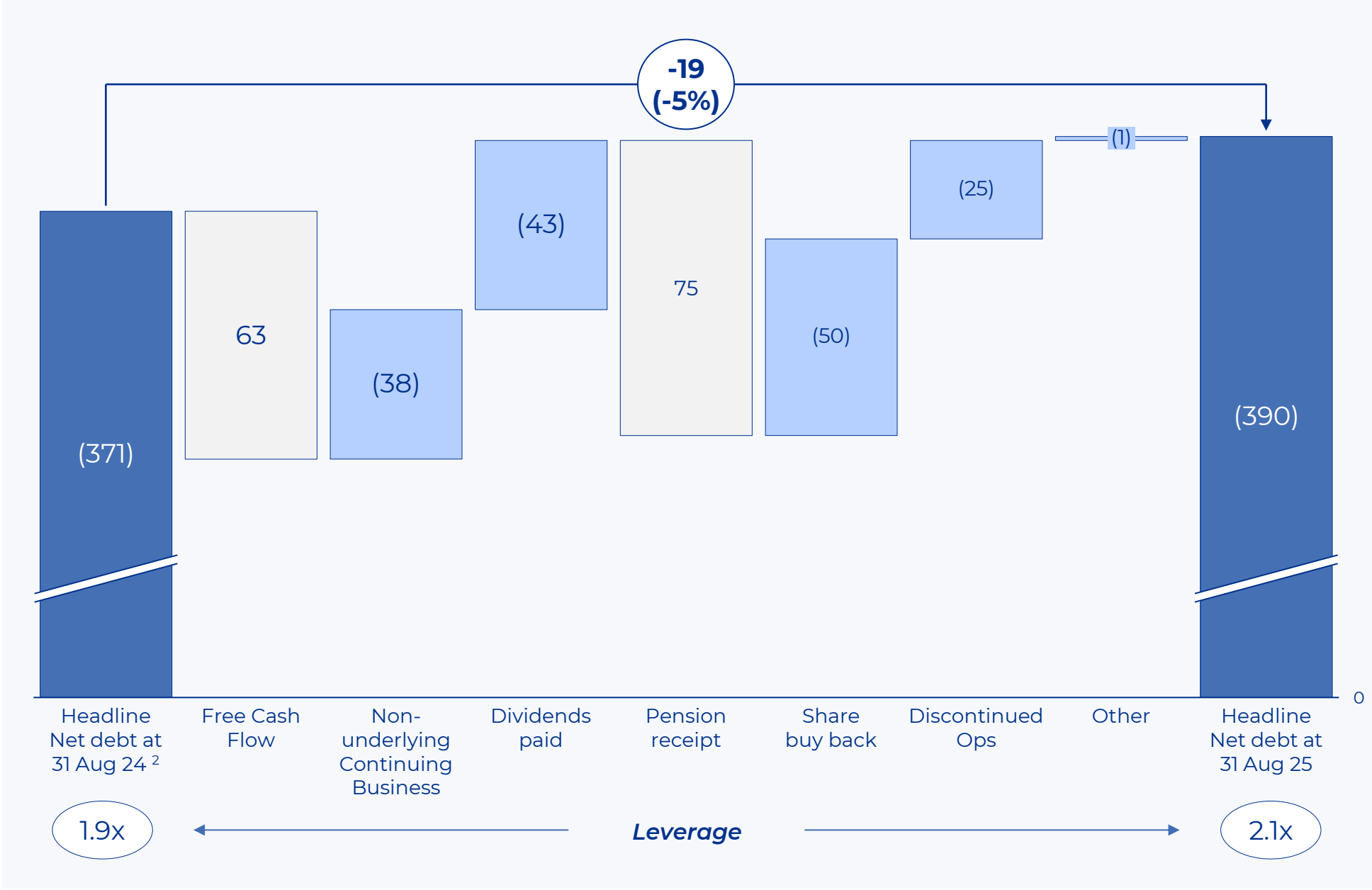
Group Cash Flow and Net Debt

Continuing Operations¹

FREE CASH FLOW

	FY 25 £m	FY 24 £m
		(Restated)
Headline Group operating profit ²	134	142
Depreciation, amortisation and impairment ²	51	44
Non-cash items	2	12
Headline EBITDA ³	187	198
Capital expenditure ⁴	(81)	(105)
Working capital ²	4	(22)
Net tax paid	(28)	(18)
Net finance costs paid	(19)	(18)
Free cash flow	63	35
Free cash flow conversion ⁵	34%	18%

HEADLINE NET DEBT



1. All results are stated before the impact of IFRS 16 – See Appendix for more details

2. Headline, excludes non-underlying items

3. Headline EBITDA is Headline Group operating profit, before non-underlying items, depreciation, amortisation, impairment and other non-cash items

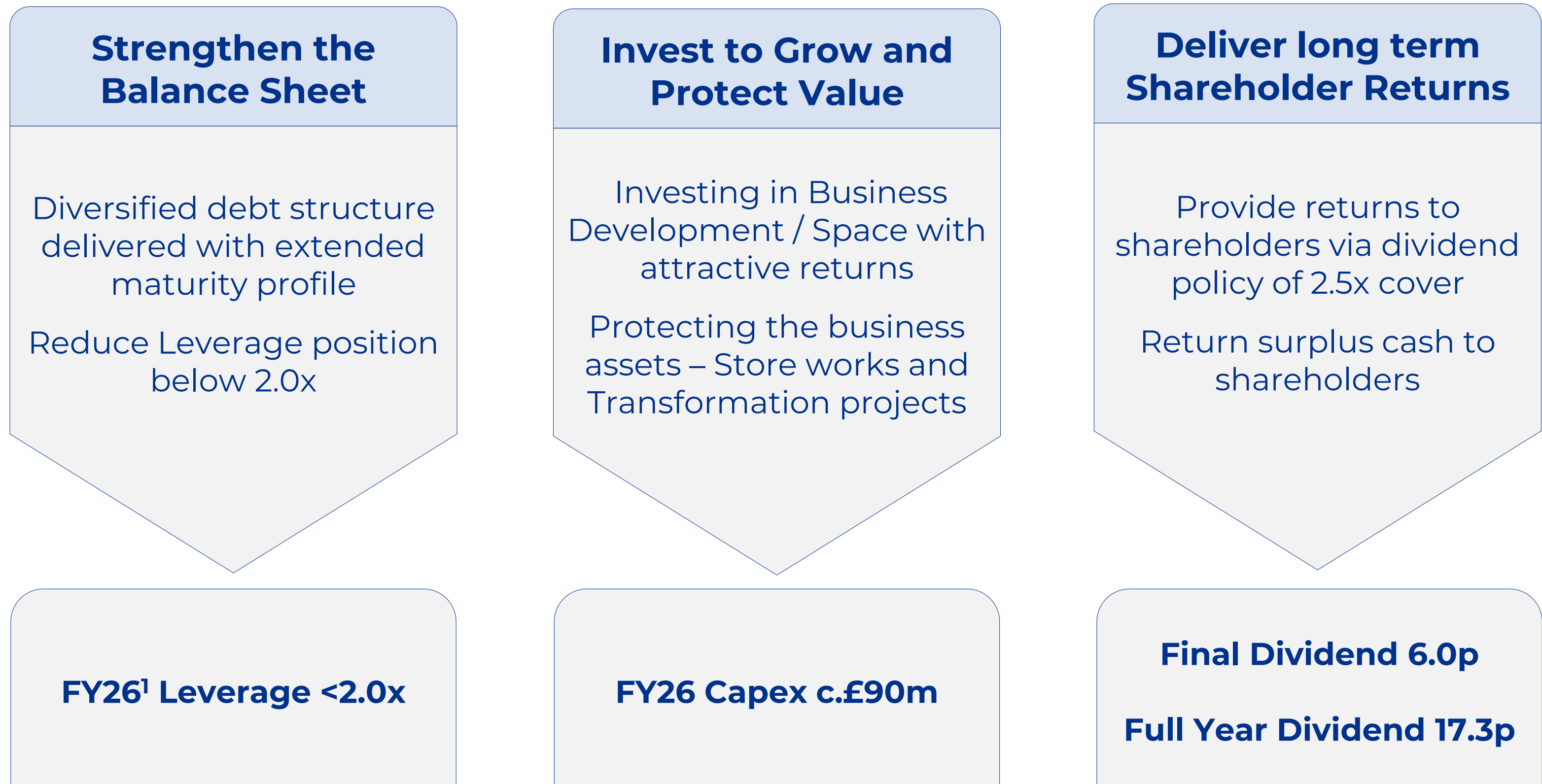
4. Excluding capital expenditure related to non-underlying items of £nil (2024: £1m)

