4 December 2025

Watches of Switzerland Group PLC
H1 FY26 Results
for the 26 weeks to 26 October 2025 (H1 FY26)

Strong H1 FY26 performance driven by robust US growth
Group Adjusted EBIT £69 million, an increase of 6%[1] vs prior year
FY26 guidance reiterated

Brian Duffy, Chief Executive Officer, said:
"We have delivered a strong first half, with Group revenue up 10% in constant currency, and good levels of profitability with Group Adjusted EBIT[2] of £69 million, up 6%[1], along with strong free cash flow and return on capital employed.

"The US remains the key driver of our performance, with robust demand across brands and categories, and the region now makes up almost 60% of our profitability. One year in, we are even more excited about the scale of the opportunity for Roberto Coin and Hodinkee. In the UK, trading has been resilient in a challenging market, underpinned by the stability of the luxury watch segment and the strength of our consumer proposition, with particular success at our flagship boutiques.

"We welcome the recent reduction in US tariffs on Swiss imports, which is a positive development for the sector.

"The second half of the year has started well. Trading is in line with expectations, and we are well placed as we enter the Holiday trading period. Whilst we remain mindful of the external economic and geopolitical environment, we are confident in the strength of our business and our differentiated offering, and have reiterated our FY26 guidance."

(£million)	26 weeks ended 26 October 2025	26 weeks ended 27 October 2024	YoY change Reported rates	YoY change Constant currency[1]
Group revenue	**845**	**785**	**+8%**	**+10%**
UK and Europe	436	430	+2%	+2%
US	409	355	+15%	+20%
Adjusted EBITDA[2]	**91**	**87**	**+4%**	
Adjusted EBITDA margin[2]	*10.8%*	*11.1%*	*(30)bps*	
Adjusted EBIT[2]	**69**	**66**	**+4%**	**+6%**
Adjusted EBIT margin[2]	*8.1%*	*8.4%*	*(30)bps*	
Adjusted basic EPS[2] (p)	19.6	18.1	+8%	
Statutory operating profit	**79**	**60**	**+32%**	
Statutory profit before tax	**61**	**41**	**+50%**	
Statutory basic EPS (p)	19.1	12.2	+57%	
Free cash flow[2]	48	28	+71%	
Return On Capital Employed[2]	17.3%	16.5%	+80bps	
Net debt[2]	112	120	(7)%	

Group revenue £845 million, +10% at constant currency, +8% at reported rates

- Luxury watch demand remained strong, with continued growth in client Registration of Interest lists
- Luxury jewellery represented 12% of Group revenue driven by strong performance in luxury branded jewellery
- Roberto Coin wholesale sales +16% in constant currency, +12% at reported rates, supported by successful new product launches and an effective advertising campaign
- Certified Pre-Owned continued to perform well. Rolex Certified Pre-Owned, our second largest watch brand, is now in all US Rolex agencies. Expansion plans for remaining UK agencies are underway
- Group ecommerce[3] revenue increased +17% on last year in constant currency reflecting our successful digital investments

Group Adjusted EBIT £69 million, +6% in constant currency, +4% at reported rates

- Adjusted EBIT margin 8.1%, -30 bps vs prior year reflecting changes in gross margin rates and product mix
- Strong growth in the US which made up 59% of Group Adjusted EBIT and 48% of Group revenue
- Total US Adjusted EBIT for H1 FY26 (including Roberto Coin wholesale) was up 16% to £40.6 million, with Adjusted EBIT margin % up 10bps to 9.9%
- UK & Europe Adjusted EBIT for H1 FY26 was £30.8 million, a reduction of £3.9 million (-11%) versus last year, with Adjusted EBIT margin % of 7.1%, 100bps lower than last year
- Group statutory profit before tax £61 million, +50% vs prior year

Strong free cash flow and balance sheet position

- Free cash flow of £48 million, +71% vs prior year, with conversion[2] of 53% an improvement from 32% in the prior year
- Ongoing investment in showroom developments, with expansionary capital expenditure[5] of £37 million
- Completion of the £25 million share buyback programme
- Net debt of £112 million as at 26 October 2025 (27 October 2024: £120 million), with 0.6x net debt/EBITDA[2] leverage
- Return on Capital Employed improved to 17.3%, +80bps vs H1 FY25, reflecting efficient capital deployment and robust profitability

US revenue £409 million, +20% at constant currency, +15% at reported rates

- Sustained broad-based growth across brands and price points, reflecting the success of our model and strength of client demand
- US tariffs on Swiss imports now agreed at 15% on landed cost, reduced from 39% in place previously
- Investment in driving US ecommerce, including successful re-platforming of the Watches of Switzerland and Roberto Coin US ecommerce sites
- Roberto Coin sales through our retail channels more than doubled vs prior year, following the implementation of shop-in-shop branded displays and successful marketing. There is an opportunity to roll this concept out to wholesale partners
- Three new Roberto Coin mono-brand boutiques: New York (opened November 2025); Las Vegas (opening December 2025); Miami set to open in January 2026

UK[4] revenue £436 million, +2% at reported rates, +5% adjusting for showroom closures

- Resilient performance in a challenging retail environment
- Strong momentum across flagship boutiques, with the flagship Rolex Boutique on Old Bond Street outperforming expectations
- Strong ecommerce growth in the UK

H1 FY26 Operational Highlights

- Good progress with our showroom development programme, with eight projects completed in H1 FY26 and a further six completed at the date of this announcement
- Confirmed relocation of Rolex Boutique Heathrow T5, to open in Summer 2026, following the relocation of the Watches of Switzerland multi-brand showroom planned to open in December 2025
- Hodinkee integration on track and development of growth strategy has progressed. Launched limited edition product with Nivada Grenchen and Maison Alcee, which sold out rapidly
- Flagship Rolex Boutique on Old Bond Street, London continues to outperform, and achieved a Net Promoter Score of 94.5%
- Exit of the European business is now complete

Outlook

We welcome the recent reduction in US tariffs on Swiss imports, which is a positive development for the sector.

The second half of the financial year has started well, with trading in line with expectations. We are well positioned as we enter the Holiday trading period. Whilst we remain mindful of the external economic and geopolitical environment, we are confident in the strength of our business and our differentiated offering and have reiterated our FY26 guidance.

Guidance reflects current visibility of supply from key brands and confirmed showroom refurbishments, openings and closures, and excludes uncommitted capital projects and acquisitions.

Constant currency revenue growth	6% - 10%
Adjusted EBIT margin %	Flat to -100 bps vs prior year
Capital expenditure	£65 - £70 million

The Group is exposed to movements in the £/$ exchange rate when translating the results of its US operations into Sterling. The actual average exchange rate for FY25 was $1.28.

H1 FY26 Revenue Performance by Geography

	H1 FY26	H1 FY25	H1 FY26 vs H1 FY25	
(£million)	26 weeks to 26 Oct 2025	26 weeks to 27 Oct 2024	Reported YoY %	Constant currency YoY %
UK	436	426	+2%	+2%
Europe	-	4		
UK & Europe total	436	430	+2%	+2%
US retail	355	306	+16%	+21%
US Roberto Coin wholesale	56	50	+12%	+16%
Intercompany eliminations	(2)	(1)		
US total	409	355	+15%	+20%
Group Revenue	**845**	**785**	**+8%**	**+10%**

H1 FY26 Revenue Performance by Category

	H1 FY26	H1 FY25	H1 FY26 v H1 FY25	
(£million)	26 weeks to 26 Oct 2025	26 weeks to 27 Oct 2024[6]	Reported YoY %	Constant currency YoY %
Luxury watches	708	655	+8%	+10%
Luxury jewellery	102	95	+6%	+10%
Services/other	35	35	+1%	+2%
Group Revenue	**845**	**785**	**+8%**	**+10%**

H1 FY26 Results Presentation

A webcast conference call for analysts and investors will be held at 9.00am (UK time) today. To join the call, please use the following details:

Webcast details:
Register at: https://brrmedia.news/WOS_HY_2026

Conference call dial-in details:
United Kingdom: +44 (0) 33 0551 0200
United Kingdom (Toll-Free): 0808 109 0700
Password: Watches of Switzerland HY26

Engage Investor
We are also pleased to announce that our leadership team will host a live interactive presentation on the Engage Investor platform at 2.00pm (UK time) today. We welcome all current shareholders and interested investors to join.

Register interest in this event here:
https://engageinvestor.news/WOS_IP_1225

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About the Watches of Switzerland Group

The Watches of Switzerland Group is the UK's largest luxury watch retailer, operating in the UK and US comprising seven prestigious brands; Watches of Switzerland (UK and US), Mappin & Webb (UK), Goldsmiths (UK), Mayors (US), Betteridge (US), Analog:Shift (US) and Hodinkee (US), with a complementary jewellery offering. Since 8 May 2024, the Group has also owned the exclusive distribution rights for Roberto Coin in the US, Canada, Central America and the Caribbean.

As at 26 October 2025, the Watches of Switzerland Group had 196 showrooms across the UK and US including 84 dedicated mono-brand boutiques in partnership with Rolex, OMEGA, TAG Heuer, Breitling, TUDOR, Longines, Grand Seiko, Roberto Coin, BVLGARI and FOPE and has a leading presence in Heathrow Airport with representation in Terminals 2, 3, 4 and 5 as well as seven retail websites.

The Watches of Switzerland Group is proud to be the UK's largest retailer for Rolex, OMEGA, Cartier, TAG Heuer and Breitling watches.

www.thewosgroupplc.com

Chief Executive Officer's Review

We have delivered a strong first half, with Group revenue up 10% at constant currency (+8% reported) to £845 million, demonstrating continued momentum across the Group reflecting the strength of our business model, disciplined strategy execution, and favourable market trends in the US. H1 FY26 Adjusted EBIT was £69 million up 4% on last year, with Adjusted EBIT margin % down 30 bps to 8.1%. Statutory profit before tax was £61 million, up 50% vs prior year.

Demand for luxury watches remains robust, consistently exceeding supply, with ongoing additions to and conversions of the client Registration of Interest lists.

We are pleased with the progress seen across our markets, with the US as the standout performer. Sales in this market were up 20% in constant currency, driven by broad-based growth across brands and categories throughout the period. Investments in our teams, showrooms and digital offer are driving growth in all our markets.

In November 2025, we welcomed the agreement between the US and Switzerland to reduce US tariffs on Swiss imports to 15%, from the 39% tariff which has been in place since 7 August 2025. This new rate provides greater clarity and assurances for the sector. Notably, we have observed no significant change in consumer behaviour following the introduction of the initial tariffs, underscoring the continued robust demand for luxury watches and jewellery in the US.

In the UK, our business performed well despite ongoing challenges facing the UK High Street, with revenue up 5% adjusting for showroom closures. Our flagship Rolex boutique on Old Bond Street, the largest in Europe, continues to outperform expectations, delivering exceptional service and experiences to our clients every day.

Certified Pre-Owned continues to perform strongly and in line with expectations. Our scale and expertise in sourcing, valuing and servicing products differentiates us in this market. Rolex Certified Pre-Owned, our second biggest watch brand, is now in all US Rolex agencies. Plans to expand this offering into remaining UK agencies are in place.

We have invested into driving ecommerce, including the successful re-platforming of the Watches of Switzerland and Roberto Coin US ecommerce sites, with Mayors and Betteridge to follow. Investment into ecommerce has resulted in Group ecommerce sales growth of +17% vs the prior period in constant currency. Ecommerce is an important part of the client journey and multi-channel offering of the Group.

We are encouraged by the progress in luxury jewellery, with Group luxury jewellery revenue up 10% at constant currency. This growth is driven by good performance in luxury branded jewellery and Roberto Coin wholesale. In our first full year of ownership, Roberto Coin wholesale has delivered excellent results with sales +16% in constant currency, through the implementation of our growth acceleration strategy, supported by a positive market response to new product and advertising campaigns.

The introduction of new Roberto Coin shop-in-shop branded displays in our US retail showrooms has more than doubled sales. There is an opportunity to roll this concept out to wholesale partners to drive their productivity with the brand. In November 2025 we opened one Roberto Coin mono-brand boutique in Hudson Yards, Manhattan. Further openings will take place at The Forum, Las Vegas in December 2025, and at the Miami Design District in January 2026.

We were pleased to open the new concept Mappin & Webb luxury jewellery boutique in Manchester in September 2025 to excellent client feedback. This boutique includes a number of luxury jewellery brands including a De Beers mono-brand boutique.

Hodinkee continues to be the go-to, global destination for luxury watch enthusiasts offering digital print and video content, limited edition watch collaborations and watch and jewellery insurance services. Integration of this business is going well, and we are seeing great potential to leverage the Hodinkee follower base to broaden our client base and data insight. During the period Hodinkee have been involved in several watch events, including client events in our showrooms and the UBS House of Craft. They have also created limited edition products with Nivada Grenchen and Maison Alcee which sold out rapidly.

