

# J D Wetherspoon plc

INTERIM REPORT 2025

**Wetherspoon owns and operates pubs throughout the UK and Ireland. The company aims to provide customers with good-quality food and drinks, served by well-trained and friendly staff, at reasonable prices.**

**The pubs are individually designed, and the company aims to maintain them in excellent condition.**

## **Contents**

### **SECTION 1**

<b>1</b>	Chairman's statement
<b>9</b>	Appendix 1
<b>10</b>	Appendix 2
<b>11</b>	Appendix 3
<b>12</b>	Appendix 4
<b>14</b>	Appendix 5
<b>15</b>	Income statement
<b>15</b>	Statement of comprehensive income
<b>16</b>	Cash flow statement
<b>17</b>	Balance sheet
<b>18</b>	Statement of changes in equity
<b>19</b>	Notes to the financial statements
<b>32</b>	Statement of Directors' responsibilities

### **SECTION 2**

<b>33</b>	Independent auditors' report
<b>34</b>	Glossary

## **Financial calendar**

### **Year end**

27 July 2025

### **Preliminary announcement for 2025**

October 2025

### **Annual report for 2025**

October 2025

### **Annual general meeting**

20 November 2025

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**[investors.jdwetherspoon.com](https://investors.jdwetherspoon.com)**

**Trading summary**

Total sales in the half year FY25 were £1,030 million, an increase of 3.9% compared to FY24. The company opened two pubs in the period (the Grand Assembly in Marlow and The Lion and The Unicorn in Waterloo Station, London) and sold six, with 796 pubs open at the period end.

LFL sales increased by 4.8% - bar sales increased by 4.3%, food by 5.4% and slot/fruit machines by 12.4%.

Operating profit, before separately disclosed items, was £64.8 million (2024: £67.7 million). The operating margin, before separately disclosed items, was 6.30% (2024: 6.83%), mainly due to labour and utility costs which, in total, were £30.6 million higher.

Profit, before tax and separately disclosed items, was £32.9 million (2024: £36.0 million).

The pub disposals, referred to above, gave rise to a cash inflow of £3.9 million. There was an exceptional loss on disposal of £2.2 million, recognised in the income statement, relating to these pubs.

**Franchises**

Wetherspoon opened its first franchised pub in Hull University's student union in January 2022. The second opened at Newcastle University in September 2023, and the third at Haven Primrose Valley Holiday Park, Filey, North Yorkshire in March 2024. The company expects to open a further five franchise pubs in the second half of the current financial year – four of these will be at Haven Holiday Parks.

**Earnings**

Earnings per share, before separately disclosed items, assisted by share repurchases (please see "Dividends and return of capital", below), were 21.5p (2024: 20.3p).

**Capital Investment**

Total capital investment was £64.6 million (2024: £57.2 million). £10.4 million was invested in new pubs and pub extensions (2024: £10.5 million), £40.6 million in existing pubs and IT (2024: £34.6 million) and £13.6 million in freehold reversions of properties where Wetherspoon was the tenant (2024: £12.1 million).

**Separately disclosed items**

Overall, there was a pre-tax 'separately disclosed profit' of £8.5 million (2024: loss of £9.9 million), mainly as a result of a positive movement in the value of interest rate swaps of £11.1 million, partially offset by a loss on disposal of £2.2 million. Details are listed in note 2 of the accounts on page 19.

The tax effect on separately disclosed items is a debit of £1.1 million (2024: credit of £3.7 million).

The net book value of the company's assets in the balance sheet at the half year end were £1.40 billion, which is approximately seven times the company's EBITDA (pre IFRS-16), in the last 12 months to January 2025, of £191 million.

**Free cash flow**

It is anticipated that free cash flow ("FCF"), which has often been higher than profit before tax will, in future, approximately correspond to profit after tax.

The main reasons for the reduction in the ratio of FCF to profit before tax are:

- corporation tax has increased from 19 to 25 per cent between 2019 and today, which will reduce FCF.