5. Free cash flow conversion = Free cash flow divided by headline EBITDA

CAPITAL ALLOCATION

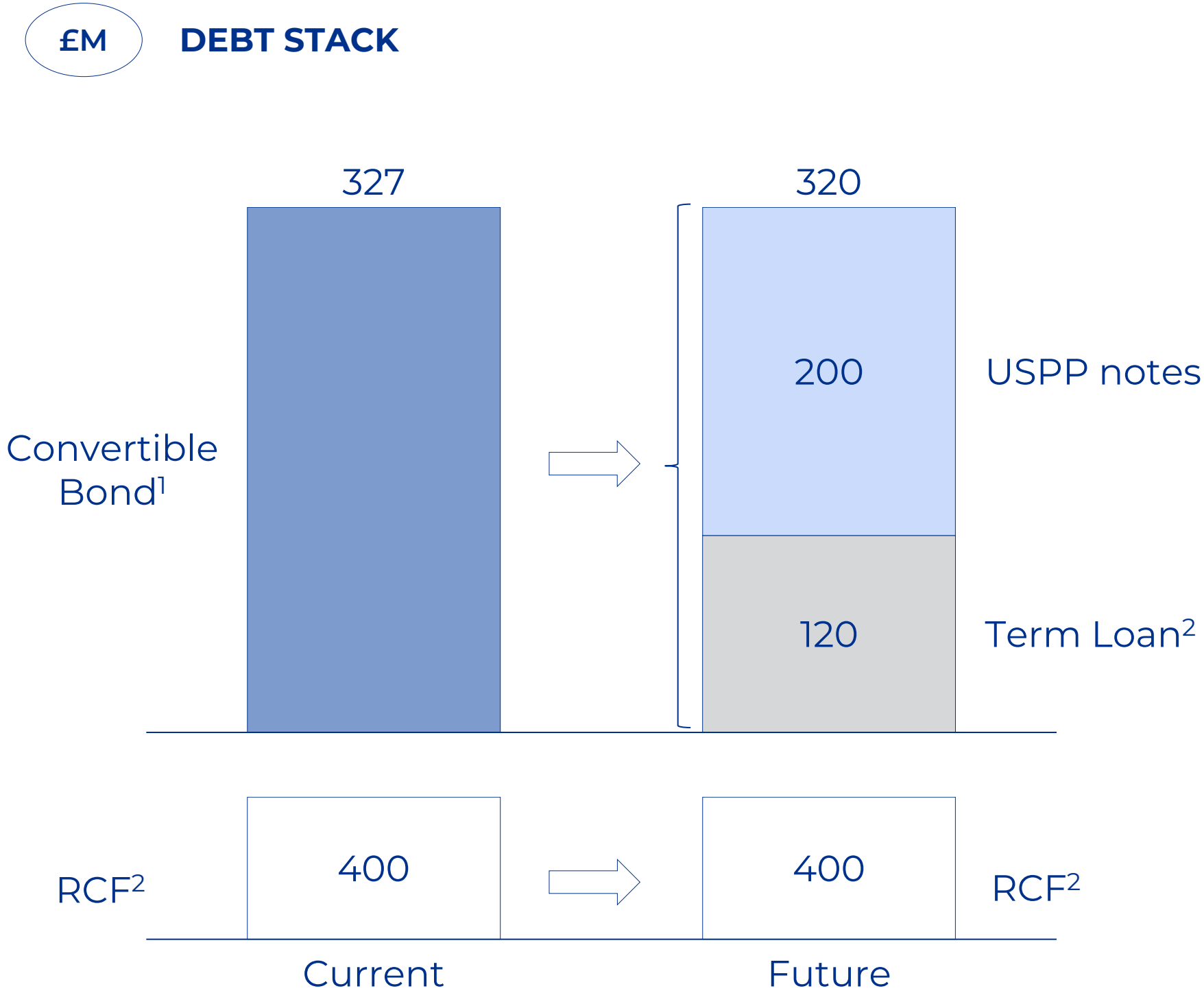


Approach to Capital Allocation for the Near-term



1. Leverage is calculated as Headline net debt divided by Headline EBITDA and non-cash items

Refinance Strengthens Balance Sheet



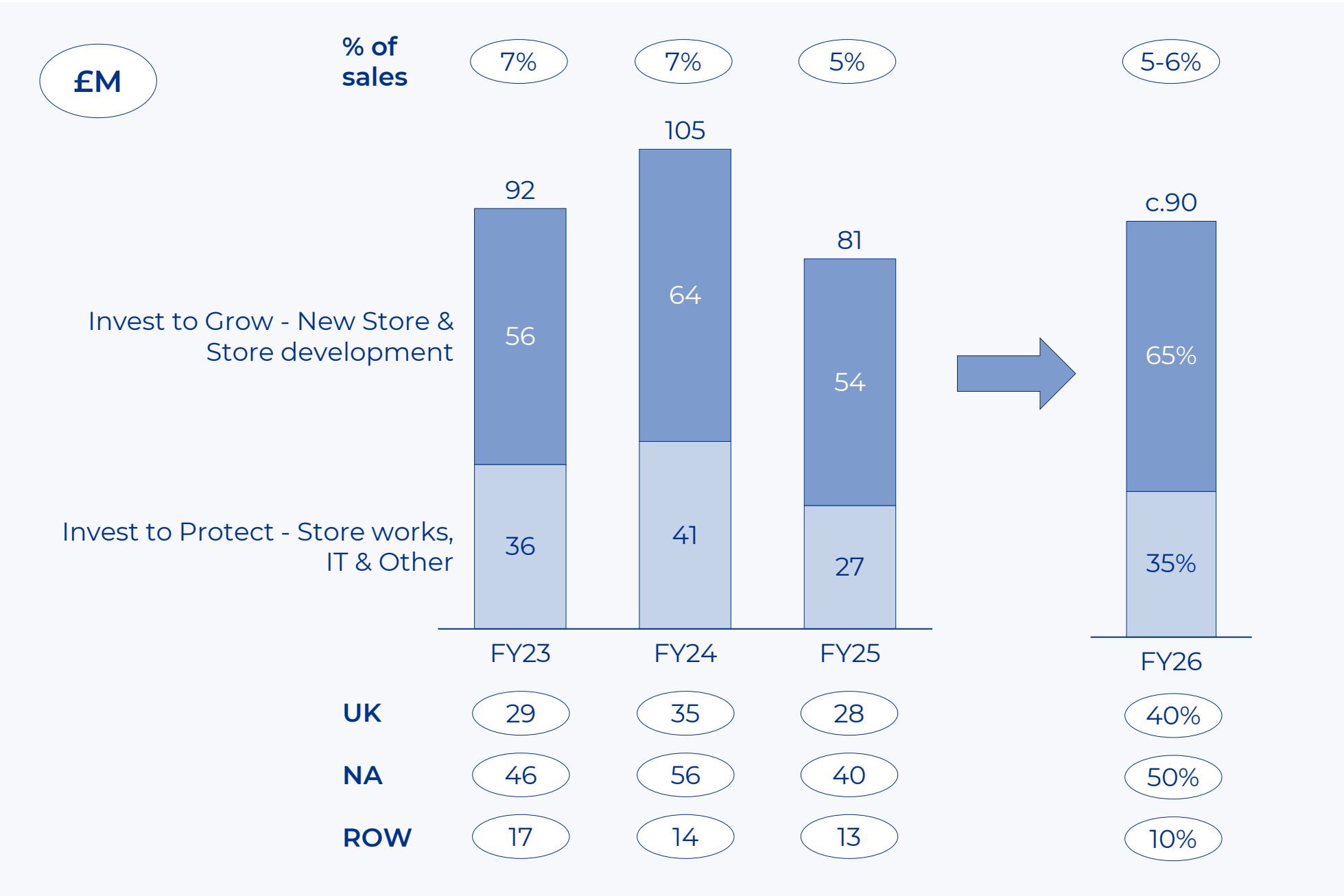
- **Extension** of debt maturity profile
- **Diversification** of capital structure
- **Bank and Private Placement debt to complete in March 2026**
- **Backstop financing secured** to cover period up to Convertible Bond repayment
- **Interest charge to increase c.4.6% to c.6.3%, FY26 finance cost expected to be £33-35m**

1. P&L cost: 4.6% interest cost
2. Term Loan and RCF margin is subject to a grid based on leverage

Capital Expenditure

Continuing Operations

CAPEX INVESTMENT FY23-25 AND EXPECTATIONS FOR FUTURE



DISCIPLINED DEPLOYMENT OF CAPITAL FOCUSED ON RETURNS

Invest to grow approach:

- Business opportunity & risk profile
- Investment required
- Profit expected
- Contract term
- Group returns hurdles met
 - Payback period <3 years
 - IRR >20%

Invest to protect:

- Safeguard existing or future interest
- Risk vs reward balance
- Direct and/or indirect benefits assessed