We continue to make good progress with our showroom development programme, which drives sustained growth and showcases world-class retail experiences. Projects completed in H1 FY26 and pipeline for the remainder of the financial year include:

- Completed in H1 FY26
    - New Audemars Piguet House, Manchester operating as a joint venture – May 2025
    - Refurbishment of Goldsmiths Kingston-Upon-Thames – May 2025
    - Refurbishment of Newcastle Goldsmiths – retailing Rolex since 1919 – July 2025
    - Relocation of Mayors Lenox, Atlanta – August 2025
    - Expansion of Mappin & Webb Cambridge – August 2025
    - Relocation of Goldsmiths Merry Hill, Birmingham – September 2025
    - New Mappin & Webb luxury jewellery boutique, Manchester – September 2025
    - Relocation of Goldsmiths Peterborough – September 2025
- Exciting pipeline of projects for H2 FY26
    - New Watches of Switzerland Southdale, Minneapolis – opened October 2025
    - Relocation of Mayors Sarasota, Florida – opened November 2025
    - Expansion of Goldsmiths Oxford – opened November 2025
    - Expansion and conversion of Mappin & Webb Birmingham – December 2025
    - Relocation of Watches of Switzerland Heathrow T5 – December 2025
    - Three new Roberto Coin mono-brand boutiques in New York (opened November 2025), Las Vegas (opening December 2025) and Miami (opening January 2026)
    - Rolex boutique Glasgow currently being expanded, opening in Summer 2026
    - Confirmed relocation of Rolex Boutique Heathrow T5, to open in Summer 2026

Finally, I would like to thank our teams who continue to inspire and deliver. Their hard work and commitment are what enable the Group to succeed. Our continued strong performance reflects the strength of our model, consistent execution of our growth strategy and the talent we have across the Group.

Financial Review

An extract of the Group's Consolidated Income Statement is shown below which is presented including IFRS 16 'Leases' and exceptional items.

Income Statement – post-IFRS 16 and exceptional items (£million)	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**	**YoY variance**
Revenue	**845.1**	**784.8**	**8%**
Operating profit	**79.4**	**60.2**	**32%**
Net finance cost	(18.5)	(19.7)	6%
Profit before taxation	**60.9**	**40.5**	**50%**
Taxation	(16.5)	(11.6)	(44)%
Profit for the financial period	**44.4**	**28.9**	**53%**
Basic earnings per share	**19.1p**	**12.2p**	**57%**

Management monitors and assesses the business performance on a pre-IFRS 16 and exceptional items basis, which is shown below. This aligns to the reporting used to inform business decisions, investment appraisals, incentive schemes and debt covenants. A full reconciliation between the pre- and post-IFRS 16 results is shown in the Glossary.

Income Statement – pre-IFRS 16 and exceptional items (£million)	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**	**YoY variance**
Revenue	**845.1**	**784.8**	**8%**
Net margin[2]	**298.7**	**284.3**	**5%**
Net margin %	*35.3%*	*36.2%*	*(90)bps*
Showroom costs	(146.9)	(141.6)	(4)%
Overheads	(57.4)	(50.6)	(13)%
EBITDA[2]	**94.4**	**92.1**	**3%**
Showroom opening and closing costs	(3.6)	(4.8)	24%
Adjusted EBITDA[2]	**90.8**	**87.3**	**4%**
Adjusted EBITDA margin %	*10.8%*	*11.1%*	*(30)bps*
Depreciation, amortisation and loss on disposal of fixed assets	(22.3)	(21.1)	(6)%
Adjusted EBIT[2] (segment profit)	**68.5**	**66.2**	**4%**
EBIT margin %	*8.1%*	*8.4%*	*(30)bps*
Net finance costs	(5.9)	(7.3)	19%
Adjusted profit before taxation	**62.6**	**58.9**	**6%**
Adjusted earnings per share[2]	**19.6p**	**18.1p**	**8%**

<u>Revenue</u>

Revenue by geography and category

26 weeks to 26 October 2025 (£million)	**UK and Europe**	**YoY % Reported**	**US**	**YoY % Reported**	**Total**	**YoY % Reported**	**Mix**
Luxury watches[6]	379.4	+2%	328.7	+17%	708.1	+8%	84%
Luxury jewellery retail	29.5	-%	18.4	+10%	47.9	+3%	5%
Luxury jewellery wholesale	-	-%	56.3	+12%	56.3	+12%	7%
Eliminations	-	-%	(2.4)		(2.4)		-
Services/other[6]	27.5	-1%	7.7	+9%	35.2	+1%	4%
Total revenue	**436.4**	**+2%**	**408.7**	**+15%**	**845.1**	**+10%**	**100%**

Group revenue of £845 million increased by 10% at constant currency, +8% at reported rates from prior year, driven by a strong performance in our US market.

Group revenue from luxury watches grew by 8% on the prior year. Demand for our key brands, particularly products on Registration of Interest lists, continues to be strong, with consistent additions and conversions. We remain encouraged by the performance of our pre-owned business with Rolex Certified Pre-Owned, our second biggest brand, now in all agencies in the US and 26 in the UK with plans for full rollout into all agencies. Luxury Watches made up 84% of revenue versus 83% in H1 last year.

Group luxury jewellery revenue, excluding wholesale, increased by 3% on the prior year, UK sales were flat but +7% growth when the impact of closed showrooms is reflected. The majority of luxury jewellery sold by the Group is retailed under our house brands of Goldsmiths, Mappin & Webb, Mayors and Betteridge. Our strategy is to grow our luxury branded jewellery offering, where we partner with other major luxury jewellery brands. Luxury branded jewellery sales continue to outperform non-branded jewellery.

Services/other revenue, consisting of servicing, repairs, insurance services and the sale of fashion and classic watches and other non-luxury jewellery, grew by 1%.

Group ecommerce[3] sales increased by 17% compared to the prior year in constant currency, investment in the US drove strong growth including the successful re-platforming of the Watches of Switzerland and Roberto Coin US ecommerce sites. We continue to be the market leader in ecommerce for luxury watches and jewellery in the UK and growth was seen across all product categories in the half.

US revenue increased by 20% year-on-year in constant currency (+15% reported) and the US business made up 48% of the Group's revenue in H1 FY26 (H1 FY25: 45%). Luxury watch sales remained strong across brands and price points, with luxury watches outperforming the rest of the portfolio. Several brands raised prices in the period in response to ongoing cost pressures from gold and exchange rates, alongside additional tariffs on the landed cost of Swiss exports. Customer demand and interest in the category remained positive throughout the period.

During the half, a refurbished Mayors multi-brand showroom opened in Lenox, Atlanta following the opening of the standalone Rolex boutique in H2 FY25. In October 2025, we opened a new Watches of Switzerland Southdale, Minneapolis and work is progressing on the refurbishment of Betteridge Greenwich, Connecticut, due to open in Summer 2026.

We continue to integrate Roberto Coin into the business in our first full year of ownership. Updated product ranges and a new advertising campaign received positive feedback from partners. Within our retail network the implementation of shop-in-shop displays in our retail network has generated strong returns. Wholesale revenue in the period grew by 16% at constant currency, +12% at reported rates.

UK and Europe revenue increased by 2% during the period, +5% when the impact of showroom closures is reflected. This was a good performance in a challenging retail environment. Strong momentum across our flagship boutiques, with Rolex Old Bond Street outperforming. Sales in the UK continue to be driven by a domestic clientele with ongoing tourist sales significantly below performance seen when tax free shopping was available.

In September 2025 we opened our new concept Mappin & Webb luxury jewellery boutique in Manchester to strong client feedback. Ten UK non-core showrooms were closed in the half, in addition to the 14 closed in FY25, allowing us to consolidate our portfolio and drive productivity across our estate.

Six projects were completed enhancing our existing estate to further elevate the partner brands we display in those showrooms and advance our client experience, these included our first ever Rolex agency on Blackett Street, Newcastle. Our two remaining European showrooms were divested to brand partners in the period.

Profitability

Group Adjusted of EBIT £69 million was +6% vs prior year in constant currency, +4% at reported rates. Adjusted EBIT margin % was 8.1%, -30 bps vs prior year due to gross margin rates and product mix. The US was the major growth area and represented 48% of Group sales and 59% of Group Adjusted EBIT.

US Income Statement - pre-IFRS 16 and exceptional items (£million)

	US Retail			US Wholesale			Eliminations		US Total		
	26 weeks to 26 October 2025	**26 weeks to 27 October 2024**	**YoY variance**	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**	**YoY variance**	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**	**YoY variance**
Revenue	354.8	305.6	+16%	56.3	50.4	+12%	(2.4)	(1.1)	408.7	354.9	+15%
Net margin	124.2	110.1	+13%	23.6	20.6	+15%	-	-	147.8	130.7	+13%
Net margin %	35.0%	36.0%	(100)bps	41.9%	40.9%	+100bps	-	-	36.2%	36.8%	(60)bps
Adjusted EBIT	29.0	24.0	+21%	11.6	10.9	+6%	-	-	40.6	34.9	+16%
Adjusted EBIT %	**8.2%**	**7.9%**	**+30bps**	**20.6%**	**21.6%**	**(100)bps**	**-**	**-**	**9.9%**	**9.8%**	**+10bps**

Total US Adjusted EBIT for H1 FY26 was up 16% to £40.6m, with Adjusted EBIT margin % up 10bps to 9.9%.

Within US retail, Adjusted EBIT for H1 FY26 was £29.0 million, an increase of £5.0 million (+21%) versus last year, this equated to an Adjusted EBIT margin % of 8.2%, +30bps favourable to last year. Net margin % was 35.0%, down 100bps in the period driven by product mix and reduction in brand margins following the imposition of US tariffs and higher gold prices.

Fixed cost leverage was gained on the sales increase of 16%, with costs rising at a slower rate than sales. Cost increases were driven from the annualisation of associated overheads from the acquisition of Hodinkee, variable costs from sales growth (predominantly commission and credit card fees), and investment into ecommerce to support the roll out of the new Watches of Switzerland and Roberto Coin US websites.

US wholesale Adjusted EBIT of £11.6 million was an increase of £0.7 million (+6%) versus last year, this equated to an Adjusted EBIT margin % of 20.6% versus 21.6% in the prior year. Net margin % was up 100bps to 41.9% following price increases implemented during the period. The Group invested into additional marketing in Roberto Coin, including the marketing campaign with Dakota Johnson, which has supported sales growth during the period.

UK & Europe Income Statement - pre-IFRS 16 and exceptional items (£million)

	Profitability		
	26 weeks to 26 October 2025	**26 weeks to 27 October 2024**	**YoY variance**
Revenue	436.4	429.9	+2%
Net margin	150.9	153.6	-2%
Net margin %	34.6%	35.7%	(110)bps
Adjusted EBIT	30.8	34.7	-11%
Adjusted EBIT %	7.1%	8.1%	(100)bps

Adjusted EBIT for H1 FY26 was £30.8 million, a reduction of £3.9 million (-11%) versus last year, this equated to an Adjusted EBIT margin % of 7.1%, 100bps adverse to last year. Net margin % was 34.6% in the period, 110bps adverse to last year, driven by product mix and fewer price rises where benefit is gained from selling inventory bought prior to price rises.

Exceptional items

Exceptional items are defined by the Group as those which are significant in magnitude or are linked to events which are expected to be infrequent in nature. Total exceptional items increased profit by £0.9 million.

Exceptional items (£million)	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**
Lease related gains	1.8	-
Showroom closure costs	(0.7)	-
Business acquisition costs	(0.2)	(0.7)
Rolex Old Bond Street	-	(2.4)
Showroom impairment	-	(13.4)
Total exceptional items	**0.9**	**(16.5)**

Lease related gains
Early lease exit settlements were negotiated for a number of closed showrooms in the period. This resulted in a £1.3 million lease surrender gain. The Group further sublet one lease which resulted in a £0.5 million gain. These have been recognised as exceptional items as they do not form part of the underlying trading of the Group, and partly offset impairment charges taken to exceptional items in the prior period.

Showroom closure costs
Showroom closure costs include £0.4 million of redundancy costs, and £0.3 million for business rates in relation to closed showrooms.

Business acquisitions costs
Professional, legal expenses and integration expenses in relation to business combinations have been expensed as an exceptional cost as they are regarded as non-trading, non-underlying costs. The amount incurred in the current period relates to acquisitions made in the previous year.

Adjusted EBIT and operating profit

As a result of the items noted above, Adjusted EBIT was £68.5 million, an increase of £2.3 million, +4% on the prior year. After accounting for exceptional gains of £0.9 million and IFRS 16 adjustments of £10.0 million, operating profit as presented on the face of the Interim Condensed Consolidated Income Statement was £79.4 million, an increase of £19.2 million, +32% on the prior year.