- capital reinvestment in existing pubs, which is deducted in calculating FCF, averaged 3.1% of sales in the five years up to 2019. It is estimated that reinvestment will increase to 3.7% of sales, as a result of an increase in expenditure in areas such as IT, staff rooms, updated kitchen equipment and heating and cooling systems.

- depreciation (which is deducted from profit before tax, but added back to FCF) has decreased as a percentage of sales since some older leasehold pubs, which are still in use, and some older assets, have been fully depreciated. In addition, there are likely to be fewer new pubs, which have higher levels of depreciation and higher levels of capital allowances. Depreciation in the five years to 2019 averaged 4.4% of sales and it is estimated that it will average 3.5% in the future.

In the period under review, there was a free cash outflow of £0.5 million mainly as a result of negative working capital of £7.6 million, higher reinvestment of £41 million, higher-than-usual share purchases for employees ("SIPs") and a corporation tax payment in the period of £10.9 million, which was higher than the tax charge in the income statement.

**Balance sheet**

Debt, excluding IFRS-16 lease debt, was £703.5 million at the period end (28 July 2024: £664.8 million).

On an IFRS-16 basis, which includes notional debt from leases, debt increased from £1.07 billion to £1.10 billion at the FY25 Interim review.

**Dividends and return of capital**

The board declared an interim dividend of 4.0p per share for the current interim financial period ending 26 January 2025 (2024: nil). The interim dividend will be paid on 30<sup>th</sup> May 2025 to those shareholders on the register at 1<sup>st</sup> May 2025.

During the period, 1,840,000 shares (1.5% of the share capital) were purchased by the company for cancellation, at a cost of £11.5 million, including stamp duty and fees, representing an average cost per share of 621p.

**Financing**

The company has total available finance facilities of £938 million.

On 6 June 2024, the company signed a new four-year £840 million banking agreement on attractive terms.

In the last six months, the company has agreed two additional interest rate swaps, at rates of between 4.00% and 4.14%, excluding the banks' margin. The details are shown below:

Swap Value	Start Date	End Date	Weighted Average %
£200m	23-Aug-23	06-Feb-25	5.67%
£400m	06-Feb-25	06-Feb-28	4.23%
£200m	06-Feb-25	06-Feb-28	4.14%
£500m	07-Feb-28	06-Feb-30	4.00%

The total cost of the company's debt, in the period under review, including the banks' margin was 6.59%.

**Taxation**

The total tax charge for the period was £8.0 million (although as indicated in the section entitled "Free Cash Flow", above, the tax payment in the period was £10.9 million) in respect of profits before separately disclosed items (2024: £6.6 million).

The total tax charge comprises two parts. The first part is the actual current tax (the 'cash' tax) which this year is £5.4 million (2024: £0.1 million). The second part is deferred tax (the 'accounting' tax), which is tax payable in future periods, that must be recognised in the current period for accounting purposes. The accounting tax charge for the period is £2.6 million (2024: £11.1 million).

**Important Information**

Please note that the sections in italics below, which have been updated, contain important information about the company, which is mostly a reproduction from the chairman's statement in the 2024 annual report:

***We're from the government and we're here to help you***

*At the risk of boring shareholders, we are repeating, in this section, some comments made at the year-end regarding proposed changes to the licensing laws and a tax system which inexplicably benefits supermarkets, since many government ministers, over the decades, appear to have a hobby of introducing daft regulations and taxes which are to the detriment of the pub industry.*

*Pubs are highly regulated businesses, controlled by licensing laws, which originate in parliament.*

*In recent weeks, according to press reports, two potential changes to licensing regulations have been aired by government ministers and academic researchers, both aimed at lowering alcohol consumption.*

*The first is that pub and hospitality licensing hours might be reduced. Since 1988, pubs have been able to open all day, having previously been required to close for around two or three hours each afternoon.*