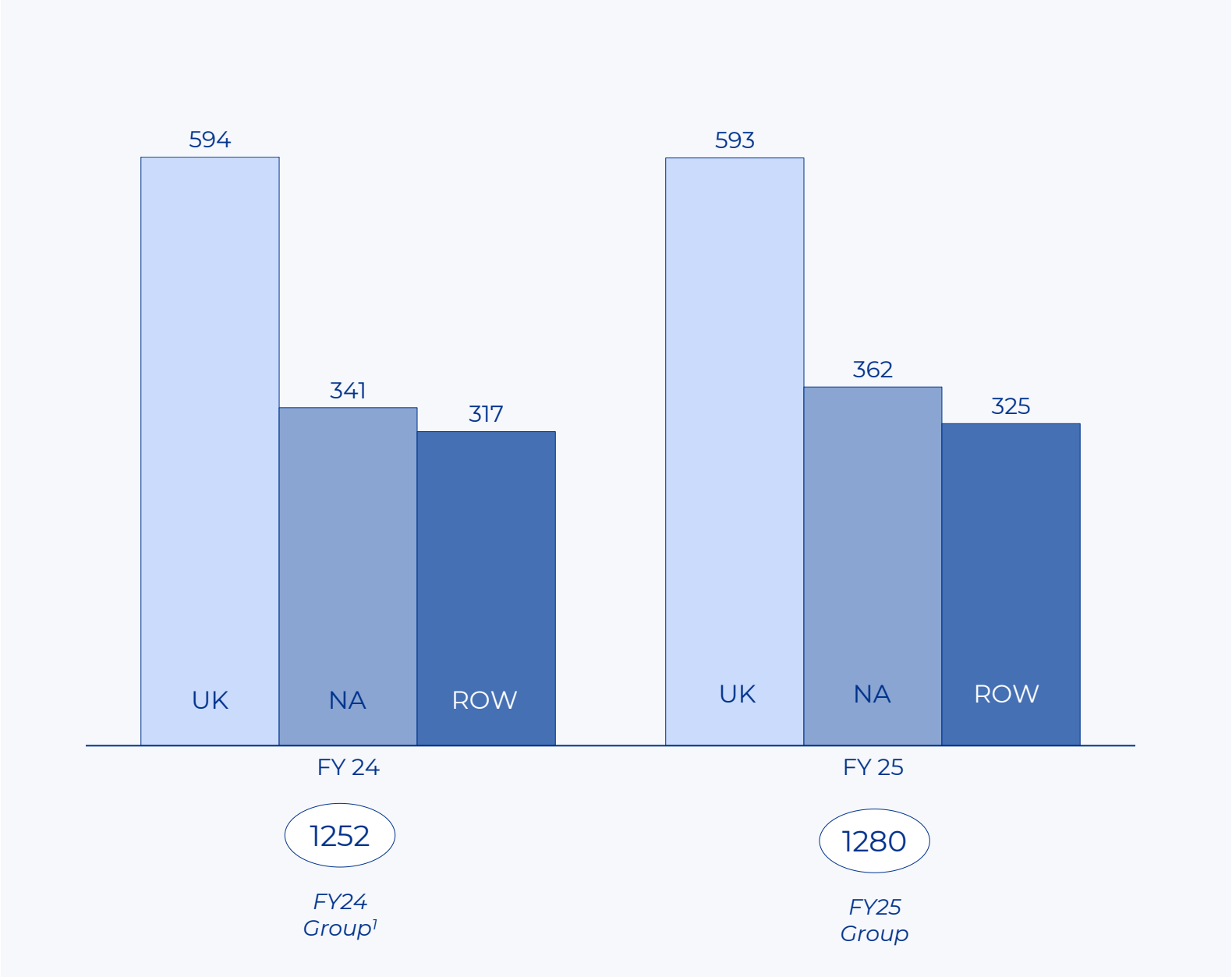
Stores – Focused on Better Quality Space with Strong Returns

Continuing Operations

CHANGE VS PRIOR YEAR¹

	FY 25			
	UK	NA	ROW	Total
Openings ¹	17	35	26	78
Closures ¹	(18)	(14)	(18)	(50)
Net	(1)	21	8	28
Closures ¹ :				
Landlord Redevelopment	(3)	(3)	(3)	(9)
Relocations/loss makers	(14)	(5)	(2)	(21)
Lease Expiries ¹	(1)	(6)	(13)	(20)
Total Closures	(18)	(14)	(18)	(50)

TOTAL STORES BY DIVISION¹

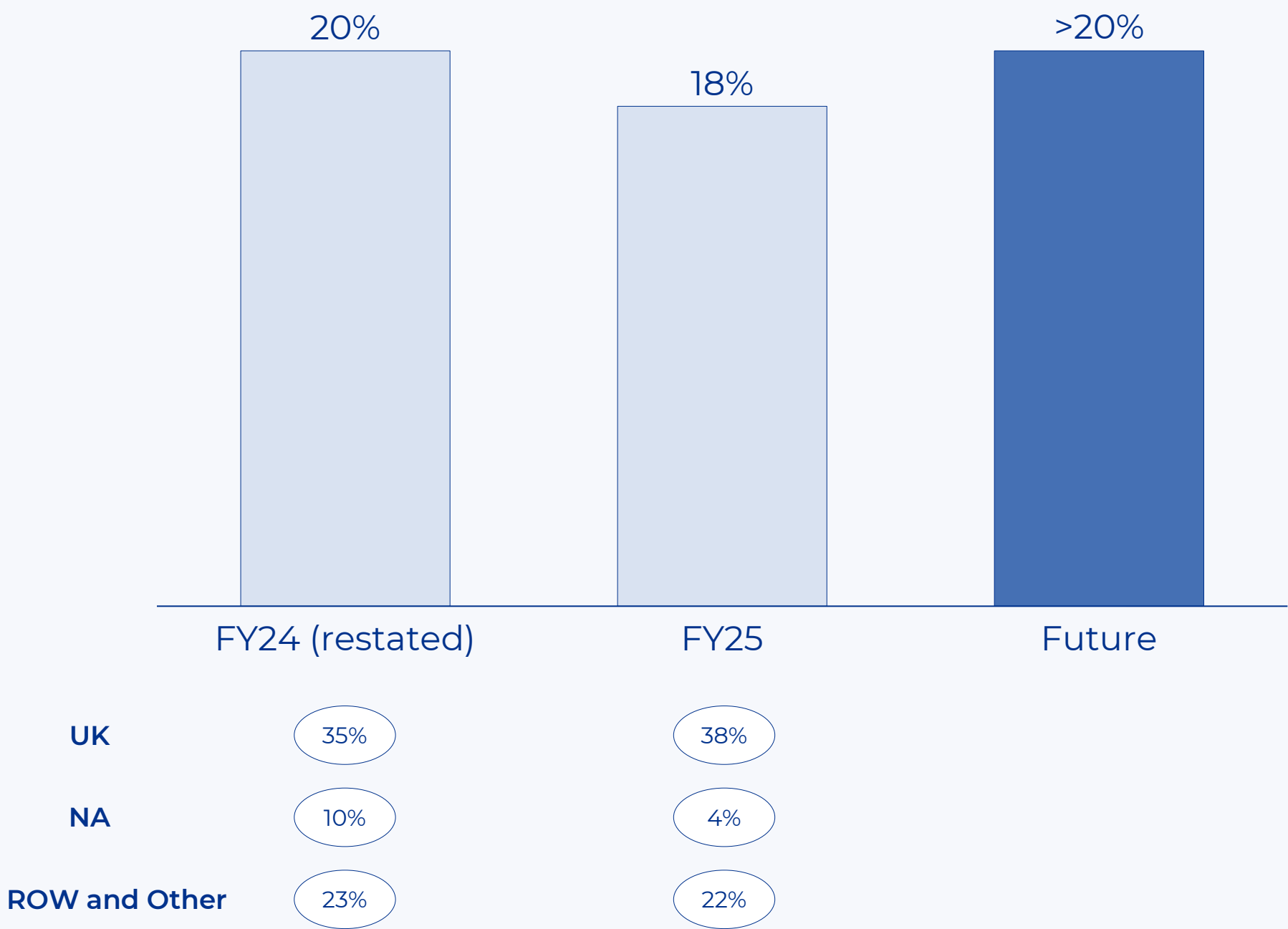


1. Excludes 39 net Franchise closures in India where the income received was zero

Clear Focus on Driving ROCE

Continuing Operations

ROCE¹ FY23 – FY25 BY DIVISION



ENHANCING ROCE

Rebuilding ROCE over the Medium term with a focus on:

- Strategic review of underperforming stores
- North America profitability
- Capital return discipline for all new investments

1. ROCE is calculated as the Headline trading profit as a percentage of operating capital employed. Operating capital employed is calculated as the 12-month average net assets, excluding net debt, retirement benefit. Surplus and net current and deferred tax balances.

DIVISIONAL UPDATE



Priorities by Division: Enhanced Focus and Discipline

NORTH AMERICA



- Enhanced focus on profitable growth in **Travel Essentials**
- **Review InMotion stores** and scale down store portfolio
- **Simplify Resorts business** and reformat or exit Fashion and Speciality resort stores
- Deliver **enhanced operating model and remediation plan**

UK



- Category leadership in **Travel Essentials**
- Expand and improve space through **targeted growth**
- **Scale** Health & Beauty and Food-to-go categories

REST OF THE WORLD



- Retain and **strengthen key markets**
- Elevate new market opportunities through **franchise offer**
- Review and **rationalise sub-scale** businesses

Underpinned by a focus on cost optimisation, enhanced cashflow generation and return on capital