Finance costs

Net finance costs (£million)	**26 weeks to 26 October 2025**	**26 weeks to 27 October 2024**
Pre-IFRS 16 net finance costs, excluding exceptionals	**5.9**	**7.3**
IFRS 16 interest on lease liabilities	12.8	11.1
Reversal of pre-IFRS 16 onerous lease interest	(0.2)	-
Total net finance costs, excluding exceptionals	**18.5**	**18.4**

Interest payable on borrowings decreased in the period following a reduction of net debt and interest rates. The impact was a net decrease in the pre-IFRS 16 interest charge of £1.4 million to £5.9 million. The IFRS 16 interest on lease liabilities increased by £1.7 million due to the larger estate following expansions and new showrooms.

Taxation

The pre-IFRS 16 Effective Tax Rate for the period before exceptional items was 27.5%. The statutory (post-IFRS 16 and including exceptionals) effective tax rate was 27.2%. This is higher than the applicable UK corporation tax rate for the year of 25.0% as a result of higher chargeable taxes on US profits and the impact of expenses disallowed for corporation tax. Further detail can be found in note 6 within the Interim Condensed Consolidated Financial Statements.

Balance Sheet

Balance Sheet (£million)	26 October 2025	27 April 2025	27 October 2024[7]
Goodwill and intangibles	303.8	304.1	308.2
Property, plant and equipment	212.0	192.4	203.5
Right-of-use assets	362.1	358.6	369.0
Investment in joint venture and associates	0.5	0.5	-
Inventories	502.8	447.4	481.2
Trade and other receivables	51.6	60.5	60.4
Trade and other payables	(256.9)	(259.5)	(281.1)
Lease liabilities	(454.6)	(454.6)	(454.3)
Net debt	(112.4)	(96.2)	(119.5)
Other	(23.8)	(13.6)	(19.8)
Net assets	**585.1**	**539.6**	**547.6**

Goodwill and intangibles decreased by £0.3 million in the period, as a result of £0.6 million amortisation of brands and agency agreements, and a £0.1 million favourable exchange impact. A further £1.3 million of computer software additions were made in the year as part of ongoing IT investments, offset by amortisation of £1.1 million.

Property, plant and equipment increased by £19.6 million in the period. Additions of £40.4 million and favourable foreign exchange movements of £0.1 million were offset by depreciation of £20.2 million and disposals of £0.7 million. Including software costs, which are disclosed as intangibles, capital additions (including accruals) were £41.7 million in the period, of which £40.5 million was expansionary. Expansionary capex relates to new showrooms, relocations or major refurbishments (defined as costing over £0.25 million). In the period, the Group opened one new showroom and refurbished seven showrooms. Investment in our portfolio is paramount to our strategy and drives sales and returns. The Group follows a disciplined payback policy when making capital investment decisions, the internal hurdle for showroom investments is a cash payback of under three years (investment in fixed assets and inventory divided by showroom EBITDA).

Right-of-use assets increased by £3.5 million in the period, to £362.1 million. Additions to the lease portfolio along with lease renewals or other lease changes were £29.7 million. This has been offset by depreciation of £26.3 million. The remaining movement is a £0.1 million favourable foreign exchange impact.

Lease liabilities remained in line with the prior year. The portfolio changes noted above increased the lease liability by £28.4 million. Interest charged on the lease liability was £12.8 million and there was a £0.1 million adverse foreign exchange impact. Lease payments were £41.3 million, giving a final lease liability balance of £454.6 million.

Inventory levels increased by £21.6 million (4%) compared to H1 FY25. The increase of inventory relates to targeted investment in strategic brand partnerships, increases as a result of US tariffs, and the introduction of lab grown diamonds, partially offset through a reduction in underlying inventory to maintain stock turn at appropriate levels. The increase in inventory since April 2025 is driven by the normal trends in supporting the upcoming Holiday season. The inventory obsolescence risk remains low for the Group.

Trade and other receivables decreased by £8.8 million compared to H1 FY25. The notable reason for the decrease being £9.7 million of monies held in escrow in relation to business combinations which has been paid in the period. The balance also represents prepayments, rebate receivables, rent deposits and other ad hoc receivables such as property contributions.

Trade and other payables decreased by £24.2 million compared to H1 FY25. Notable reasons for the decrease being: £7.4 million of contingent consideration paid in relation to acquisitions, in addition to the £2.1 million net working capital true up payment (see note 15 of the Interim Condensed Consolidated Financial Statements) and payment of £9.7 million of acquisition balances held in third party escrow accounts as noted above.

Other includes taxation balances, defined benefit pension and capitalised finance costs.

Net debt and financing

Net debt on 26 October 2025 was £112.4 million, an increase of £16.2 million since 27 April 2025. The strong free cash flow of £48.4 million being utilised for £37.3 million of expansionary capex and £9.5 million in relation to acquisitions cash flow. We completed the £25 million share buyback programme in the period, with the final £13.8 million being paid in the first half of the year. Net debt/EBITDA leverage[2] was 0.6x at the half year end.

Net debt post-IFRS 16 was £565.1 million. The value comprises the pre-IFRS 16 net debt of £112.4 million and the £454.6 million lease liability, offset by capitalised transaction costs of £1.9 million. The balance increased by £16.6 million (from £548.5 million) in the period, for the reasons noted above.

The Group's maximum amount available under its committed facility was £368.9 million at 26 October 2025.

Facilities held	**Expiring**	**Amount (million)**
Multicurrency revolving loan facility – UK SONIA +1.50% to +2.575%	May 2028	£275.0
Multicurrency term facility – UK SONIA +1.65% to +2.70%	May 2028	\$125.0 / £93.9

£175.7 million of these facilities were drawn down at 26 October 2025. Liquidity headroom (defined as unrestricted cash plus undrawn available facilities) was £237.5 million. Further detail with regards to covenant tests and liquidity headroom can be found within the going concern section of note 1 of the Interim Condensed Consolidated Financial Statements.

Cash Flow

Cash Flow (£million)	26 weeks to 26 October 2025	26 weeks to 27 October 2024
Adjusted EBITDA	**90.8**	**87.3**
Share-based payment charge	0.7	1.7
Working capital	(29.4)	(41.6)
Pension contributions	(0.3)	(0.3)
Tax	(6.3)	(11.6)
Cash generated from operating activities	**55.5**	**35.5**
Maintenance capex	(1.2)	(1.6)
Net interest	(5.9)	(5.6)
Free cash flow[2]	**48.4**	**28.3**
Free cash flow conversion[2]	**53%**	**32%**
Expansionary capex	(37.3)	(43.6)
Acquisitions (inc. contingent consideration)	(9.5)	(106.9)
Share buyback	(13.8)	-
Costs directly attributable to raising new loan facility	-	(0.3)
Disposal of property, plant and equipment	0.4	2.7
Exceptional items - cash	(4.1)	(2.7)
Cash flow	**(15.9)**	**(122.5)**
Net (repayment)/proceeds of borrowings	(19.9)	118.0
Net decrease in cash and cash equivalents	**(35.8)**	**(4.5)**

Free cash flow increased by £20.1 million to £48.4 million in the period to 26 October 2025 and free cash flow conversion was 53% compared to 32% in the prior year, primarily as a result of a lower working capital outflow in the period through disciplined inventory management.

Expansionary cash capex of £37.3 million was lower than the prior year due to a decrease in new showroom openings and refurbishments. In the period, the Group opened one new showroom and refurbished seven showrooms.

£13.8 million of shares were paid for in the period as part of the share buyback programme. The balance of the £25 million buyback programme was completed in June 2025.

Exceptional cash items of £4.1 million, includes £3.4 million of early lease settlements as detailed in note 4 to the Interim Condensed Consolidated Financial Statements.

Return on Capital Employed (ROCE)[2]

	52 weeks to 26 October 2025	52 weeks to 27 October 2024
ROCE	17.3%	16.5%

H1 FY26 ROCE is 17.3%, an increase of 80bps in comparison to the prior year. This is as a result of last twelve month Adjusted EBIT increasing by 19.2%, compared to the increase in Average Capital Employed of 13.8%, reflecting efficient capital deployment and robust profitability.

Capital Allocation

The Group has a clear framework of capital allocation and is focused on optimising capital deployment for the benefit of all our stakeholders, with a focus on long-term sustainable growth in the business. It is also important for the Group to maintain financial and operational flexibility to be able to react tactically to opportunities, such as strategic acquisitions, at speed. Our capital allocation framework is as follows:

1. Showroom investments – given the attractive returns from showroom investments, this is our key focus area to allocate capital to. In H1 FY26 the Group spent £37.3 million in expansionary cash capex
2. Strategic acquisitions – this is a key pillar of our growth strategy. Acquisitions must deliver return on investment in line with our disciplined financial criteria, within an appropriate timeframe.
3. Returns to shareholders – in the event of surplus capital above and beyond the requirements of the business for investment into showrooms or strategic acquisitions, we would consider returns to shareholders either through ordinary dividends or share buybacks, with the appropriate mechanism to be decided at the appropriate time by the Board. During the prior period to 27 April 2025 the Group announced a £25 million share buyback programme. £11.3 million of shares were purchased and paid for in H2 FY25 with an additional £13.8 million purchased and paid for in H1 FY26. The programme completed in June 2025.

Showroom Portfolio

As at 26 October 2025, the Group had 196 showrooms. The movement in showroom numbers is included below:

	UK multi-brand showrooms	UK mono-brand boutiques	Europe mono-brand boutiques	Total UK and Europe	US multi-brand showrooms	US mono-brand boutiques	Total US	Total Group
27 April 2025	89	57	2	148	25	35	60	208
Openings	1	-	-	1	-	-	-	1
Closures	(3)	(7)	(2)	(12)	-	(1)	(1)	**(13)**
26 October 2026	**87**	**50**	**-**	**137**	**25**	**34**	**59**	**196**

Footnote references

1 Growth shown in constant currency. Refer to Glossary for definition, purpose and reconciliations to statutory measures

2 This is an Alternative Performance Measure and is shown on a pre-IFRS 16 basis. Refer to the Glossary for definition, purpose and reconciliation to statutory measures where relevant

3 Ecommerce sales are sales which are transacted online

4 UK revenue excludes revenue from European operations which are now closed

5 Expansionary capex is defined as capital expenditure relating to new showrooms or offices, relocations or refurbishments greater than £250,000

6 In the period, the Group has reclassified the sales of certain watch brands from services/other into luxury watches. The 26 week period ended 27 October 2024 has been re-presented to allow for comparison

7 The 26 week period ended 27 October 2024 balances have been restated, in line with IFRS 3 'Business combinations', to reflect the finalisation of the provisional fair values of Roberto Coin Inc. and the Hodinkee business. Further detail is disclosed within note 15 of the Interim Condensed Consolidated Income Statement

Certain financial data within this announcement has been rounded. Growth rates are calculated on unrounded numbers.

Principal and emerging risks and uncertainties

The Group is exposed to a number of risks and uncertainties in its business which could impact its ability to effectively execute its strategy and cause actual results to differ materially from expected and/or historical results. The Board has undertaken a robust assessment of the principal and emerging risks and uncertainties facing the Group, including those that would threaten its business model, future performance, solvency or liquidity. The risks presented in the 2025 Annual Report and Accounts, described as follows, remain unchanged: Business strategy execution and development; Key suppliers and supply chain; Client experience and market risks; Colleague talent and capability; Data protection and cyber security; Business interruption; Regulatory and compliance; Economic and political; Brand and reputational damage; Financial and treasury; and Climate change. These are detailed on pages 148 to 153 of the 2025 Annual Report and Accounts, a copy of which is available on the Watches of Switzerland Group PLC (the 'Company') website at thewosgroupplc.com.

A full disclosure of the Group's principal risks and emerging risks and uncertainties, including the factors which mitigate them, are set out within the Strategic Report of the 2025 Annual Report and Accounts.

Disclaimer

This announcement has been prepared by Watches of Switzerland Group PLC (the 'Company'). It includes statements that are, or may be deemed to be, "forward-looking statements". These forward-looking statements can be identified by the use of forward-looking terminology, including the terms "believes", "estimates", "anticipates", "expects", "intends", "plans", "goal", "target", "aim", "may", "will", "would", "could" or "should" or, in each case, their negative or other variations or comparable terminology. They appear in a number of places throughout this announcement and the information incorporated by reference into this announcement and may include statements regarding the intentions, beliefs or current expectations of the Company Directors or the Group concerning, amongst other things: (i) future capital expenditures, expenses, revenues, earnings, synergies, economic performance, indebtedness, financial condition, dividend policy, losses and future prospects; (ii) business and management strategies, the expansion and growth of the Group's business operations; and (iii) the effects of government regulation and industry changes on the business of the Company or the Group.