*In addition, in 2005, the then government further liberalised licensing laws, which resulted in many pubs opening an hour or two more in the evening - in Wetherspoon's case, usually until midnight on weekdays and until 1am on Fridays and Saturdays.*

*Counterintuitively, since these liberalisations, the share of alcohol consumption of the "on-trade" - pubs, clubs, restaurants etc - has plummeted.*

*In the early 1980s, the on-trade accounted for about 90% of beer sales, for example.*

*This dropped to about 50% before the pandemic and is now about 40%, probably due to the increase in price disparity with supermarkets, which stems from the tax disadvantage referred to in the section entitled "VAT equality" below.*

*The effect of reducing pub opening times would certainly further reduce on-trade consumption, but that reduction is likely to be replaced by "off-trade" consumption at home and in other "unregulated" environments.*

*Among the advantages of the on-trade, linked to regulation, are that consumption is supervised by trained licensees, police and local authorities, in many cases including CCTV coverage of premises, and so on.*

*This does not mean that pubs are invariably oases of tranquillity but, in general, pub behaviour is good and pubs are valued by communities.*

*The second, slightly daft, proposal is reported as emanating from Cambridge University - that pubs should sell beer in quantities of two-thirds of a pint (sometimes called schooners), rather than the traditional pint.*

*Common sense indicates that reducing glass sizes is unlikely, due to human nature, to reduce alcohol consumption in pubs, and would also have no effect whatsoever on drinks bought in supermarkets, unless container sizes in supermarkets were also, unrealistically, reduced.*

*For example, our Aussie cousins, notorious guzzlers, already use schooners without any noticeable reduction in consumption.*

*Both these proposals seem likely, if implemented, to encourage off-trade consumption at the expense of the on-trade, thereby exchanging the relatively highly priced and supervised pub environment for the inexpensive and unsupervised alternative of home, park and party consumption.*

*The word 'pub' may have a misleading connotation for some ministers and researchers. For example, Wetherspoon's highest selling draught product by far, is Pepsi. Coffee and tea volumes, which are not in the draught category, are approximately double those of Pepsi. The reality is that products sold in pubs have radically changed in recent decades.*

*In summary, neither of these proposals would seem to pass the common-sense test.*

### **Scottish Business Rates**

*In **appendix 1** below, we explain how business rates for Scottish pubs, theoretically based on property values, have, by a strange process of legal reasoning, become a de facto sales tax, based on the sales performance of the occupier.*

### **VAT equality**

*Wetherspoon, along with many in the hospitality industry, has been a strong advocate of tax equality between the off-trade, which consists mainly of*

*supermarkets, and the on-trade, consisting mainly of pubs, clubs and restaurants.*

*Pubs, clubs and restaurants pay 20% VAT in respect of food sales but supermarkets pay nothing. Supermarkets also pay far less business rates per pint or meal than pubs.*

*It does not make economic sense for the tax system to favour mainly out-of-town supermarkets over mainly high-street pubs.*

*This imbalance is a major factor in town centre and high street dereliction.*

*Our more detailed arguments on this point, from our FY23 annual report, can be found in **appendix 2** below.*

# CHAIRMAN'S STATEMENT

# SECTION 1

## How pubs contribute to the economy

*Wetherspoon and other pub and restaurant companies have always generated far more in taxes than are earned in profit.*

*In the period ended 26 January 2025, the company generated taxes of £410.4 million.*

*The table below shows the £6.6 billion of tax revenue generated by the company, its staff and customers in the last ten and a half years.*

*Each pub, on average, generated £7.6 million in tax during that period. The tax generated by the company, during this period, equates to approximately 25.2 times the company's profits after tax.*

*Republic of Ireland pubs contributed €5.5 million of tax contributions during the year, of which €2.6 million related to VAT, €1.5 million alcohol duty and €1.1 million employment taxes.*