NORTH AMERICA

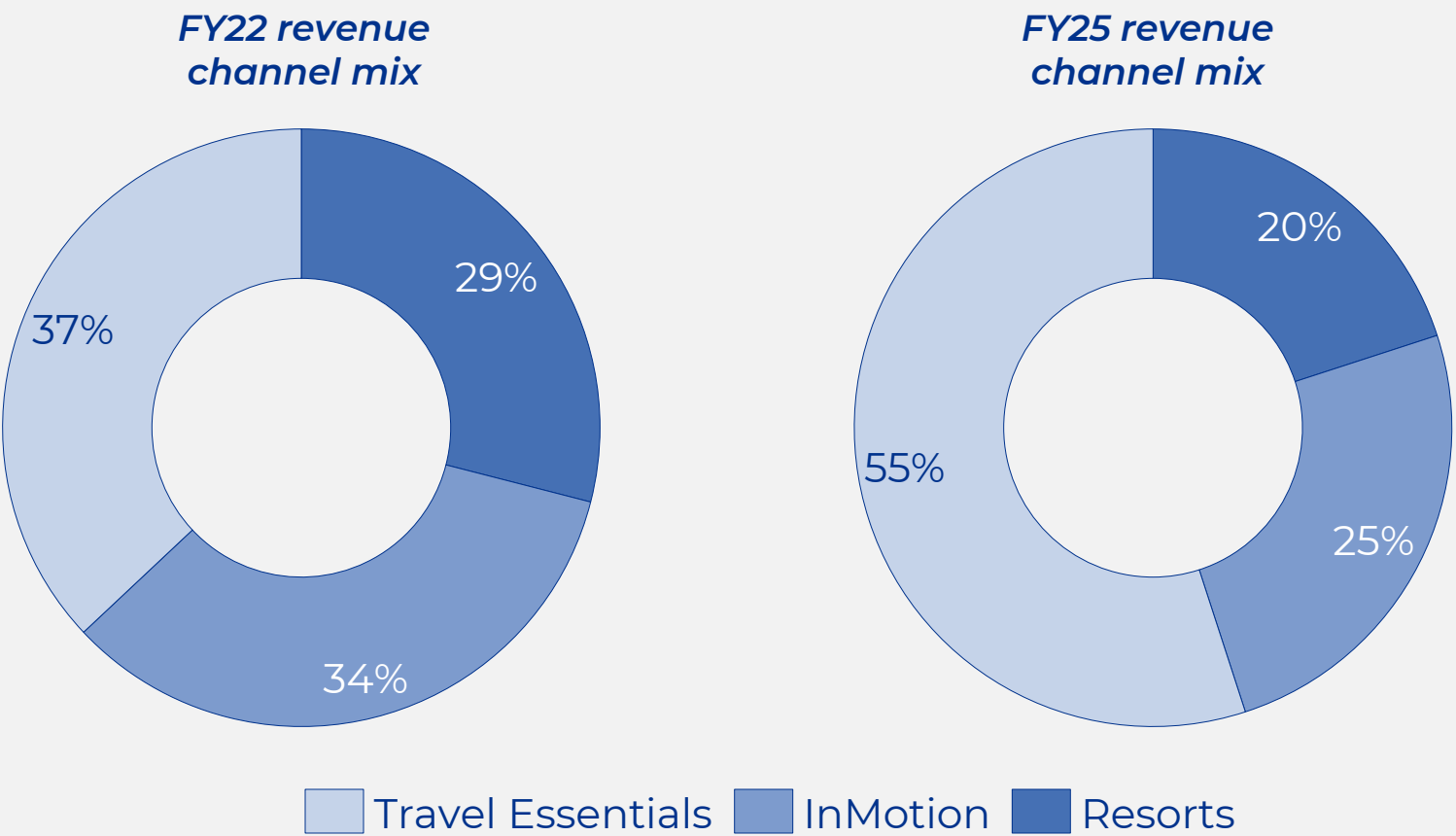


Travel Essentials

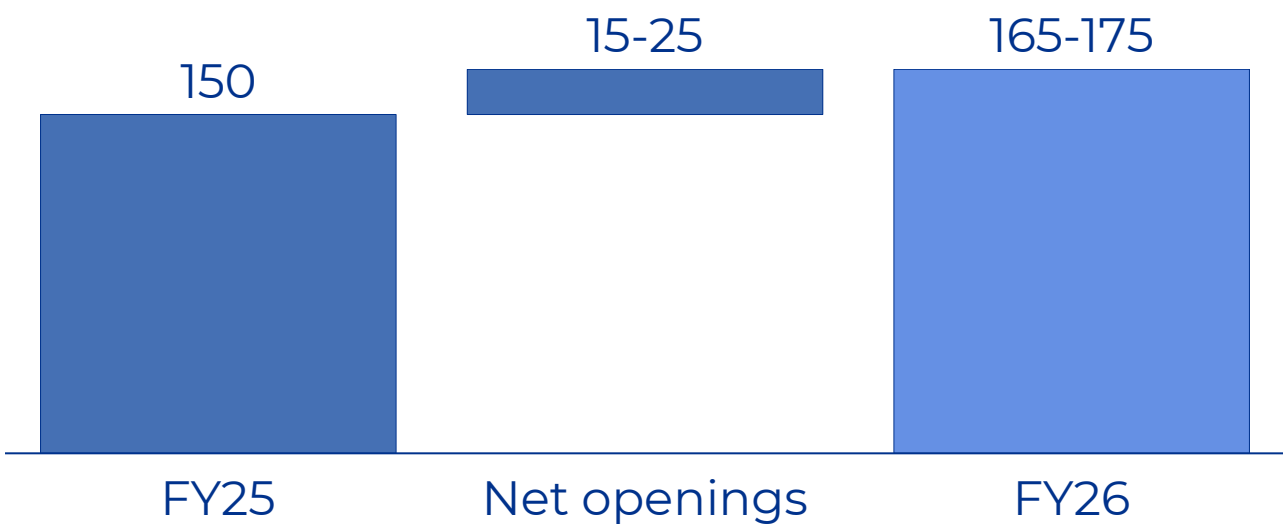
Delivering profitable growth through a measured approach to new space growth

KEY PRIORITIES

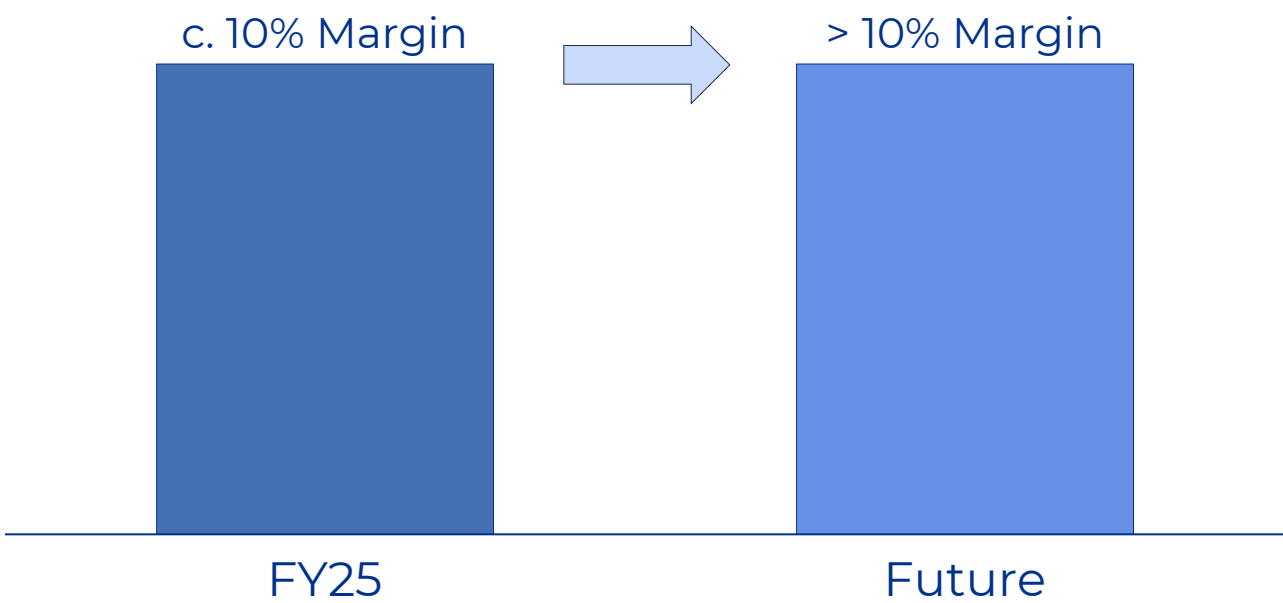
- Prioritising the most profitable space and categories to deliver stronger returns
- Travel Essentials now represents c.55% of mix
- Pipeline and future tender participation focused on greater Travel Essentials mix