By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future and may be beyond the Company's ability to control or predict. Forward-looking statements are not guarantees of future performance. The Group's actual results of operations, financial condition, liquidity, and the development of the industry in which it operates may differ materially from the impression created by the forward-looking statements contained in this announcement and/or the information incorporated by reference into this announcement.

Any forward-looking statements made by or on behalf of the Company or the Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this announcement, and are subject to risks relating to future events, other risks, uncertainties and assumptions relating to the Company's operations and growth strategy, and a number of factors that could cause actual results and developments to differ materially from those expressed or implied by the forward-looking statements. Undue reliance should not be placed on any forward-looking statements and, except as required by law or regulation, the Company undertakes no obligation to update these forward-looking statements. No statement in this announcement should be construed as a profit forecast or profit estimate.

Before making any investment decision in relation to the Company you should specifically consider the factors identified in this document, in addition to the risk factors that may affect the Company or the Group's operations as detailed above.

WATCHES OF SWITZERLAND GROUP PLC
UNAUDITED INTERIM CONDENSED CONSOLIDATED INCOME STATEMENT

	Note	26 week period ended 26 October 2025 £m	26 week period ended 27 October 2024 £m
Revenue	2,3	**845.1**	**784.8**
Cost of sales		(743.4)	(687.5)
Exceptional cost of sales	4	-	(1.1)
Gross profit		**101.7**	**96.2**
Administrative expenses		(23.2)	(21.9)
Exceptional administrative income/(expenses)	4	0.9	(0.7)
Exceptional impairment of assets	4	-	(13.4)
Operating profit		**79.4**	**60.2**
Finance costs	5	(19.6)	(19.7)
Finance income	5	1.1	1.3
Exceptional finance costs	4,5	-	(1.3)
Net finance costs		**(18.5)**	**(19.7)**
Profit before taxation		**60.9**	**40.5**
Taxation	6	(16.5)	(11.6)
Profit for the financial period		**44.4**	**28.9**
Earnings per share			
Basic	7	**19.1p**	**12.2p**
Diluted	7	**19.1p**	**12.2p**

The notes are an integral part of the Interim Condensed Consolidated Financial Statements.

WATCHES OF SWITZERLAND GROUP PLC
UNAUDITED INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Note	26 week period ended 26 October 2025 £m	26 week period ended 27 October 2024 £m
Profit for the financial period		**44.4**	**28.9**
Other comprehensive income:			
Items that may be reclassified to profit or loss in subsequent periods			
Foreign exchange gain/(loss) on translation of foreign operations		0.2	(7.9)
Related tax movements		-	0.6
		0.2	**(7.3)**
Items that will not be reclassified to profit or loss in subsequent periods			
Actuarial gain on defined benefit pension scheme	12	0.1	0.6
Related tax movements		-	(0.1)
		0.1	**0.5**
Other comprehensive income/(expense) for the period net of tax		**0.3**	**(6.8)**
Total comprehensive profit for the period net of tax		**44.7**	**22.1**

The notes are an integral part of the Interim Condensed Consolidated Financial Statements.

WATCHES OF SWITZERLAND GROUP PLC
UNAUDITED INTERIM CONDENSED CONSOLIDATED BALANCE SHEET

	Note	26 October 2025 £m	27 April 2025 £m	27 October 2024 £m
Assets				
Non-current assets				
Goodwill	8	231.3	231.2	233.7
Intangible assets	8	72.5	72.9	74.5
Property, plant and equipment	9	212.0	192.4	203.5
Right-of-use assets	10	362.1	358.6	369.0
Investment in joint venture and associates		0.5	0.5	-
Deferred tax assets		3.8	4.1	4.4
Post-employment benefit asset	12	0.9	0.5	0.7
Trade and other receivables		4.5	4.5	2.1
		887.6	**864.7**	**887.9**
Current assets				
Inventories		502.8	447.4	481.2
Current tax asset		3.2	8.6	5.3
Trade and other receivables		47.1	56.0	58.3
Cash and cash equivalents	11	63.3	98.9	110.5
		616.4	**610.9**	**655.3**
Total assets		**1,504.0**	**1,475.6**	**1,543.2**
Liabilities				
Current liabilities				
Trade and other payables		(252.1)	(254.9)	(276.4)
Current tax liability		(1.5)	(0.5)	(2.2)
Lease liabilities	10	(58.9)	(56.0)	(58.0)
Provisions		(1.8)	(2.4)	(2.2)
		(314.3)	**(313.8)**	**(338.8)**
Non-current liabilities				
Trade and other payables		(4.8)	(4.6)	(4.7)
Deferred tax liabilities		(19.5)	(15.9)	(18.4)
Lease liabilities	10	(395.7)	(398.6)	(396.3)
Borrowings	11	(173.8)	(192.8)	(228.5)
Provisions		(10.8)	(10.3)	(8.9)
		(604.6)	**(622.2)**	**(656.8)**
Total liabilities		**(918.9)**	**(936.0)**	**(995.6)**
Net assets		**585.1**	**539.6**	**547.6**
Equity				
Share capital		2.9	3.0	3.0
Share premium		147.1	147.1	147.1
Capital redemption reserve		0.1	-	-
Merger reserve		(2.2)	(2.2)	(2.2)
Other reserves		(12.2)	(13.3)	(21.2)
Retained earnings		458.9	414.7	423.8
Foreign exchange reserve		(9.5)	(9.7)	(2.9)
Total equity		**585.1**	**539.6**	**547.6**

The notes are an integral part of the Interim Condensed Consolidated Financial Statements.

The 26 week period ended 27 October 2024 balances have been restated, in line with IFRS 3 ‘Business combinations’, to reflect the finalisation of the provisional fair values of Roberto Coin Inc. and Hodinkee, Inc. Further detail is disclosed within note 15.

WATCHES OF SWITZERLAND GROUP PLC
UNAUDITED INTERIM CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Share capital £m	Share premium £m	Capital redemption reserve £m	Merger reserve £m	Other reserves £m	Retained earnings £m	Foreign exchange reserve £m	Total equity attributable to owners £m
Balance at 29 April 2024	**3.0**	**147.1**	**-**	**(2.2)**	**(23.4)**	**394.1**	**4.4**	**523.0**
Profit for the financial period	-	-	-	-	-	28.9	-	28.9
Other comprehensive income	-	-	-	-	-	0.6	(7.9)	(7.3)
Tax relating to components of other comprehensive income	-	-	-	-	-	(0.1)	0.6	0.5
Total comprehensive income	**-**	**-**	**-**	**-**	**-**	**29.4**	**(7.3)**	**22.1**
Transactions with owners								
Share-based payment charge	-	-	-	-	-	1.7	-	1.7
Share-based payments exercised	-	-	-	-	2.2	(2.2)	-	-
Tax on share-based payments	-	-	-	-	-	0.8	-	0.8
Balance at 27 October 2024	**3.0**	**147.1**	**-**	**(2.2)**	**(21.2)**	**423.8**	**(2.9)**	**547.6**
Balance at 28 April 2025	**3.0**	**147.1**	**-**	**(2.2)**	**(13.3)**	**414.7**	**(9.7)**	**539.6**
Profit for the financial period	-	-	-	-	-	44.4	-	44.4
Other comprehensive income	-	-	-	-	-	0.1	0.2	0.3
Total comprehensive income	**-**	**-**	**-**	**-**	**-**	**44.5**	**0.2**	**44.7**
Transactions with owners								
Purchase of own shares for cancellation	-	-	-	-	(12.9)	-	-	(12.9)
Own shares cancelled	(0.1)	-	0.1	-	13.8	(0.9)	-	12.9
Share-based payment charge	-	-	-	-	-	0.7	-	0.7
Share-based payments exercised	-	-	-	-	0.2	(0.2)	-	-
Tax on items credited to equity	-	-	-	-	-	0.1	-	0.1
Balance at 26 October 2025	**2.9**	**147.1**	**0.1**	**(2.2)**	**(12.2)**	**458.9**	**(9.5)**	**585.1**

The notes are an integral part of the Interim Condensed Consolidated Financial Statements.

Other reserves represent own shares purchased by the Group. During the prior period to 27 April 2025 the Group announced a £25.0 million share buyback programme. As at 27 April 2025, £12.1 million of shares had been purchased for cancellation, of which £11.3 million had been paid, cancelled and transferred to retained earnings, and £0.8 million were unpaid shares. The outstanding £12.9 million of committed share buyback was also accrued at that date and shown within retained earnings.

During the current period the £12.9 million of committed shares were purchased, paid, and cancelled. The shares purchased in the prior period but paid for in the current period, were transferred to retained earnings.

The nominal value of shares cancelled as part of the above exercise, totalling £78,358 at the period end, are shown within the capital redemption reserve.

WATCHES OF SWITZERLAND GROUP PLC
UNAUDITED INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	26 week period ended 26 October 2025 £m	26 week period ended 27 October 2024 £m
Cash flows from operating activities			
Profit for the financial period		**44.4**	**28.9**
Adjustments for:			
Depreciation of property, plant and equipment	9	20.2	19.5
Depreciation of right-of-use assets	10	26.3	27.7
Amortisation of intangible assets	8	1.7	1.5
Exceptional impairment of right-of-use assets	4	-	7.2
Exceptional impairment of property, plant and equipment	4	-	6.2
Share-based payment charge		0.7	1.7
Finance income	5	(1.1)	(1.3)
Finance costs	5	19.6	19.7
Gain on lease disposals		(0.3)	(0.8)
Exceptional lease related gains	4	(1.8)	-
Gain on lease modifications		-	(0.2)
Loss on disposal of property, plant and equipment	9	0.3	0.1
Taxation		16.5	11.6
Increase in inventories		(54.9)	(41.2)
Decrease/(increase) in debtors		2.6	(16.0)
Increase in creditors, provisions, and pensions		24.9	18.7
Cash generated from operations		**99.1**	**83.3**
Pension scheme contributions	12	(0.3)	(0.3)
Tax paid		(6.3)	(11.6)
Total net cash generated from operating activities		**92.5**	**71.4**
Cash flows from investing activities			
Purchase of property, plant and equipment	9	(40.4)	(42.1)
Purchase of intangible assets	8	(1.3)	(1.7)
Movement on capital expenditure accrual		3.4	(1.4)
Cash outflow from purchase of non-current assets		**(38.3)**	**(45.2)**
Disposal of European property, plant and equipment	9	0.4	2.7
Acquisition of subsidiaries net of cash acquired	15	(9.5)	(106.9)
Interest received		0.9	0.8
Total net cash outflow from investing activities		**(46.5)**	**(148.6)**
Cash flows from financing activities			
Purchase of own shares for cancellation		(13.8)	-
Net movement on multicurrency revolving loan facility	11	(19.9)	26.4
Proceeds of term loan	11	-	91.6
Costs directly attributable to raising new loan facility	11	-	(0.3)
Payment of capital element of leases	10	(28.5)	(26.2)
Payment of interest element of leases	10	(12.8)	(12.4)
Interest paid		(6.8)	(6.4)
Net cash (outflow)/inflow from financing activities		**(81.8)**	**72.7**
Net decrease in cash and cash equivalents		**(35.8)**	**(4.5)**
Cash and cash equivalents at the beginning of the period		98.9	115.7
Exchange gains/(losses) on cash and cash equivalents		0.2	(0.7)
Cash and cash equivalents at the end of period	**11**	**63.3**	**110.5**
Comprised of:			
Cash at bank and in hand		44.1	90.2
Cash in transit		19.2	20.3
Cash and cash equivalents at end of period	**11**	**63.3**	**110.5**

WATCHES OF SWITZERLAND GROUP PLC
NOTES TO THE UNAUDITED INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1. General information and basis of preparation

Basis of preparation
The Group's Interim Condensed Consolidated Financial Statements for the 26 weeks to 26 October 2025 (prior period: 26 weeks to 27 October 2024) were approved by the Board of Directors on 3 December 2025 and have been prepared in accordance with UK adopted International Accounting Standard 34.

The results for the 26 weeks to 26 October 2025 have been reviewed by Ernst & Young LLP and a copy of their review report is given at the end of this interim report. The condensed set of interim financial statements has not been audited by the auditor and does not comprise statutory accounts within the meaning of section 434 of the Companies Act 2006.

The financial information contained in this report is condensed and does not include all of the information and disclosures required in the annual financial statements, and should be read in conjunction with the Group's Annual Report and Accounts for the 52 weeks to 27 April 2025 which have been delivered to the Registrar of Companies. The audit report for those accounts was unqualified, did not draw attention to any matters by way of emphasis and did not contain a statement under 498(2) or (3) of the Companies Act 2006.