	2025 H1	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	TOTAL 2015 to 2025 H1
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
VAT	199.2	394.7	372.3	287.7	93.8	244.3	357.9	332.8	323.4	311.7	294.4	3,212.2
Alcohol duty	81.7	163.7	166.1	158.6	70.6	124.2	174.4	175.9	167.2	164.4	161.4	1,608.2
PAYE and NIC	74.3	134.7	124.0	141.9	101.5	106.6	121.4	109.2	96.2	95.1	84.8	1,189.7
Business rates	21.5	41.3	49.9	50.3	1.5	39.5	57.3	55.6	53.0	50.2	48.7	468.8
Corporation tax	10.9	9.9	12.2	1.5	-	21.5	19.9	26.1	20.7	19.9	15.3	157.9
Corporation tax credit (historic capital allowances)	-	-	-	-	-	-	-	-	-	-	-2	-2.0
Fruit/slot Machine duty	8.8	16.7	15.7	12.8	4.3	9.0	11.6	10.5	10.5	11.0	11.2	122.1
Climate change levies	8.6	10.2	11.1	9.7	7.9	10.0	9.6	9.2	9.7	8.7	6.4	101.1
Stamp duty	0.6	1.1	0.9	2.7	1.8	4.9	3.7	1.2	5.1	2.6	1.8	26.4
Sugar tax	1.3	2.6	3.1	2.7	1.3	2.0	2.9	0.8	-	-	-	16.7
Fuel duty	0.9	2.0	1.9	1.9	1.1	1.7	2.2	2.1	2.1	2.1	2.9	20.9
Apprenticeship levy	2.0	2.5	2.5	2.2	1.9	1.2	1.3	1.7	0.6	-	-	15.9
Carbon tax	-	-	-	-	-	-	1.9	3.0	3.4	3.6	3.7	15.6
Premise licence and TV licences	0.3	0.5	0.5	0.5	0.5	1.1	0.8	0.7	0.8	0.8	1.6	8.1
Landfill tax	-	-	-	-	-	-	-	1.7	2.5	2.2	2.2	8.6
Insurance tax	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.1	0.1	-	2.0
Furlough tax	-	-	-	-4.4	-213.0	-124.1	-	-	-	-	-	-341.5
Eat out to help out	-	-	-	-	-23.2	-	-	-	-	-	-	-23.2
Local government grants	-	-	-	-1.4	-11.1	-	-	-	-	-	-	-12.5
<b>TOTAL TAX</b>	<b>410.4</b>	<b>780.2</b>	<b>760.4</b>	<b>666.9</b>	<b>39.1</b>	<b>442.1</b>	<b>765.1</b>	<b>730.7</b>	<b>695.3</b>	<b>672.4</b>	<b>632.4</b>	<b>6,595.0</b>
<b>TAX PER PUB (£m)</b>	<b>0.52</b>	<b>0.98</b>	<b>0.92</b>	<b>0.78</b>	<b>0.05</b>	<b>0.51</b>	<b>0.87</b>	<b>0.83</b>	<b>0.78</b>	<b>0.71</b>	<b>0.67</b>	<b>7.6</b>
<b>TAX AS % OF NET SALES</b>	<b>39.9%</b>	<b>38.3%</b>	<b>39.5%</b>	<b>38.3%</b>	<b>5.1%</b>	<b>35.0%</b>	<b>42.1%</b>	<b>43.1%</b>	<b>41.9%</b>	<b>41.8%</b>	<b>42.6%</b>	<b>37.1%</b>
<b>PROFIT/(LOSS) AFTER TAX</b>	<b>24.9</b>	<b>58.5</b>	<b>33.8</b>	<b>-24.9</b>	<b>-146.5</b>	<b>-38.5</b>	<b>79.6</b>	<b>83.6</b>	<b>76.9</b>	<b>56.9</b>	<b>57.5</b>	<b>261.8</b>

*Note – this table is prepared on a cash basis. IFRS-16 from FY20 onwards*

### Corporate Governance

Wetherspoon has been a strong critic of the composition of the boards of UK-quoted companies.