Travel Essentials store count



Travel Essentials trading profit margin

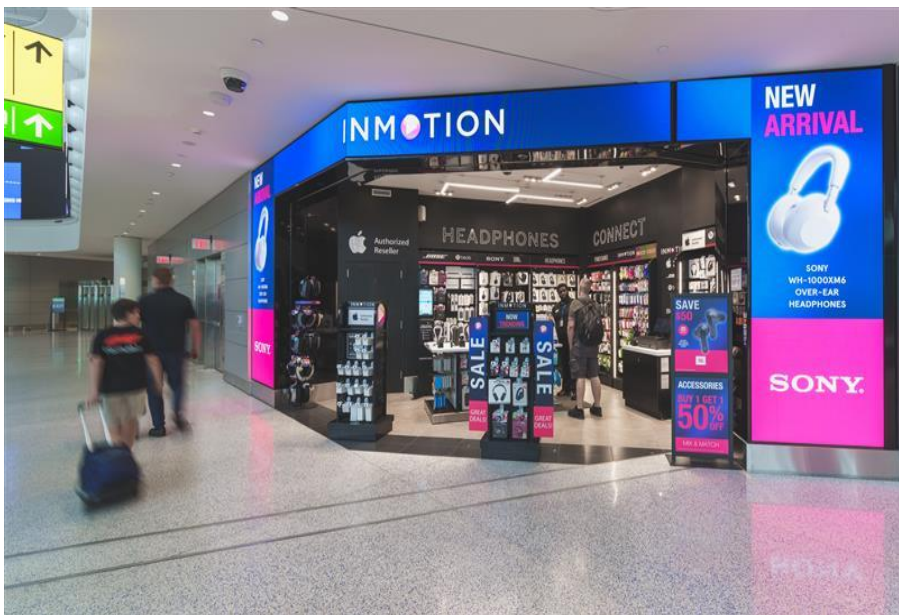


InMotion

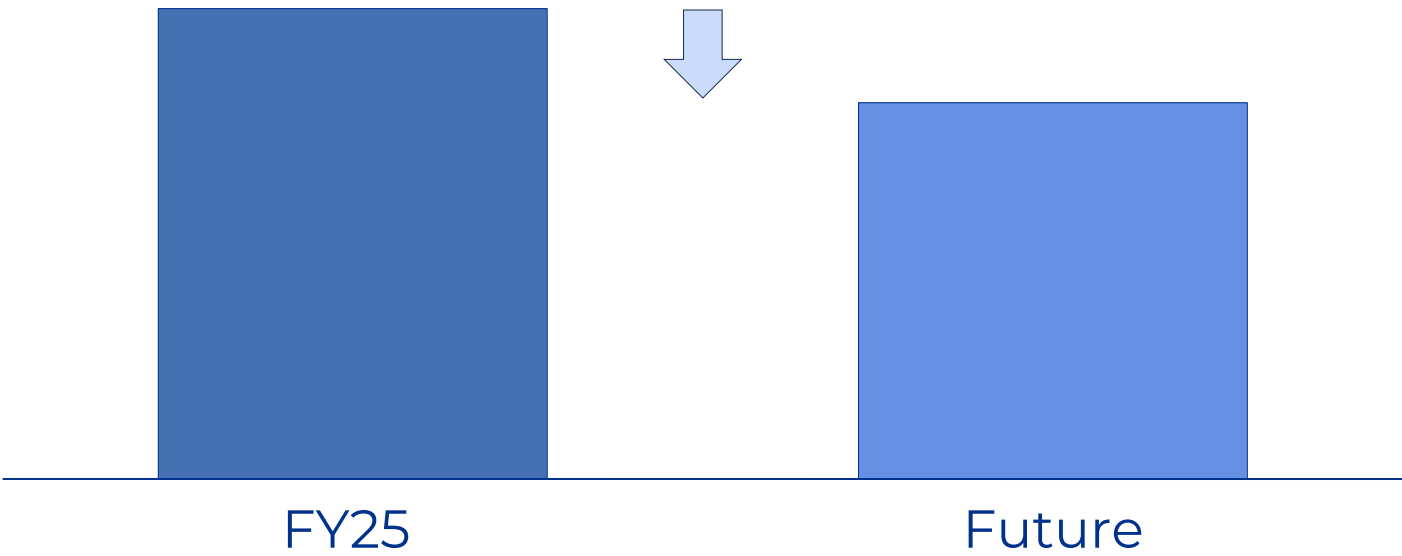
Remains key part of consumer offer - Focus on strengthening the retail proposition

KEY PRIORITIES

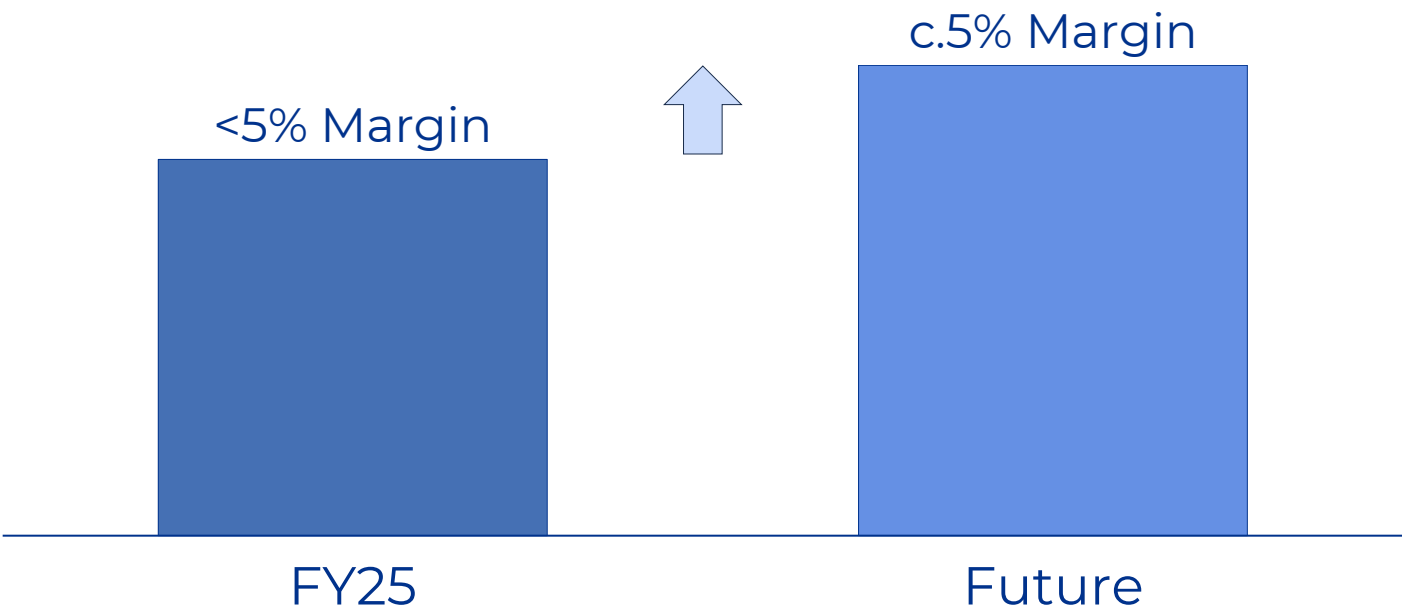
- Plays an important role; highly regarded by landlords
- Improving store operational performance by strengthening team
- Undertaking a deeper diagnostic; expect store number to reduce over time; review to complete by end of H1 2026
- Focus on our commercial proposition; reducing product lines and improving availability



InMotion store numbers



InMotion trading profit margin



Air Store Profiles

Driving growth with attractive returns

KANSAS CITY



- 8 store package inc. 6 Travel Essentials stores with a significant mix of consumables
- City Market: a larger format marketplace store
- Made in KC: a tailored, localised offer to meet customer needs

PAY BACK PERIOD

✓
3 years

LFL GROWTH

↑
c.6%

EASTERN MARKET STORE



- Marketplace store format providing the convenience of everything under one roof
- Flexibility to realign category space over the term of the lease
- Travel Essentials ranging inc. Health & Beauty and Tech offer

PAY BACK PERIOD

✓
<3 years

LFL GROWTH

↑
n/a

PALM SPRINGS



- Exclusive rights to all retail locations in the airport
- 5 store package comprising 3 Travel Essentials stores, InMotion and a small coffee shop
- Localised offer to meet customer needs
- Strong sales per square foot

PAY BACK PERIOD

✓
c.2 years

LFL GROWTH

↑
c.9%

Resorts

Simplify the business: reformat or exit loss makers to improve near term margin



HOTEL CONVENIENCE/GIFT STORES

- 20 stores selling consumables and souvenirs
- Strengthen terms where traffic is in decline or exit poor performing stores

WELCOME TO LAS VEGAS STORES

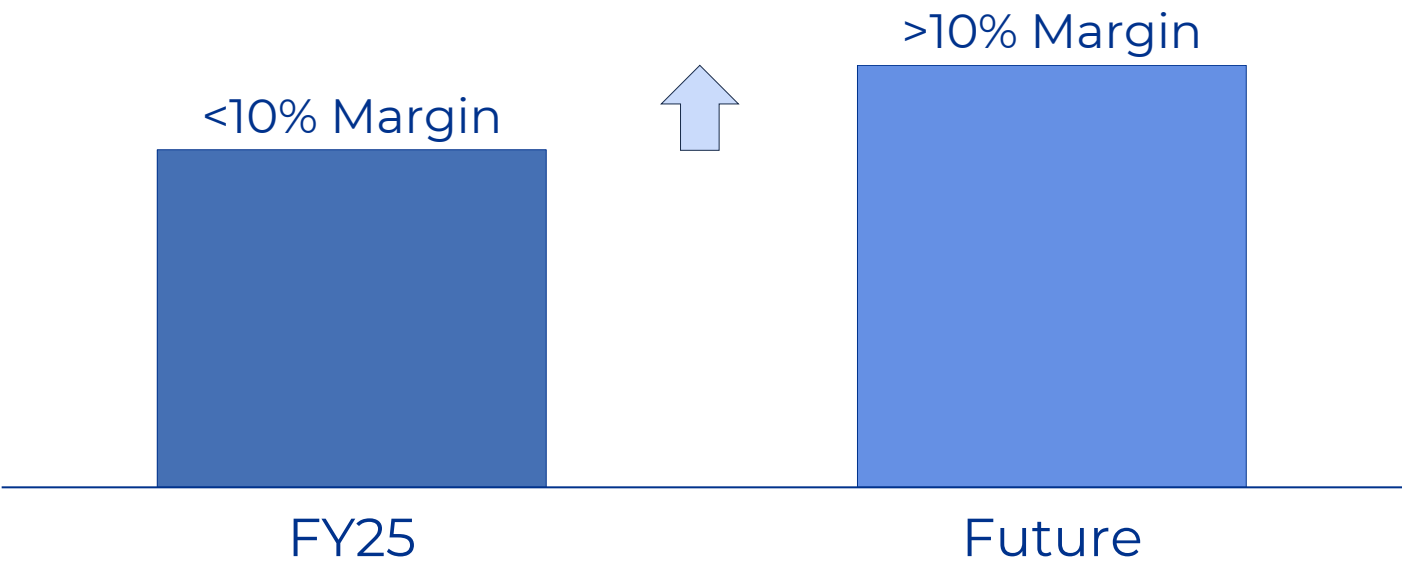
- 22 stores primarily selling souvenirs and consumables
- Strengthen terms where traffic is in decline or exit poor performing stores