The financial statements have been prepared on the historical cost basis except for certain financial instruments, pension assets and liabilities, and share-based payment liabilities which are measured at fair value. Where applicable, disclosures required by paragraph 16A of IAS 34 'Interim financial reporting' are given either in these interim financial statements or in the accompanying Interim Report.

The Interim Condensed Consolidated Financial Statements are presented in Pounds Sterling (£), which is the Group's presentational currency, and are shown in £millions to one decimal place.

Going concern
The Directors consider that the Group has, at the time of approving the Group's Interim Condensed Consolidated Financial Statements, adequate resources to remain in operation for the period to 31 December 2026, and have therefore continued to adopt the going concern basis in preparing the consolidated information.

At the balance sheet date, the Group had a total of £368.9 million in available committed facilities, of which £175.7 million was drawn down. Net debt at this date was £112.4 million. Liquidity headroom (defined as unrestricted cash plus undrawn available facilities) was £237.5 million. All bank facilities run coterminously and are due to expire in May 2028.

The key covenant tests attached to all Group facilities are a measure of net debt to EBITDA, and the Fixed Charge Cover Ratio (FCCR) at each April and October. The facility covenants are on a pre-IFRS 16 basis and exclude share-based payment costs. Net debt to EBITDA is defined as the ratio of total net debt at the reporting date to the last 12 month Adjusted EBITDA. This ratio must not exceed 3. The FCCR is the ratio of Adjusted EBITDA plus rent to the total finance charge and rent for the 12 months to the reporting date. This ratio must exceed 1.6. At 26 October 2025 the Group comfortably satisfied the covenant tests with net debt to EBITDA being less than 3 and the FCCR exceeding 1.6.

In assessing whether the going concern basis of accounting is appropriate, the Directors have reviewed various trading scenarios for the period to 31 December 2026 from the date of this report. These included:

- The FY26 base case forecast which aligns to the latest Guidance given in this announcement, plus a further eight-month period which assumes no additional sales or profit uplift. These included the following key assumptions:
    - Revenue forecast supported by expected luxury watch supply
    - Impact of US tariffs included where price changes have already been announced
    - Increased cost base in line with macroeconomic environment, employment taxes and environmental targets

- Under the base case forecast, the Group has significant liquidity and complies with all covenant tests to 31 December 2026. The forecast reflects current visibility of supply from key brands and confirmed showroom refurbishments, openings and closures, and excludes uncommitted capital projects and acquisitions which would only occur if expected to be incremental to the business.

1. General information and basis of preparation (continued)

Going concern (continued)

- Severe but plausible scenarios of:
    - 15% reduction in sales against the base case forecast as a result of consumer confidence, macroeconomic and governmental factors. This scenario did not include cost mitigations which are given below
    - The realisation of material risks detailed within the Principal Risks and Uncertainties on pages 148 to 153 (including potential data breaches and non-compliance with laws and regulations), and environmental risks highlighted on pages 123 to 126 of the Group's Annual Report and Accounts for the 52 weeks to 27 April 2025

  Under these scenarios the net debt to EBITDA and the FCCR covenants would be complied with.

- Reverse stress-testing of cash flows during the going concern period was performed. This determined what level of reduced EBITDA and worst-case cash flows would result in a breach of the liquidity or covenant tests. The likelihood of this level of reduced EBITDA is considered remote taking into account liquidity and covenant headroom, as well as mitigating actions within management's control (as noted below) and that this would represent a significant reduction in sales and margin from prior financial years.

- Should trading be worse than the outlined severe but plausible scenarios, the Group has the following mitigating actions within management's control:
    - Reduction of marketing spend
    - Reduction in the level of inventory holding and purchases
    - Restructuring of the business with headcount and showroom operations savings
    - Redundancies and pay freezes
    - Reducing the level of planned capex

The Directors also considered whether there were any events or conditions occurring just outside the going concern period that should be considered in their assessment, including whether the going concern period needed to be extended. None were noted.

As a result of the above analysis, including potential severe but plausible scenarios and the reverse stress test, the Board believes that the Group is able to adequately manage its financing and principal risks, and that the Group will be able to operate within the level of its facilities and meet the required covenants for the period to 31 December 2026. For this reason, the Board considers it appropriate for the Group to adopt the going concern basis in preparing the Interim Condensed Consolidated Financial Statements.

Climate change

In preparing the Interim Condensed Consolidated Financial Statements, management has considered the impact of climate change, particularly in the context of the disclosures included in the 2025 Annual Report within the Strategic Report. These considerations did not have a material impact on the financial reporting judgements and estimates, consistent with the assessment that climate change is not expected to have a significant impact on the Group's going concern assessment to 31 December 2026.

Accounting policies

The accounting policies adopted in the preparation of the condensed set of interim financial statements are the same as those set out in the Group's Annual Report and Accounts for the 52 weeks ended 27 April 2025.

Further amendments to and the interpretation of, existing accounting standards that became effective during the period, did not have a material impact on the Interim Condensed Consolidated Financial Statements.

1. General information and basis of preparation (continued)

Exceptional items
The Group presents as exceptional items on the face of the Condensed Consolidated Income Statement, those material items of income and expense which, because of the nature or the expected infrequency of the events giving rise to them, merit separate presentation to provide a better understanding of the elements of financial performance in the financial period, so as to assess trends in financial performance. Further details on exceptional items are given within note 4.

Alternative performance measures (APMs)
The Group has identified certain measures that it believes will assist the understanding of the performance of the business. These APMs are not defined or specified under the requirements of IFRS.

The Group believes that these APMs, which are not considered to be a substitute for, or superior to, IFRS measures, provide stakeholders with additional useful information on the underlying trends, performance and position of the Group and are consistent with how business performance is measured internally. The APMs are not defined by IFRS and therefore may not be directly comparable with other companies' APMs.

The key APMs that the Group uses include: Net margin, Adjusted EBITDA, Adjusted EBIT and Adjusted Earnings Per Share. These APMs are set out in the Glossary including explanations of how they are calculated and how they are reconciled to a statutory measure where relevant.

The Group makes certain adjustments to the statutory profit measures in order to derive many of these APMs. The Group's policy is to exclude items that are considered non-underlying and exceptional due to their size, nature or incidence, and are not considered to be part of the normal operating costs of the Group. Treatment as an adjusting item provides stakeholders with additional useful information to assess the year-on-year trading performance of the Group but should not be considered in isolation of statutory measures.

Major sources of estimation uncertainty and judgement
The preparation of consolidated financial information requires the Group to make estimates and assumptions that affect the application of policies and reported amounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are reasonable under the circumstances. Actual results may differ from these estimates. The critical accounting judgements and major sources of estimation uncertainty remain consistent with those presented in the Group's Annual Report and Accounts for the 52 weeks ended 27 April 2025 unless otherwise stated.

2. Segment reporting

The key Group performance measures are Adjusted Earnings Before Interest, Tax, Depreciation and Amortisation (Adjusted EBITDA) and Adjusted Earnings Before Interest and Tax (Adjusted EBIT), both shown pre-exceptional items, as detailed below. The segment reporting is disclosed on a pre-IFRS 16 basis reflecting how results are reported to the Chief Operating Decision Makers (CODMs) and how they are measured for the purposes of covenant testing. Both Adjusted EBITDA and Adjusted EBIT are APMs and these measures provide stakeholders with additional useful information to assess the year-on-year trading performance of the Group but should not be considered in isolation of statutory measures.

Adjusted EBITDA represents profit for the period before finance costs, finance income, taxation, depreciation, amortisation, and exceptional items presented in the Group's Interim Condensed Consolidated Income Statement (consisting of exceptional administrative expenses, exceptional finance costs and exceptional impairment) on a pre-IFRS 16 basis.

As a result of the acquisition of Roberto Coin Inc. in May 2024 and the continued growth of the wholesale business in the period, the Group's organisational structure and internal reporting to the CODM have changed. US retail and US wholesale, previously aggregated into the US reporting segment, have been shown separately. All US direct-to-consumer sales, including ecommerce, are now reported through US retail. The comparative segmental disclosures have been re-presented to allow for comparison.

	26 week period ended 26 October 2025					
	UK and Europe	US retail	US wholesale	Corporate	Eliminations	**Total**
	£m	£m	£m	£m	£m	**£m**
Revenue						
External customers	436.4	354.8	53.9	-	-	**845.1**
Inter-segment	-	-	2.4	-	(2.4)	**-**
Total revenue	**436.4**	**354.8**	**56.3**	**-**	**(2.4)**	**845.1**
Cost of sales	(285.5)	(230.6)	(32.7)	-	2.4	**(546.4)**
Net margin	**150.9**	**124.2**	**23.6**	**-**	**-**	**298.7**
Less:						
Showroom costs	(83.7)	(63.2)	-	-	-	**(146.9)**
Overheads	(22.8)	(20.9)	(11.6)	(2.1)	-	**(57.4)**
Showroom opening and closing costs	(1.6)	(2.0)	-	-	-	**(3.6)**
Adjusted EBITDA	**42.8**	**38.1**	**12.0**	**(2.1)**	**-**	**90.8**
Depreciation, amortisation and loss on disposal of assets	(12.0)	(9.1)	(0.4)	(0.8)	-	**(22.3)**
Segment profit/(loss)*	**30.8**	**29.0**	**11.6**	**(2.9)**	**-**	**68.5**
IFRS 16 adjustments (excluding interest on leases)						**10.0**
Net finance costs (note 5)						**(18.5)**
Exceptional administrative income (note 4)						**0.9**
Profit before taxation for the financial period						**60.9**

* Segment profit/(loss) is defined as being Earnings Before Interest, Tax, exceptional items and IFRS 16 adjustments (Adjusted EBIT).

2. Segment reporting (continued)

	26 week period ended 27 October 2024					
	UK and Europe	US retail[1]	US wholesale[1]	Corporate	Eliminations[1]	**Total**
	£m	£m	£m	£m	£m	**£m**
Revenue						
External customers	429.9	305.6	49.3	-	-	**784.8**
Inter-segment	-	-	1.1	-	(1.1)	**-**
Total revenue	**429.9**	**305.6**	**50.4**	**-**	**(1.1)**	**784.8**
Cost of sales	(276.3)	(195.5)	(29.8)	-	1.1	**(500.5)**
Net margin	**153.6**	**110.1**	**20.6**	**-**	**-**	**284.3**
Less:						
Showroom costs	(82.8)	(58.8)	-	-	-	**(141.6)**
Overheads	(21.0)	(17.2)	(9.7)	(2.7)	-	**(50.6)**
Showroom opening and closing costs	(1.7)	(3.1)	-	-	-	**(4.8)**
Adjusted EBITDA	**48.1**	**31.0**	**10.9**	**(2.7)**	**-**	**87.3**
Depreciation, amortisation and loss on disposal of assets	(13.4)	(7.0)	-	(0.7)	-	**(21.1)**
Segment profit/(loss)*	**34.7**	**24.0**	**10.9**	**(3.4)**	**-**	**66.2**
IFRS 16 adjustments (excluding interest on leases)						**9.2**
Net finance costs (note 5)						**(18.4)**
Exceptional cost of sales (note 4)						**(1.1)**
Exceptional impairment of assets (note 4)						**(13.4)**
Exceptional administrative costs (note 4)						**(0.7)**
Exceptional finance costs (note 4)						**(1.3)**
Profit before taxation for the financial period						**40.5**

[1] US retail and US wholesale, previously aggregated into the US reporting segment, have been shown separately to align with the latest internal reporting to the CODM. Disclosures have been re-presented to show all US direct-to-consumer sales, including ecommerce, within the US retail segment.

2. Segment reporting (continued)

Revenue from external customers

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
	£m	£m
UK and Europe		
Luxury watches[2]	379.4	372.6
Luxury jewellery retail	29.5	29.4
Services/other[2]	27.5	27.9
Total	**436.4**	**429.9**
US retail		
Luxury watches[2]	328.7	281.9
Luxury jewellery retail[1]	18.4	16.7
Services/other[2]	7.7	7.0
Total	**354.8**	**305.6**
US wholesale		
Luxury jewellery wholesale[1]	53.9	49.3
Total	**53.9**	**49.3**
Group		
Luxury watches[2]	708.1	654.5
Luxury jewellery retail[1]	47.9	46.1
Luxury jewellery wholesale[1]	53.9	49.3
Services/other[2]	35.2	34.9
Total	**845.1**	**784.8**

[1] US retail and US wholesale have been re-presented as detailed at the start of this note.

[2] In the period, the Group has reclassified the sales of certain watch brands from services/other into luxury watches to reflect how results are reported the CODMs. The 26 week period ended 27 October 2024 has been re-presented to allow for comparison.

'Services/other' consists of the sale of fashion and classic watches and jewellery, the sale of gifts, servicing, repairs and insurance.