Directors of UK PLCs have, on average, relatively little experience of the companies they govern, due to the "nine-year rule", which limits their tenure, combined with the fact that most directors are part-time, and have never worked for the company in question, on a full-time basis.

In addition, those responsible for overseeing governance, among institutional shareholders, are often responsible for several hundred companies each, making genuine board engagement impossible, and thereby necessitating a "tick-box" approach, which is the antithesis of good governance.

The combination of arbitrary rules, the preponderance of part-time directors and overloaded institutional governance departments means that bureaucracy and virtue-signalling, rather than innovation and efficacy, dominate most UK PLC boardrooms.

In **appendix 3** below, further details are provided on this issue from our FY23 annual report.

### Further progress

In the period Wetherspoon awarded £20.4 million of bonuses and free shares to employees, of which 97.9% was paid to staff below board level and 86.3% was paid to staff working in our pubs.

The average length of service of a pub manager increased to 15.2 years, and of a kitchen manager is 11.2 years.

Wetherspoon has been recognised by the Top Employers Institute as a Top Employer United Kingdom 2025. It is the 20th time that Wetherspoon has been certified by the Top Employers' Institute.

251 pubs feature in the 2025 Good Beer Guide, an increase of 15 compared to last year.

In November 2023, Wetherspoon was voted the Best Airport Retailer for Food & Beverages at the British Travel Awards.

In August 2024, our national distribution centre in Daventry, operated by DHL, had its 20th anniversary. 27 of the original colleagues from 2004 are still working there. In addition, we opened a secondary warehouse in Rugby which, as well as acting as a business continuity solution, will allow for further company volume growth.

The company has an extensive training programme for its employees, including 'kitchen of excellence' training, as well as cellar, dispense and coffee academy training.

Wetherspoon has recently been included in the Financial Times 'FT - Statista Leaders 2025' report, which highlights Europe's leading companies in diversity and inclusion.

The company's UK nominated charity is Young Lives vs. Cancer (previously CLIC Sargent). It supports children and young people with cancer. Since our partnership began in 2002, Wetherspoon has raised over £24.4 million for the charity, thanks to the generosity and efforts of our customers and employees.

677 of the company's washrooms have been awarded the highest platinum or diamond statuses by the National Loo of the Year awards. The awards are aimed at highlighting and improving standards of away from home washrooms across the UK. The washrooms are judged against numerous criteria, including décor and maintenance, cleanliness, accessibility, handwashing and drying equipment and overall management.

In January 2024, the company was awarded the highest rating by the Sustainable Restaurant Association – the world's largest accreditation scheme for pubs and restaurants. Please see **appendix 4** below.

Wetherspoon came second in the 2024 'Out to Lunch' league table, compiled by the Soil Association. Restaurants and pubs are judged and scored on a range of criteria: family friendliness, healthy options, food quality, value, sustainability and ingredients' provenance.



RESTAURANTS		TOTAL SCORE /100
1	WAHACA	71
2	JD WETHERSPOON	66
3	HARVESTER	57
4	NANDO'S	53
5	FRANKIE & BENNY'S	51
6	WAGAMAMA	50
6	ZIZZI	50
8	CARLUCCIOS	49
9	TOBY CARVERY	48
10	LEON	47
11	HUNGRY HORSE	47
12	PREZZO	47
13	BREWERS FAYRE	46
14	TGI FRIDAYS	43
15	BELLA ITALIA	39
16	MCDONALD'S	38
17	PIZZA EXPRESS	37
18	KFC	35
19	PIZZA HUT	34
20	FRANCO MANCA	15

Wetherspoon is seeking to extend the appeal of its menu. For example, 41% of the dishes on the menu that is available in the majority of pubs are vegetarian, 14% are vegan and 27% are under 500 calories.

Cod and haddock are sourced from fisheries which have been certified as well-managed and sustainable fisheries.