Overall, stores are profitable and cash generative

STRATEGIC REVIEW OF LOSS-MAKING FASHION & SPECIALITY STORES

- Fashion:** 25 total stores
 - 10-15 stores to close
 - 10 stores under review; reformat or controlled exit
- Speciality:** 16 total stores
 - All stores under review; reformat or controlled exit over time

Resort trading profit margin

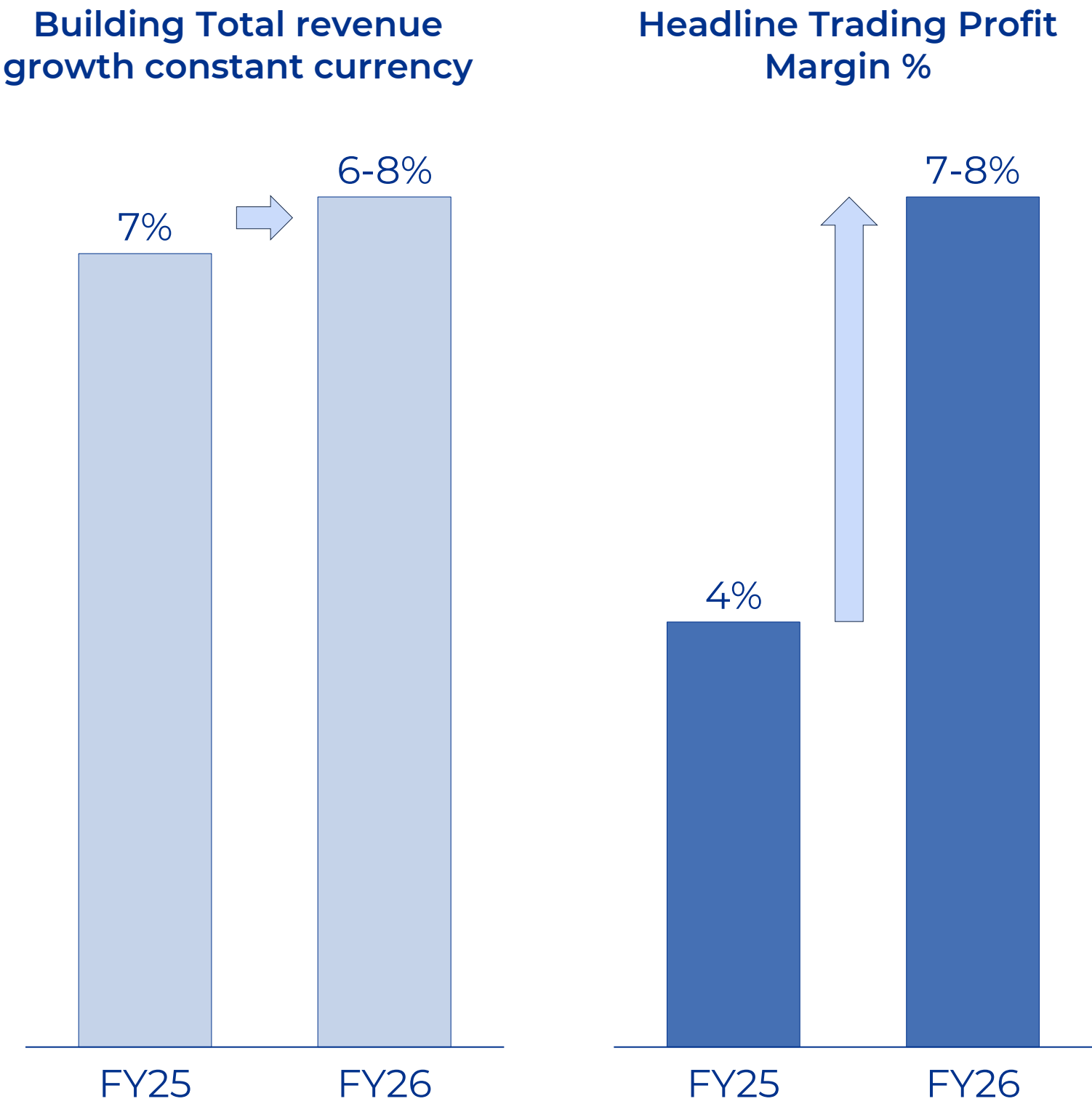


Rebuilding Profitability in North America

Refocus the business to deliver revenue growth, stronger profit and cash generation

OPERATING MODEL AND REMEDIATION FOCUS	FY26 TRADING PROFIT BUILDING BLOCKS
<ul style="list-style-type: none">Focus on refining core business process improvementsDeliver remediation plan	<ul style="list-style-type: none">Revenue and profit growthSupplier income deferralNon-repeat inventory costsLess op-model changes and remediation investment

FUTURE MARGIN GAINS
<ul style="list-style-type: none">Higher mix of Travel EssentialsDisciplined deployment of capitalStrengthened operating modelRationalise low margin storesExit of loss-making stores



UK



Andrew Harrison, Interim Group CEO
WHSmith

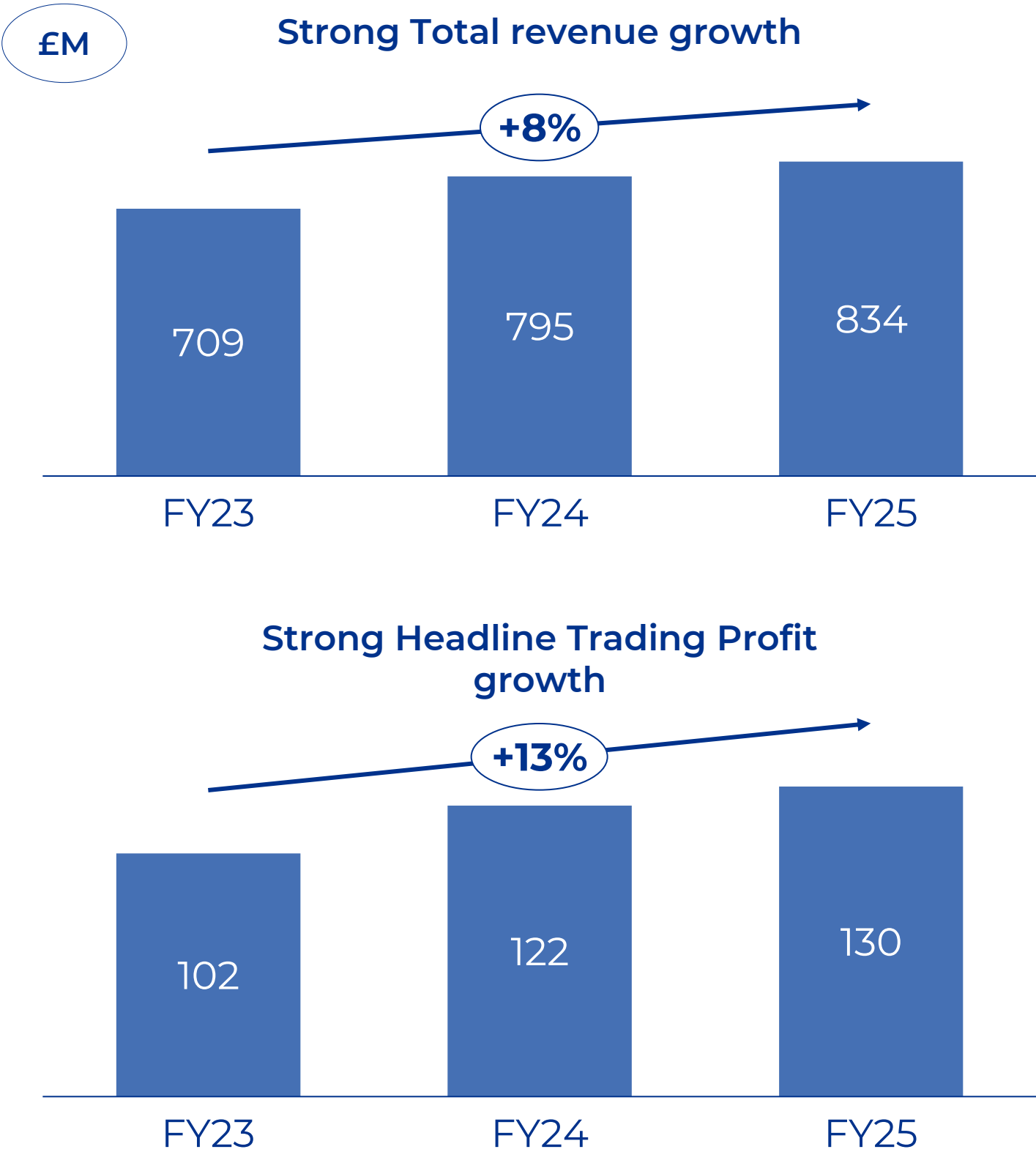
Protecting Our Market Share in the UK

FY25 has been our third consecutive year of strong revenue and profit growth

HIGHLIGHTS

- Total revenue and LFL revenue up 5%
- Category development in Health & Beauty proposition and food-to-go offer
- Continue to enhance our space using one-stop-shop format
- Substantial operating efficiencies delivered in the year