Information regarding geographical areas, including revenue from external customers is disclosed above.

No single customer accounted for more than 10% of revenue in any of the financial periods noted above.

3. Revenue

The Group's disaggregated revenue recognised under contracts with customers relates to the following categories and operating segments.

	26 week period ended 26 October 2025				
	Sale of goods – retail and online	Sale of goods – wholesale	Eliminations	Rendering of services	**Total**
	£m	£m	£m	£m	**£m**
UK and Europe	423.5	-	-	12.9	**436.4**
US	348.2	56.3	(2.4)	6.6	**408.7**
	771.7	**56.3**	**(2.4)**	**19.5**	**845.1**

	26 week period ended 27 October 2024				
	Sale of goods – retail and online[1]	Sale of goods – wholesale[1]	Eliminations[1]	Rendering of services	**Total**
	£m	£m	£m	£m	**£m**
UK and Europe	416.6	-	-	13.3	**429.9**
US	299.4	50.4	(1.1)	6.2	**354.9**
Total	**716.0**	**50.4**	**(1.1)**	**19.5**	**784.8**

[1] US retail and US wholesale have been re-presented as detailed in note 2.

4. Exceptional items

Exceptional items are those that in the judgement of the Directors need to be disclosed by virtue of their size, nature or incidence, in order to draw the attention of the reader and to show the underlying business performance of the Group. Such items are included within the Income Statement caption to which they relate and are separately disclosed on the face of the Interim Condensed Consolidated Income Statement.

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
	£m	£m
Exceptional cost of sales		
Rolex Old Bond Street (IFRS 16 depreciation)	-	(1.1)
Total exceptional cost of sales	**-**	**(1.1)**
Exceptional administrative costs		
Lease related gains[(i)]	1.8	-
Showroom closure costs[(ii)]	(0.7)	-
Business acquisitions[(iii)]		
Integration costs of business acquisitions	(0.2)	-
Professional and legal expenses on actual and prospective business acquisitions	-	(0.7)
Showroom impairment		
Impairment of property, plant and equipment	-	(6.2)
Impairment of right-of-use assets	-	(7.2)
Total exceptional administrative costs	**0.9**	**(14.1)**
Exceptional finance costs		
Rolex Old Bond Street (IFRS 16 interest)	-	(1.3)
Total exceptional finance costs	**-**	**(1.3)**
Total exceptional items	**0.9**	**(16.5)**

(i) Lease related gains
Early lease exit settlements were negotiated for a number of closed showrooms in the period. This resulted in a £1.3 million lease surrender gain. The Group further sublet one lease which resulted in a £0.5 million gain. These have been recognised as exceptional items as they do not form part of the underlying trading of the Group, and partly offset impairment charges taken to exceptional items in the prior period.

(ii) Showroom closure costs
Showroom closure costs include £0.4 million of redundancy costs, and £0.3 million for business rates in relation to closed showrooms.

(iii) Business acquisitions – Integration costs of business acquisitions
Professional, legal expenses and integration expenses in relation to business combinations have been expensed as an exceptional cost as they are regarded as non-trading, non-underlying costs. The amount incurred in the current period relates to acquisitions made in the previous year.

All of these items are considered exceptional as they are linked to unique non-recurring events and do not form part of the underlying trading of the Group.

The tax charge on the exceptional items noted above totalled £0.1 million (26 week period to 27 October 2024: £3.9 million income).

5. Net finance costs

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
	£m	£m
Finance costs		
Interest payable on long-term borrowings	(6.4)	(7.6)
Amortisation of capitalised transaction costs	(0.4)	(0.5)
Net foreign exchange expense on financing activities	-	(0.5)
Interest on lease liabilities (note 10)	(12.8)	(11.1)
	(19.6)	**(19.7)**
Finance income		
Bank interest receivable	0.9	1.2
Net foreign exchange gain on financing activities	0.2	-
Other interest receivable	-	0.1
	1.1	**1.3**
Total net finance costs excluding exceptional items	**(18.5)**	**(18.4)**
Exceptional finance costs (note 4)	-	(1.3)
Total net finance costs	**(18.5)**	**(19.7)**

Further detail of borrowing facilities in place is given in note 11 to these Interim Condensed Consolidated Financial Statements.

6. Taxation

The income tax expense recognised in the results is based on management's best estimate of the full-year effective tax rate using estimated full-year profits excluding any discrete items. The effective tax rate at the half year is 27.2% (26 week period to 27 October 2024: 28.5%). This is higher than the applicable UK corporation tax rate for the year of 25.0% as a result of higher chargeable taxes on US profits and the impact of expenses disallowed for corporation tax.

OECD Pillar Two model rules
Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the Group operates. The Group has performed an assessment of the Group’s potential exposure to Pillar Two income taxes based on the most recent information available regarding the financial performance of the constituent entities in the Group. Based on the assessment performed, the Pillar Two effective tax rates in all jurisdictions in which the Group operates are above 15%, or the results fall under a Pillar Two Safe Harbour. Management is not currently aware of any circumstances under which this might change for future periods and therefore the Group does not expect a potential exposure to Pillar Two top up taxes.

7. Earnings per share (EPS)

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
Basic		
EPS	19.1p	12.2p
EPS adjusted for exceptional items	18.8p	17.6p
EPS adjusted for exceptional items and pre-IFRS 16	19.6p	18.1p
Diluted		
EPS	19.1p	12.2p
EPS adjusted for exceptional items	18.8p	17.5p
EPS adjusted for exceptional items and pre-IFRS 16	19.5p	18.0p

Basic EPS is based on the profit for the period attributable to the equity holders of the Parent Company divided by the weighted average number of shares.

Diluted EPS is calculated by adjusting the weighted average number of shares used for the calculation of basic EPS as increased by the dilutive effect of potential ordinary shares.

7. Earnings per share (EPS) (continued)

The following table reflects the profit and share data used in the basic and diluted EPS calculations:

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
	£m	£m
Profit after tax attributable to equity holders of the Parent Company	44.4	28.9
Add back:		
Exceptional (income)/expenses, net of tax	(0.8)	12.6
Profit adjusted for exceptional items	**43.6**	**41.5**
Pre-exceptional IFRS 16 adjustments, net of tax	1.8	1.4
Profit adjusted for exceptional items and IFRS 16	**45.4**	**42.9**

The following table reflects the share data used in the basic and diluted EPS calculations:

	26 week period ended 26 October 2025	26 week period ended 27 October 2024
Weighted average number of shares:	‘000	‘000
Weighted average number of ordinary shares in issue	232,140	236,588
Weighted average shares for basic EPS	**232,140**	**236,588**
Weighted average dilutive potential shares	188	1,320
Weighted average shares for diluted EPS	**232,328**	**237,908**

8. Goodwill and Intangible assets

	Goodwill	Brands	Agency agreement	Licences with indefinite useful life	Computer software	**Total**
	£m	£m	£m	£m	£m	£m
Net book value						
At 28 April 2025	231.2	12.0	0.6	53.7	6.6	**304.1**
Additions	-	-	-	-	1.3	**1.3**
Amortisation	-	(0.5)	(0.1)	-	(1.1)	**(1.7)**
Foreign exchange movement	0.1	-	-	-	-	**0.1**
At 26 October 2025	**231.3**	**11.5**	**0.5**	**53.7**	**6.8**	**303.8**

9. Property, plant and equipment

	Land and buildings	Fittings and equipment	**Total**
	£m	£m	£m
Net book value			
At 28 April 2025	0.5	191.9	**192.4**
Additions	-	40.4	**40.4**
Disposals	-	(0.7)	**(0.7)**
Depreciation	-	(20.2)	**(20.2)**
Foreign exchange movement	-	0.1	**0.1**
At 26 October 2025	**0.5**	**211.5**	**212.0**

10. Leases

Right-of-use assets

	Properties	Other	**Total**
	£m	£m	**£m**
Net book value			
At 28 April 2025	357.8	0.8	**358.6**
Additions	25.7	-	**25.7**
Depreciation	(26.1)	(0.2)	**(26.3)**
Lease surrenders and breaks	(4.4)	-	**(4.4)**
Leases renewed during the period	8.7	-	**8.7**
Lease modifications/other	(0.3)	-	**(0.3)**
Foreign exchange movement	0.1	-	**0.1**
At 26 October 2025	**361.5**	**0.6**	**362.1**

Lease liabilities

	Properties	Other	**Total**
	£m	£m	**£m**
At 28 April 2025	(454.1)	(0.5)	**(454.6)**
Additions	(25.0)	-	**(25.0)**
Payments	41.1	0.2	**41.3**
Interest (note 5)	(12.8)	-	**(12.8)**
Lease surrenders and breaks	5.9	-	**5.9**
Leases renewed during the period	(8.7)	-	**(8.7)**
Lease modifications	(0.6)	-	**(0.6)**
Foreign exchange movement	(0.1)	-	**(0.1)**
At 26 October 2025	**(454.3)**	**(0.3)**	**(454.6)**

Impairment considerations

Property, plant and equipment and other non-current assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount of an asset or a cash-generating unit (CGU) is not recoverable. A CGU is the smallest identifiable group of assets that generate independent cash flows which are monitored by management and the CODMs. The Group considers this to be showroom locations or offices.

The Group reviewed the profitability of its showroom network, taking into account the potential future impact on customer demand and increased costs. At 26 October 2025, all showroom asset values are supported by their value-in-use recoverable amount.

The cash flows used within the impairment model are based on assumptions which are sources of estimation uncertainty and movements in these assumptions could lead to further impairments. Management has performed sensitivity analysis on the key assumptions in the impairment model using reasonably possible changes in these key assumptions across the showroom portfolio.

Sales growth rates are in line with the growth rate in the Guidance given in this announcement. Reducing the FY26 revenue guidance by 5.0% and modelling this lower performance through the outer periods, would result in an increased impairment charge of £2.5 million. A 2.0% increase in the discount rate would increase the impairment charge by £0.3 million. In combination, a 5.0% revenue reduction and a 2.0% increase in discount rate would increase the impairment charge by £3.5 million. This analysis does not assume any improvement in macroeconomic conditions or interest rates. Reasonably possible changes of the other assumptions would have no further significant impact on the impairment charge.

11. Borrowings

	26 October 2025	27 April 2025	27 October 2024
	£m	£m	£m
Non-current			
Multicurrency revolving loan facility	(81.8)	(101.2)	(141.3)
Term loan	(93.9)	(93.9)	(88.7)
Associated capitalised transaction costs	1.9	2.3	1.5
Total borrowings	**(173.8)**	**(192.8)**	**(228.5)**

The Group facilities include financial covenants which were comfortably met in the period ending 26 October 2025. Further detail of the covenants in place is given within the going concern section of note 1 to these Interim Condensed Consolidated Financial Statements.

Analysis of net debt

	27 April 2025	Cash flow	Non-cash charges^	Foreign exchange	**26 October 2025**
	£m	£m	£m	£m	**£m**
Cash and cash equivalents	98.9	(35.8)	-	0.2	**63.3**
Term loan	(93.9)	-	-	-	**(93.9)**
Multicurrency revolving loan facility	(101.2)	19.9	-	(0.5)	**(81.8)**
Net debt excluding capitalised transaction costs (Pre-IFRS 16)	**(96.2)**	**(15.9)**	**-**	**(0.3)**	**(112.4)**
Capitalised transaction costs	2.3	-	(0.4)	-	**1.9**
Net debt (Pre-IFRS 16)	**(93.9)**	**(15.9)**	**(0.4)**	**(0.3)**	**(110.5)**
Lease liabilities	(454.6)	41.3	(41.2)	(0.1)	**(454.6)**
Total net debt	**(548.5)**	**25.4**	**(41.6)**	**(0.4)**	**(565.1)**

^ Non-cash charges are principally lease liability interest charges, additions and revisions.

Included in cash and cash equivalents is restricted cash of £19.0 million (27 April 2025: £19.2 million). Restricted cash is defined as cash controlled by the Group but which is not freely useable by the Group in day-to-day operations.

12. Post-employment benefit obligations

During the 26 weeks to 26 October 2025 (prior period: 26 weeks to 27 October 2024), the Group operated three (prior period: four) defined contribution pension schemes and continues to operate one defined benefit scheme.

The movement in the defined benefit asset in the period is as follows:

	26 weeks to 26 October 2025	52 weeks to 27 April 2025	26 weeks to 27 October 2024
	£m	£m	£m
Net pension asset/(liability) at the beginning of the period	0.5	(0.2)	(0.2)
Administration costs	-	(0.2)	-
Employer contributions	0.3	0.7	0.3
Actuarial gain	0.1	0.2	0.6
Net pension asset at the end of the period	**0.9**	**0.5**	**0.7**

The scheme liabilities are calculated using a discount rate set with reference to corporate bond yields. If scheme assets underperform this yield, this would create a deficit.