# CHAIRMAN'S STATEMENT

# SECTION 1

*Wetherspoon uses 100% UK and Irish beef on its food menu, traceable from farm to fork.*

*100% of the eggs served on the menu are free range. All shell eggs are certified with the British Lion quality mark and are RSPCA assured, ensuring the highest standards of animal welfare.*

*Guinness have a 'Quality Accreditation Programme'. Independent assessors review 17 aspects of quality. 100% of pubs passed their Guinness accreditation.*

*Since 2008, Wetherspoon has invited brewers from overseas to feature their ales in its real-ale festivals. To date, these brewers have contributed 235 ales, from 147 breweries in 29 countries. In addition, the company works with over 250 UK brewers, mostly small or "micro" brewers.*

*Since 1999, Wetherspoon has worked with independent real-ale quality assessor Cask Marque to gauge the quality of ale being served in its pubs. Cask Marque carries out an 11-point audit covering stock rotation, beer line cleanliness, equipment maintenance, glasswashing cleanliness and hygiene. A star rating is awarded from 1 to 5, with a target of 4 to 5 stars for all pubs. Cask Marque state that 66% of UK pubs achieve 4 or 5 stars. 98.1% of Wetherspoon pubs have achieved 4 or 5 stars.*

## Sustainability, recycling and the environment

*Wherever possible, Wetherspoon separates waste into nine streams: food waste; glass; tins/cans; cooking oil; paper/cardboard; plastic; lightbulbs; waste electrical and electronic equipment (WEEE); general waste and from December 2024 - Tetra Pak cartons*

*Wetherspoon's national distribution centre, at Daventry, also includes an in-house 24-hour recycling centre, with a dedicated workforce and specialist equipment. When making deliveries to pubs, lorries collect recycling, used cooking oil and reusable items for return to the recycling centre – so reducing the company's carbon footprint from reduced road miles.*

*4,562 tonnes of recyclable waste were processed in the first six months of this year at our national recycling centre. In addition, food waste is sent for 'anaerobic digestion' and used cooking oil is converted to biodiesel for agricultural use.*

*Automated meter readers for electricity and gas, which provide half hourly consumption data, are installed in the majority of pubs to facilitate energy consumption reporting. We are now also commencing a rollout of 100 automated meter readers for water in our highest consuming sites.*

*Technologies such as Voltage Optimisation and solar are being trialled.*

## Bonuses and free shares

*As indicated above, Wetherspoon has, for many years (see table below), operated a bonus and share scheme for all employees. Before the pandemic, these awards increased, as earnings increased for shareholders.*

Financial year	Bonus and free shares £m	Profit/(loss) after tax <sup>1</sup> £m	Bonus and free shares as % of profits
2008	16	36	45%
2009	21	45	45%
2010	23	51	44%
2011	23	52	43%
2012	24	57	42%
2013	29	65	44%
2014	29	59	50%
2015	31	57	53%
2016	33	57	58%
2017	44	77	57%
2018	43	84	51%
2019	46	80	58%
2020	33	(39)	-
2021	23	(146)	-
2022	30	(25)	-
2023	36	34	106%
2024	49	59	83%
2025 H1	20	25	80%
<b>Total<sup>2</sup></b>	<b>467</b>	<b>838</b>	<b>55.7%</b>

<sup>1</sup>(IFRS-16 was implemented in the year ending 26 July 2020 (FY20). From this period all profit numbers in the above table are on a Post-IFRS-16 basis. Prior to this date all profit numbers are on a Pre-IFRS-16 basis.

<sup>2</sup> Excludes 2020, 2021 and 2022.