KEY DRIVERS OF GROWTH



Air

Expanding our offer and strengthening our store portfolio

GROWTH LED BY TRAVEL ESSENTIALS

- Total revenue up 6%
- Spend per passenger growth in Travel Essentials
- Category development in Health & Beauty and food-to-go offer

SECURING OUR BUSINESS

Secured the future with contract wins at key airports across the UK

Cementing our status as the leading Travel Essentials operator in the UK

INVESTING FOR GROWTH

Our largest ever store development programme

Executing our one-stop-shop strategy

Building the foundations for continued growth

STRATEGY IN ACTION: BIRMINGHAM AIRPORT ONE-STOP-SHOP

- Best performing store in UK Air estate following refit to one-stop-shop
- Full Health & Beauty offer, including in-store pharmacy
- Successful model for customers providing the convenience of everything under one roof; driving strong ATV growth
- Greater return on space for landlords with growth in sales per square foot



Store Development Programme: London Heathrow Airport



- Extending our presence across London Heathrow airport with flagship one-stop-shops across Terminals 3, 4 & 5
- Leading airside Health & Beauty operator across T3, T4 and T5, including in-store pharmacies
- Increased F&B offer through extended *Smith's Family Kitchen* proposition
- New long-term agreement



Hospitals

A continued opportunity for growth

HIGHLIGHTS FROM THE LAST YEAR

- Total revenue up 7%
- 10 new stores opened in FY25
- Continued growth with our partners M&S and Costa Coffee
- Development of our *Smith's Family Kitchen* coffee proposition

FORMAT DEVELOPMENT

- Multi-format offering for NHS landlords:
 - WHSmith
 - M&S Food
 - Costa Coffee
 - Smith's Family Kitchen

PIPELINE FOR GROWTH

- Continued opportunities for growth across the UK Hospital estate
- Strong new store pipeline for FY26



Rail

Format evolution driving growth

HIGHLIGHTS FROM THE LAST YEAR

- Rail Total revenue up 4%
- Further development of our one-stop-shop format
- Flagship openings at Kings Cross and Charing Cross Stations in London

CATEGORY DEVELOPMENT

- Continued growth in Health & Beauty
- Enhanced food-to-go offer with largest ever meal deal range
- Opportunity to expand additional ranges

FORMAT DEVELOPMENT

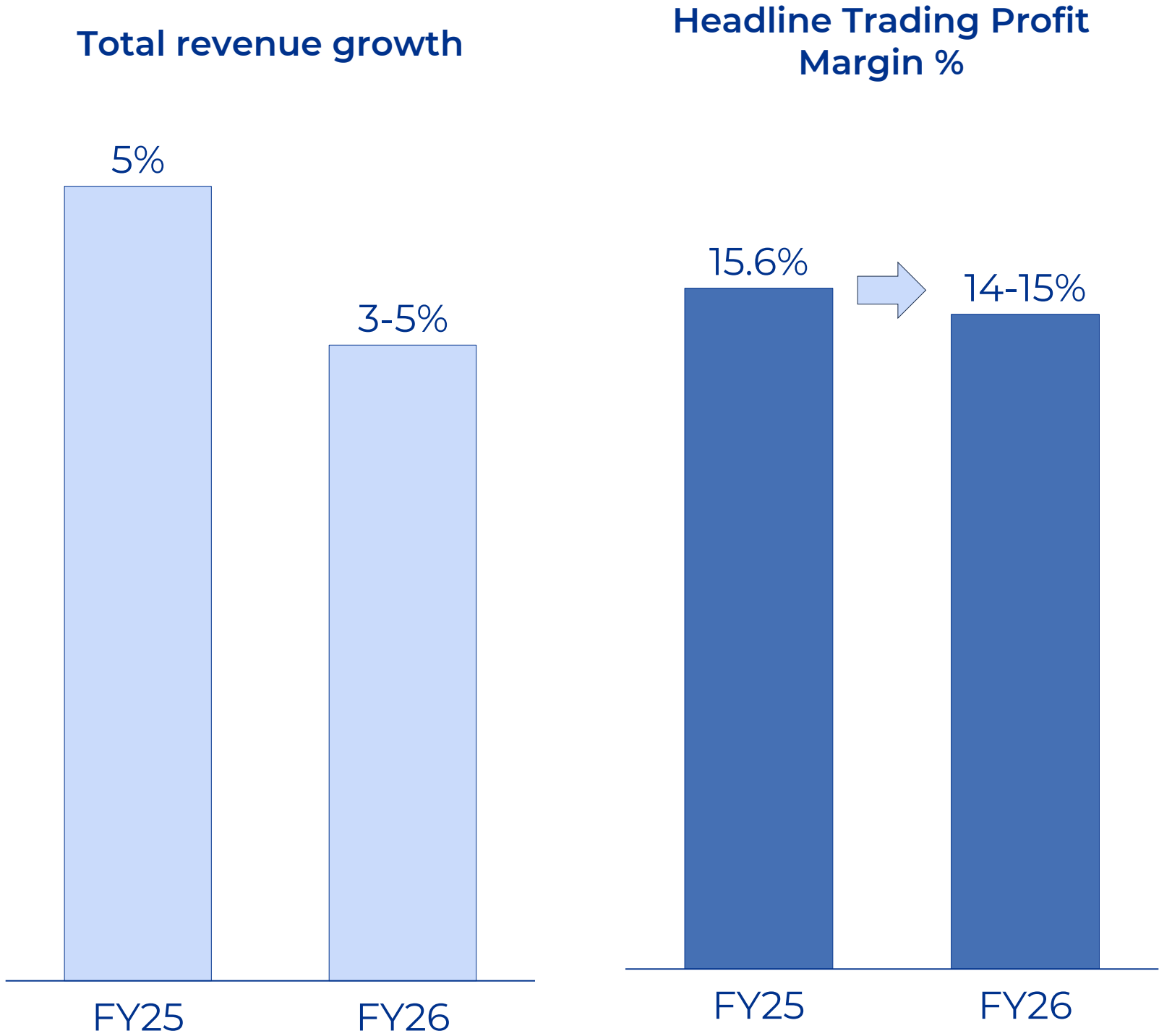
- Latest one-stop-shop format at London Bridge Station
- *Smith's Family Kitchen* brand supporting coffee and breakfast offer



UK Outlook

A strong business investing for future growth and focused on cost optimisation

A STRONG AND PROFITABLE BUSINESS	FY26: A YEAR OF INVESTMENT
<ul style="list-style-type: none">▪ Structural tailwinds from continued passenger growth▪ Air and Hospitals continue to present opportunities for space growth▪ Flexible formats and brand partnerships to work across channels▪ Continued category development and innovation to drive spend per passenger	<ul style="list-style-type: none">▪ Largest ever store development programme▪ Executing our one-stop-shop strategy▪ Trading disruption from store development programme
	FY26: MANAGING INFLATION HEADWINDS
	<ul style="list-style-type: none">▪ Sustained levels of cost inflation▪ Cost optimisation plan underway to partially mitigate impact




REST OF THE WORLD



Rest of the World and Other¹

Strengthening the foundations and delivering enhanced profitability

RETAIN AND STRENGTHEN
KEY MARKETS



- Build scale in core markets: Australia, Ireland and Spain
- Focus on opening new directly-run stores in existing markets only
- Expand Health & Beauty category
- Improve EBIT margins over medium-term and deliver stronger returns