The IAS 19 (accounting) valuation of the defined benefit obligation was undertaken by an external qualified actuary at 26 October 2025 using the projected unit credit method.

The scheme valuation moved from a surplus of £0.5 million at 27 April 2025 to a surplus of £0.9 million at 26 October 2025. The principal actuarial assumptions used in the valuation were as follows:

	26 October 2025	27 April 2025	27 October 2024
Discount rate	5.55%	5.55%	5.15%
Rate of future inflation - RPI	2.90%	3.15%	3.35%
Rate of future inflation - CPI	2.30%	2.55%	2.75%
Rate of increase in pensions in payment	2.80%	2.95%	3.10%
Proportion of employees opting for a cash commutation	100.0%	100.0%	100.0%

Virgin Media Limited v NTL Pension Trustees II Limited legal case

On 16 June 2023, the High Court issued a ruling in respect of Virgin Media v NTL Pension Trustees II Limited (and others) calling into question the validity of rule amendments made between 6 April 1997 and 5 April 2016 to defined benefit pension schemes contracted-out on a salary-related basis. Relevant amendments to benefits within these pension schemes over this time required written confirmation from the Scheme Actuary that the 'Reference Scheme Test' would continue to be met. In the absence of such a confirmation, the Rule amendment would be void.

This decision was confirmed by the Court of Appeal in 2024, however the Government announced on 5 June 2025 that legislation would be introduced to give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. This effectively means that provided schemes did in fact continue to meet the 'Reference Scheme Test' following any rule amendments, obtaining a retrospective actuarial confirmation where necessary will resolve this issue entirely.

The Aurum Retirement Benefits Scheme includes benefits arising from having been contracted-out on a salary-related basis and we have identified five relevant amendments over the time period in question. The Company has not yet reviewed these with its legal adviser, however in the majority of the important cases it is clear that the relevant documentation is in order as the S37 certification is present. Furthermore, given that retrospective actuarial confirmation would now be permitted if necessary, there is no cause to believe that the legal ruling will have any impact on the Scheme, and by extension on the pensions disclosures required for accounting purposes.

13. Related party transactions

Transactions with related undertakings

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation.

A loan of £2.4 million (27 October 2024: £nil, 27 April 2025: £2.4 million) is receivable form Audemars Piguet (Manchester) Limited in which the Group holds a 40% interest.

14. Financial instruments

Categories

	26 October 2025	27 April 2025	27 October 2024
	£m	£m	£m
Financial assets – held at amortised cost			
Trade and other receivables*	42.2	51.4	53.7
Cash and cash equivalents	63.3	98.9	110.5
Total financial assets	**105.5**	**150.3**	**164.2**
Financial liabilities – held at amortised cost			
Interest-bearing loans and borrowings:			
Term loan**	(93.4)	(93.2)	(88.7)
Term loan interest payable	-	-	(1.5)
Multicurrency revolving loan facility**	(80.4)	(99.6)	(139.8)
Multicurrency revolving loan facility interest payable	-	-	(1.4)
Trade and other payables***	(215.8)	(216.1)	(230.9)
Net financial liabilities (pre-IFRS 16)	**(389.6)**	**(408.9)**	**(462.3)**
Lease liabilities (IFRS 16) (note 10)	(454.6)	(454.6)	(454.3)
Total financial liabilities	**(844.2)**	**(863.5)**	**(916.6)**

* Excludes prepayments of £8.3 million (27 October 2024: £6.7 million, 27 April 2025: £9.1 million) and other debtors of £1.1 million (27 October 2024: £nil, 27 April 2025: £nil) that do not meet the definition of a financial instrument.

** Net of capitalised transaction costs.

*** Excludes other taxation and social security payables of £15.6 million (27 October 2024: £15.2 million, 27 April 2025: £19.5 million), customer deposits of £6.5 million (27 October 2024: £11.5 million, 27 April 2025: £4.3 million) and deferred income of £19.0 million (27 October 2024: £20.6 million, 27 April 2025: £19.6 million) that do not meet the definition of a financial instrument.

The 27 October 2024 balances have been restated, in line with IFRS 3 ‘Business combinations’, to reflect the finalisation of the provisional fair values of Roberto Coin Inc. and Hodinkee, Inc. Further detail is disclosed within note 15.

Fair values

The fair values of each category of the Group’s financial instruments are materially the same as their carrying values in the Group’s Interim Condensed Consolidated Balance Sheet. The fair value of trade and other receivables, trade and other payables, cash and cash equivalents and loan facilities all approximate their carrying amount because of the limited movement in the short maturity of these instruments and limited change in prevailing interest rates since recognition.

15. Business combinations

No business acquisitions took place in the period.

Roberto Coin Inc.
As reported in the Group's Annual Report and Accounts for the 52 weeks to 27 April 2025, the fair value assessment of Roberto Coin Inc. was finalised in the period to 27 April 2025. Given this timing, the 27 October 2024 comparative period balances have been restated in line with IFRS 3 'Business Combinations'. The following table summarises the consideration paid for the acquisition net of £4.0 million of cash acquired, and the fair value of assets acquired at the acquisition date:

	£m
Total cash consideration net of cash acquired	**106.2**

Assessment of values on acquisition	
	£m
Inventories	**53.9**
Trade and other receivables	**13.2**
Intangibles – licenses with indefinite useful life	**57.2**
Intangibles – brand	**0.5**
Property, plant and equipment	**1.0**
Trade and other payables	**(32.3)**
Provisions	**(0.4)**
Right-of-use asset	**1.9**
Lease liabilities	**(1.9)**
Deferred tax liability	**(15.5)**
Total identifiable net assets	**77.6**
Goodwill	**28.6**
Total assets acquired	**106.2**

Finalisation of the fair value assessment resulted in an increase of inventory, trade and other receivables, trade and other payables, deferred tax liability, and the total cash consideration net of cash acquired, with the corresponding entry to the goodwill balance of £6.5 million.

Contingent consideration of £7.4 million was paid in the period, in addition to the £2.1 million net working capital true up payment.

Hodinkee, Inc.
As reported in the Group's Annual Report and Accounts for the 52 weeks to 27 April 2025, the fair value assessment of the acquired trade and assets of Hodinkee, Inc. and Hodinkee Insurance Holdings Inc. were updated in the period to 27 April 2025. Given this timing, the 27 October 2024 comparative period balances have been restated in line with IFRS 3 'Business Combinations'. The following table summarises the consideration paid, and the fair value of assets acquired at the acquisition date:

	£m
Total cash consideration net of cash acquired	**10.7**

Assessment of values on acquisition	
	£m
Inventories	**0.2**
Trade and other receivables	**0.1**
Intangibles – brand	**2.9**
Trade and other payables	**(1.4)**
Total identifiable net assets	**1.8**
Goodwill	**8.9**
Total assets acquired	**10.7**

Finalisation of the fair value assessment resulted in an increase of intangible assets for the recognition of the Hodinkee Inc. brand, and an increase of trade and other payables, with the corresponding entry to the goodwill balance. Adjustments are not material at an individual line level and in aggregate. The assessment of values on acquisition is now final.

16. Contingent liabilities

From time to time, the Group may be subject to complaints and litigation from its clients, employees, suppliers and other third parties. Such complaints and litigation may result in damages or other losses, which may not be covered by the Group’s insurance policies or which may exceed any existing coverage. These are not expected to result in a material liability to the Group.

17. Post-balance sheet events

No post balance sheet events have been identified.

WATCHES OF SWITZERLAND GROUP PLC
STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors confirm that, to the best of their knowledge, this condensed consolidated interim financial information has been prepared in accordance with UK adopted International Accounting Standard 34 and that the interim report includes a fair review of the information required by DTR 4.2.4R, DTR 4.2.7R and DTR 4.2.8R, namely:

- an indication of important events that have occurred during the first 26 weeks to 26 October 2025 and their impact on the condensed set of financial statements, and a description of the principal risks and uncertainties for the remaining 26 weeks of the financial year; and
- material related party transactions in the first 26 weeks to 26 October 2025 and any material changes in the related party transactions described in the last annual report.

There have been no changes to the directors of Watches of Switzerland Group PLC to those listed in the Group's Annual Report and Accounts for the 52 weeks to 27 April 2025.

A list of current directors is maintained on the Group's website: www.thewosgroupplc.com.

For and by order of the Board

Brian Duffy
Chief Executive Officer

Anders Romberg
Chief Financial Officer

3 December 2025

INDEPENDENT REVIEW REPORT TO WATCHES OF SWITZERLAND GROUP PLC

Conclusion

We have been engaged by the Company to review the condensed set of financial statements in the half-yearly financial report for the 26 weeks ended 26 October 2025 which comprises the Unaudited Interim Condensed Consolidated Income Statement, Unaudited Interim Condensed Consolidated Statement of Comprehensive Income, Unaudited Interim Condensed Consolidated Balance Sheet, Unaudited Interim Condensed Consolidated Statement of Changes in Equity, Unaudited Interim Condensed Consolidated Statement of Cash Flows and notes 1 to 17. We have read the other information contained in the half yearly financial report and considered whether it contains any apparent misstatements or material inconsistencies with the information in the condensed set of financial statements.

Based on our review, nothing has come to our attention that causes us to believe that the condensed set of financial statements in the half-yearly financial report for the 26 weeks ended 26 October 2025 is not prepared, in all material respects, in accordance with UK adopted International Accounting Standard 34 and the Disclosure Guidance and Transparency Rules of the United Kingdom's Financial Conduct Authority.

Basis for Conclusion

We conducted our review in accordance with International Standard on Review Engagements 2410 (UK) "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" (ISRE) issued by the Financial Reporting Council. A review of interim financial information consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with International Standards on Auditing (UK) and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

As disclosed in note 1, the annual financial statements of the group are prepared in accordance with UK adopted international accounting standards. The condensed set of financial statements included in this half-yearly financial report has been prepared in accordance with UK adopted International Accounting Standard 34, "Interim Financial Reporting".

Conclusions Relating to Going Concern

Based on our review procedures, which are less extensive than those performed in an audit as described in the Basis for Conclusion section of this report, nothing has come to our attention to suggest that management have inappropriately adopted the going concern basis of accounting or that management have identified material uncertainties relating to going concern that are not appropriately disclosed.

This conclusion is based on the review procedures performed in accordance with this ISRE, however future events or conditions may cause the entity to cease to continue as a going concern.

Responsibilities of the directors

The directors are responsible for preparing the half-yearly financial report in accordance with the Disclosure Guidance and Transparency Rules of the United Kingdom's Financial Conduct Authority.

In preparing the half-yearly financial report, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the review of the financial information

In reviewing the half-yearly report, we are responsible for expressing to the Company a conclusion on the condensed set of financial statements in the half-yearly financial report. Our conclusion, including our Conclusions Relating to Going Concern, are based on procedures that are less extensive than audit procedures, as described in the Basis for Conclusion paragraph of this report.

Use of our report

This report is made solely to the company in accordance with guidance contained in International Standard on Review Engagements 2410 (UK) "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Financial Reporting Council. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company, for our work, for this report, or for the conclusions we have formed.

Ernst & Young LLP
Birmingham
3 December 2025

GLOSSARY

ALTERNATIVE PERFORMANCE MEASURES

The Directors use Alternative Performance Measures (APMs) as they believe these measures provide additional useful information on the underlying trends, performance and position of the Group. These measures are used for performance analysis. The APMs are not defined by IFRS and therefore may not be directly comparable with other companies' APMs. These measures are not intended to be a substitute for, or superior to, IFRS measures.

The majority of the Group's APMs are on a pre-IFRS 16 basis. This aligns with the management reporting used to inform business decisions, investment appraisals, incentive schemes and banking covenants.

To ensure APMs are balanced between Financial and Non-Financial performance, and to align to current business segments, 4-Wall EBITDA % has been removed.

EBITDA, Adjusted EBITDA and Adjusted EBIT Margin

For each of these areas as defined in this Glossary, the Group shows the measures as a percentage of Group revenue.

Why used
Profitability as a percentage of Group revenue is shown to understand how effectively the Group is managing its cost base.

Reconciliation to IFRS measures

£million	H1 FY26	H1 FY25
Revenue	**845.1**	**784.8**
Net Margin	**298.7**	**284.3**
Net Margin %	*35.3%*	*36.2%*
EBITDA (Unadjusted)	**94.4**	**92.1**
EBITDA margin	*11.2%*	*11.7%*
Adjusted EBITDA	**90.8**	**87.3**
Adjusted EBITDA margin	*10.8%*	*11.1%*
Adjusted EBIT (Segment profit)	***68.5***	**66.2**
Adjusted EBIT margin	*8.1%*	*8.4%*

Adjusted Earnings Before Interest and Tax (Adjusted EBIT)

Operating profit before exceptional items and IFRS 16 impact.

Why used
Measure of profitability that excludes one-off exceptional costs and IFRS 16 adjustments to allow for comparability between years. This measure links to management incentives in the financial period.

Reconciliation to IFRS measures
Reconciled in note 2 to the Interim Condensed Consolidated Financial Statements.

Adjusted Earnings Before Interest, Tax, Depreciation and Amortisation (Adjusted EBITDA)

EBITDA before exceptional items presented in the Group's Interim Condensed Consolidated Income Statement. Shown on a continuing basis and before the impact of IFRS 16.

Why used
Measure of profitability that excludes one-off exceptional and non-underlying items and IFRS 16 adjustments to allow for comparability between years. This measure links to management incentives in the financial period.

Reconciliation to IFRS measures
Reconciled in note 2 of the Interim Condensed Consolidated Financial Statements.

Adjusted Earnings Per Share (Adjusted EPS)

Basic Earnings Per Share before exceptional items and IFRS 16 impact.

Why used
Measure of profitability that excludes one-off exceptional items and IFRS 16 adjustments to provide comparability between years. This measure links to management incentives in the financial period.

Reconciliation to IFRS measures
Reconciled within note 7 of the Interim Condensed Consolidated Financial Statements.

Adjusted profit before tax (Adjusted PBT)

Profit before tax before exceptional items and IFRS 16 impact.

Why used

Measure of profitability that excludes one-off exceptional items and IFRS 16 adjustments to provide comparability between years.

Reconciliation to IFRS measure

£million	H1 FY26	H1 FY25
Segment profit (as reconciled in note 2 of the Interim Condensed Consolidated Financial Statements)	68.5	66.2
Net finance costs excluding exceptional items (note 5 of the Interim Condensed Consolidated Financial Statements)	(18.5)	(18.4)
IFRS 16 lease interest (note 5 of the Interim Condensed Consolidated Financial Statements)	12.8	11.1
Reversal of pre-IFRS 16 onerous lease interest	(0.2)	-
Adjusted profit before taxation	**62.6**	**58.9**

Average selling price (ASP)

Revenue (including sales related taxes) generated in a period from sales of a product category divided by the total number of units of such products sold in such period.

Why used

Measure of sales performance.

Reconciliation to IFRS measures

Not applicable.

Constant currency basis

Results for the period had the exchange rates remained constant from the comparative period.

Why used

Measure of growth that excludes the impact of foreign exchange.

Reconciliation to IFRS measures and Adjusted EBIT

Revenue	(£/US$ million)
H1 FY26 Group revenue (£)	845.1
H1 FY26 US revenue ($)	550.2
H1 FY26 US revenue (£) @ HY26 exchange rate	408.7
H1 FY26 US revenue (£) @ HY25 exchange rate	426.2
H1 FY26 Group revenue (£) at constant currency	**862.6**

Adjusted EBIT	(£/US$ million)
H1 FY26 Group Adjusted EBIT (£)	68.5
H1 FY26 US Adjusted EBIT ($)	54.7
H1 FY26 US Adjusted EBIT (£) @ HY26 exchange rate	40.6
H1 FY26 US Adjusted EBIT (£) @ HY25 exchange rate	42.3
H1 FY26 Group adjusted EBIT (£) at constant currency	**70.2**

H1 FY26 exchange rate	£1:$1.35
H1 FY25 exchange rate	£1:$1.29

Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)

EBITDA before exceptional items presented in the Group's Interim Condensed Consolidated Income Statement. Shown on a continuing basis before the impact of IFRS 16 and showroom opening and closing costs. These costs include rent (pre-IFRS 16), rates, payroll and other costs associated with the opening or closing of showrooms, or during closures when refurbishments are taking place.

Why used

Measure of profitability that excludes one-off exceptional and non-underlying items, IFRS 16 adjustments and showroom opening and closing costs to allow for comparability between years.

Reconciliation to IFRS measures

£million	H1 FY26	H1 FY25
Adjusted EBITDA	90.8	87.3
Showroom opening and closing costs	3.6	4.8
EBITDA (unadjusted)	**94.4**	**92.1**

Exceptional items

Items that in the judgement of the Directors need to be disclosed by virtue of their size, nature or incidence, in order to draw the attention of the reader and to show the underlying business performance of the Group.

Why used

Draws the attention of the reader and to show the items that are significant by virtue of their size, nature or incidence.

Reconciliation to IFRS measures

Disclosed in note 4 of the Group's Interim Condensed Consolidated Financial Statements.

Free cash flow

Cash flow shown on a pre-IFRS 16 basis excluding expansionary capex, acquisitions of subsidiaries, exceptional items, financing activities and the purchase of own shares.

Why used

Represents the cash generated from operations including maintenance of capital assets. Demonstrates the amount of available cash flow for discretionary activities such as expansionary capex, dividends or acquisitions.

Reconciliation to IFRS measures

£million	H1 FY26	H1 FY25
Net decrease in cash and cash equivalents	(35.8)	(4.5)
Net financing cash flow	81.8	(72.7)
Interest paid	(6.8)	(6.4)
Lease payments	(41.3)	(38.6)
Acquisitions	9.5	106.9
Exceptional items – cash	4.1	2.7
Expansionary capex	37.3	43.6
Disposal of property, plant and equipment	(0.4)	(2.7)
Free cash flow	**48.4**	**28.3**

Free cash flow conversion

Free cash flow divided by Adjusted EBITDA.

Why used

Measurement of the Group's ability to convert profit into free cash flow.

Reconciliation to IFRS measures

Free cash flow of £48.4 million divided by Adjusted EBITDA of £90.8 million shown as a percentage.

Liquidity headroom

Liquidity headroom is unrestricted cash plus undrawn available facilities.

Why used

Liquidity headroom shows the amount of unrestricted funds available to the Group.

Reconciliation to IFRS measures

£million	H1 FY26	H1 FY25
Multicurrency revolving credit facility	275.0	225.0
Term loan ($125.0 million USD at 26 October 2025)	93.9	88.7
Total facility	**368.9**	**313.7**
Facility drawn	(175.7)	(230.0)
Unrestricted cash	44.3	93.6
Total headroom	**237.5**	**177.3**

Net debt

Total borrowings (excluding capitalised transaction costs) less cash and cash equivalents and excludes IFRS 16 lease liabilities.

Why used

Measures the Group's indebtedness.

Reconciliation to IFRS measures

Reconciled in note 11 of the Interim Condensed Consolidated Financial Statements.

Net margin

Revenue less inventory recognised as an expense, commissions paid to the providers of interest-free credit and inventory provision movements.

Why used

Measures the profit made from the sale of inventory before showroom or overhead costs.

Reconciliation to IFRS measures

£million	H1 FY26	H1 FY25
Revenue	845.1	784.8
Inventory recognised as an expense	(550.8)	(507.1)
Other inc. supplier incentives	4.4	6.6
Net margin	**298.7**	**284.3**

Return on Capital Employed (ROCE)

Return on Capital Employed (ROCE) is defined as Adjusted EBIT divided by average capital employed, calculated on a Last Twelve Months (LTM) basis. Average capital employed is total assets less current liabilities excluding IFRS 16 lease liabilities.

Why used

ROCE demonstrates the efficiency with which the Group utilises capital. This measure links to management incentives in the financial period.

Reconciliation to IFRS measures

LTM Adjusted EBIT of £152.0 million divided by the average capital employed, which is calculated as follows:

£million	LTM to 26 October 2025	LTM to 27 October 2024
Pre-IFRS 16 total assets	1,147.2	1,180.1
Pre-IFRS 16 current liabilities	(271.4)	(298.4)
Capital employed	875.8	881.7
Average capital employed	**878.7**	**772.3**

The LTM to 27 October 2024 balances have been restated, in line with IFRS 3 'Business combinations', to reflect the finalisation of the provisional fair values of Roberto Coin Inc. and Hodinkee, Inc. Further detail is disclosed within note 15 of the Interim Condensed Consolidated Financial Statements.

OTHER DEFINITIONS

Expansionary capital expenditure/capex
Expansionary capital expenditure relates to new showrooms, offices, relocations or refurbishments greater than £250,000.

Luxury watches
Watches that have a Recommended Retail Price greater than £1,000, or brands considered to be luxury by virtue of the materials used and craftmanship. In the period, the luxury watches definition has been updated to include the Tissot brand.

Luxury jewellery
Jewellery that has a Recommended Retail Price greater than £500.

Showroom maintenance capital expenditure/capex
Capital expenditure which is not considered expansionary.

IFRS 16 Adjustments

The following tables reconcile from pre-IFRS 16 balances to statutory post-IFRS 16 balances.

H1 FY26 Interim Condensed Consolidated Income Statement

£million	Pre-IFRS 16 and exceptional items	IFRS 16 adjustments	Exceptional items	Statutory
Revenue	**845.1**	**-**	**-**	**845.1**
Net margin	**298.7**	**-**	**-**	**298.7**
Showroom costs	(146.9)	33.5	-	(113.4)
Overheads	(57.4)	-	(0.9)	(58.3)
EBITDA	**94.4**	**33.5**	**(0.9)**	**127.0**
Showroom opening and closing costs	(3.6)	2.2	-	(1.4)
Adjusted EBITDA	**90.8**	**35.7**	**(0.9)**	**125.6**
Depreciation, amortisation, loss on disposal and lease modifications	(22.3)	(25.7)	1.8	(46.2)
Adjusted EBIT (segment profit)	**68.5**	**10.0**	**0.9**	**79.4**
Net finance costs	(5.9)	(12.6)	-	(18.5)
Adjusted profit before taxation	**62.6**	**(2.6)**	**0.9**	**60.9**
Adjusted basic EPS	19.6p	(0.8)p	0.3p	19.1p

H1 FY26 Interim Condensed Consolidated Balance Sheet

£million	Pre-IFRS 16	IFRS 16 adjustments	Post-IFRS 16
Goodwill and intangibles	303.8	-	303.8
Property, plant and equipment	212.4	(0.4)	212.0
IFRS 16 right-of-use assets	-	362.1	362.1
Investment in joint venture and associates	0.5	-	0.5
Inventories	502.8	-	502.8
Trade and other receivables	60.2	(8.6)	51.6
Trade and other payables	(303.3)	46.4	(256.9)
IFRS 16 lease liabilities	-	(454.6)	(454.6)
Net debt	(112.4)	-	(112.4)
Other	(50.7)	26.9	(23.8)
Net assets	**613.3**	**(28.2)**	**585.1**

H1 FY25 Interim Condensed Consolidated Income Statement

£million	Pre-IFRS 16 and exceptional items	IFRS 16 adjustments	Exceptional items	Statutory
Revenue	**784.8**	**-**	**-**	**784.8**
Net margin	**284.3**	**-**	**-**	**284.3**
Showroom costs	(141.6)	32.9	-	(108.7)
Overheads	(50.6)	-	(0.7)	(51.3)
EBITDA	**92.1**	**32.9**	**(0.7)**	**124.3**
Showroom opening and closing costs	(4.8)	3.4	-	(1.4)
Adjusted EBITDA	**87.3**	**36.3**	**(0.7)**	**122.9**
Depreciation, amortisation, loss on disposal, impairment of fixed assets and lease modifications	(21.1)	(27.1)	(14.5)	(62.7)
Adjusted EBIT (segment profit)	**66.2**	**9.2**	**(15.2)**	**60.2**
Net finance costs	(7.3)	(11.1)	(1.3)	(19.7)
Adjusted profit before taxation	**58.9**	**(1.9)**	**(16.5)**	**40.5**
Adjusted basic EPS	18.1p	(0.5)p	(5.4)p	12.2p

H1 FY25 Interim Condensed Consolidated Balance Sheet

£million	Pre-IFRS 16	IFRS 16 adjustments	Post-IFRS 16
Goodwill and intangibles	308.2	-	308.2
Property, plant and equipment	202.1	1.4	203.5
IFRS 16 right-of-use assets	-	369.0	369.0
Inventories	481.2	-	481.2
Trade and other receivables	72.2	(11.8)	60.4
Trade and other payables	(331.0)	49.9	(281.1)
IFRS 16 lease liabilities	-	(454.3)	(454.3)
Net debt	(119.5)	-	(119.5)
Other	(40.1)	20.3	(19.8)
Net assets	**573.1**	**(25.5)**	**547.6**

The H1 FY25 Interim Condensed Consolidated Balance Sheet has been restated, in line with IFRS 3 ‘Business combinations’, to reflect the finalisation of the provisional fair values of Roberto Coin Inc. and Hodinkee, Inc. Further detail is disclosed within note 15 of the Interim Condensed Consolidated Financial Statements.