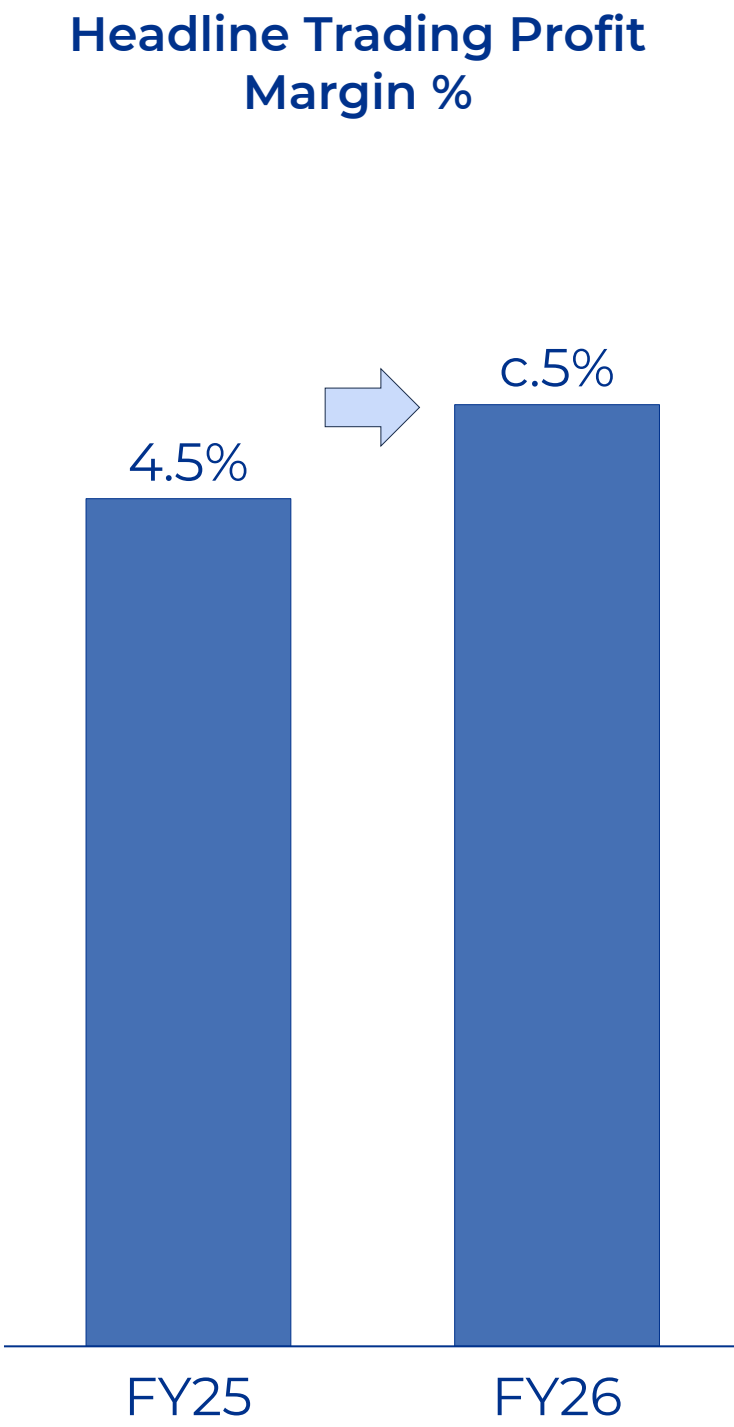
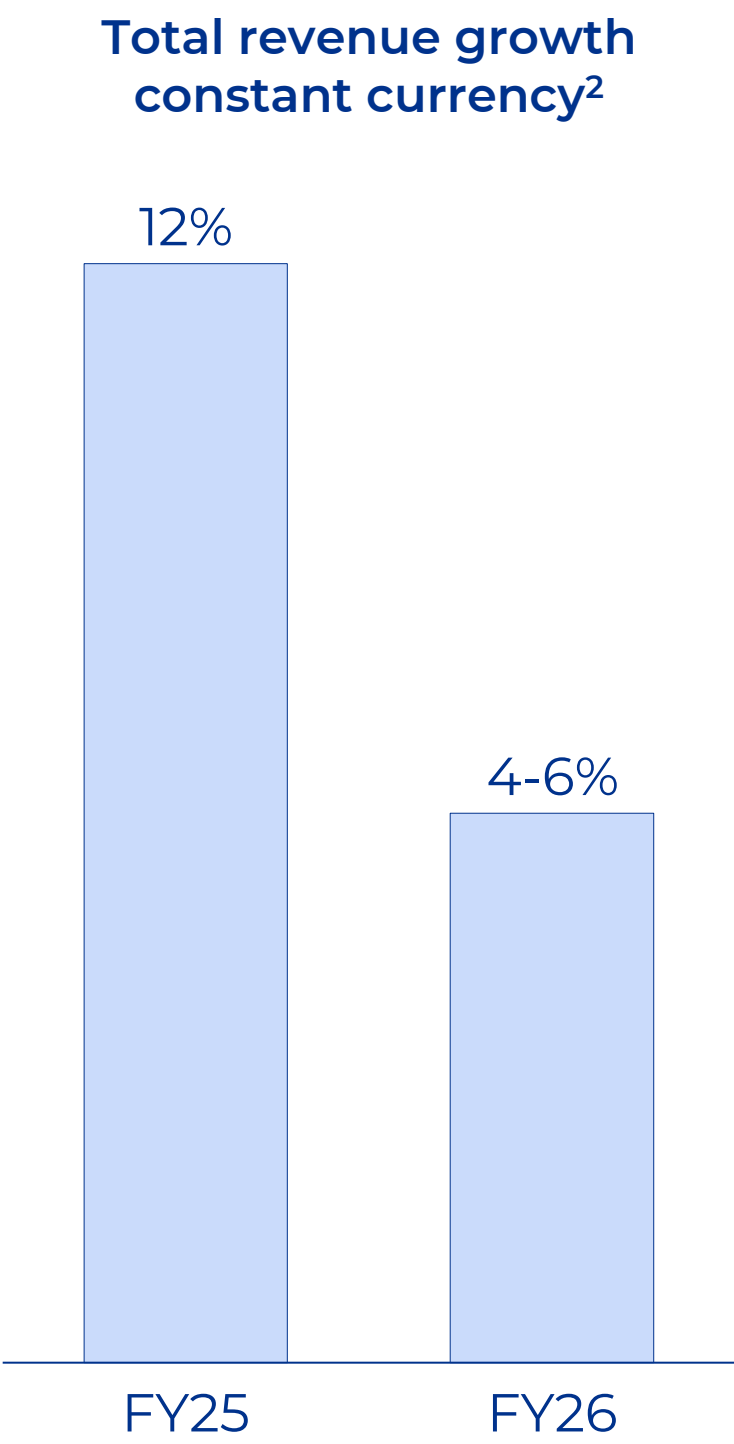
DEVELOP LESS CAPITAL-
INTENSIVE FRANCHISE
OFFER



3 new franchise stores won in Saudi Arabia

5 new franchise stores won in Malaysia

ACTIVELY
MANAGE
STORE PORTFOLIO
AND
RATIONALISE
WHERE REQUIRED



1. Includes Cult Pens
2. Constant currency

SUMMARY



FY26 Outlook and Planning Assumptions

Continuing Operations¹²³

Revenue Growth	UK	3-5%
	NA	6-8%
	ROW	4-6%
Headline Trading Profit Margin %	UK	14-15%
	NA	7-8%
	ROW	c.5%
Central costs	£30-32m	
Finance costs	£33-35m	
Group Headline Profit before tax and non-underlying items	£100-115m	



1. All results are stated before the impact of IFRS 16
2. Excludes non-underlying operating items
3. The performance of High Street and Funky Pigeon has been classified as a discontinued operation and is excluded from our headline performance metrics

Summary

- Strategic shift to pure-play global travel retailer
- Attractive market position
- Clear strategic priorities set for each business division
- Strong focus on execution
- Disciplined approach to cost and return on capital



APPENDIX



Technical Planning Assumptions – FY26 (pre IFRS16 basis)

Continuing Operations

Effective tax Rate	c.25% of Group Revenue
Working Capital	Working capital growth broadly in line with revenue growth, plus c.£10m outflow relating to one-off payables timing
Non-Underlying	£20-30m
Capex	c.£90m
Net Debt	c.£400m

IFRS 16 Impact on Income Statement¹

Continuing Operations³

	Headline pre-IFRS 16 FY25 £m	IFRS 16 adjustments FY25 £m	IFRS 16 FY25 £m
UK ¹	130	1	131
North America ¹	15	7	22
Rest of the World & Other ¹	14	6	20
Group trading profit ¹	159	14	173
Unallocated central costs	(25)	-	(25)
Group operating profit ²	134	14	148
Net finance costs	(26)	(20)	(46)
Group profit before tax ²	108	(6)	102

1. Stated after directly attributable share-based payment and pension service charges, and before non-underlying items, unallocated costs, finance costs and taxation

2. Excludes non-underlying operating items of £99m (2024: £41m)

3. The performance of High Street and funky Pigeon has been classified as a discontinued operation and is excluded from results stated above

IFRS 16 Impact on Cash flow Statement

	Headline pre-IFRS 16 FY25 £m	IFRS 16 adjustments FY25 £m	IFRS 16 FY25 £m
Net cash inflows from operating activities	160	116	276
Net cash outflows from investing activities	(69)	-	(69)
Net cash outflows from financing activities	(76)	(116)	(192)
Net increase in cash in the year – total operations	15	-	15

IFRS 16 Impact on Balance sheet

	Headline pre-IFRS 16 FY25 £m	IFRS 16 adjustments FY25 £m	IFRS 16 FY25 £m
Goodwill and other intangible assets	449	(2)	447
Property, plant and equipment	251	3	254
Right-of-use assets	-	367	367
Investments	6	-	6
Non-current assets	706	368	1,074
Inventories	148	-	148
Payables less receivables	(181)	(10)	(191)
Net working capital	(33)	(10)	(43)
Net debt	(390)	(484)	(874)
Other assets and liabilities	7	24	31
Net assets	290	(102)	188