## Length of service

*The table below provides details of the improved retention levels of pub and kitchen managers, key areas for any pub company, in the last decade.*

Financial year	Average pub manager length of service (Years)	Average kitchen manager length of service (Years)
2014	10.0	6.1
2015	10.1	6.1
2016	11.0	7.1
2017	11.1	8.0
2018	12.0	8.1
2019	12.2	8.1
2020	12.9	9.1
2021	13.6	9.6
2022	13.9	10.4
2023	14.3	10.6
2024	14.9	10.9
2025 H1	15.2	11.2



**Food hygiene ratings**

*Wetherspoon has always emphasised the importance of hygiene standards.*

*We now have 734 pubs rated on the Food Standards Agency's website (see table below). The average score is 4.99, with 99.2% of the pubs (all but 6) achieving a top rating of five stars. We believe this to be the highest average rating for any substantial pub company.*

*In the separate Scottish scheme, which records either a 'pass' or a 'fail', all of our 55 pubs have passed.*

Financial Year	Total pubs scored	Average rating	Pubs with highest rating %
2014	824	4.91	92.0
2015	858	4.93	94.1
2016	836	4.89	91.7
2017	818	4.89	91.8
2018	807	4.97	97.3
2019	799	4.97	97.4
2020	781	4.96	97.0
2021	787	4.97	98.4
2022	775	4.98	98.6
2023	753	4.99	99.2
2024	735	4.99	99.6
2025 H1	734	4.99	99.2

**Property litigation**

*Some years ago, Wetherspoon took successful legal action for fraud against its own property advisors Van de Berg, who were found, by the court, to have diverted freehold properties to third parties, leaving Wetherspoon with an inferior leasehold interest.*

*Following the Van de Berg case, Wetherspoon instigated further legal actions against a number of individuals and companies who had freehold properties introduced to them by Van de Berg. Liability was denied by all. The cases were contested and settled out of court. Details can be found in **appendix 5** below.*

**Press corrections**

*In the febrile atmosphere of the first UK lockdown, a number of harmful inaccuracies were published in the press. A large number of corrections and apologies were received, as a result of legal representations by Wetherspoon.*

*In order to try to set the record straight, a special edition of Wetherspoon News was published, which includes details of the apologies and corrections. It can be found on the company's website:*

[https://www.jdwetherspoon.com/wp-content/uploads/2024/08/Does-Truth-Matter\\_.pdf](https://www.jdwetherspoon.com/wp-content/uploads/2024/08/Does-Truth-Matter_.pdf)

**Pubwatch**

*As Wetherspoon has previously highlighted, Pubwatch is a forum which has improved wider town and city environments, by bringing together pubs, local authorities and the police, in a concerted way, to encourage good behaviour and to reduce antisocial activity.*

*Wetherspoon pubs are members of 532 schemes country wide, with 4 new schemes and 10 less schemes due to disposals.*

*The company also helps to fund National Pubwatch, founded in 1997 by just two licensees and a police office. This is the umbrella organisation which helps to set up, co-ordinate and support local schemes.*

*It is our experience that in some towns and cities, where the authorities have struggled to control antisocial behaviour, the setting up of a Pubwatch has been instrumental in improving safety and security - of not only licensed premises, but also the town and city in general, as well as assisting the police in bringing down crime.*

*Conversely, we have found, in several towns, including some towns on the outskirts of London, that the absence of an effective Pubwatch scheme results in higher incidents of crime, disorder and antisocial behaviour.*

*In our view, Pubwatch is integral to making towns and cities a safe environment for everyone.*

**World Health Organisation report**

*The company continues to be concerned about the possibility of further lockdowns and about the efficacy of the government enquiry into the pandemic, which will not be concluded for several years.*

*In contrast, the World Health Organisation (WHO) reported on its findings in 2022.*

*Professor Francois Balloux, director of the UCL Genetics Institute, writing in The Guardian, and Professor Robert Dingwall, of Trent University, writing in the Telegraph, provide useful synopses of the WHO report:*

*(see pages 54–56 of Wetherspoon News  
<https://www.jdwetherspoon.com/wp-content/uploads/2024/04/Wetherspoon-News-autumn-2022.pdf>)*

*The conclusion of Professor Balloux, broadly echoed by Professor Dingwall, based on an analysis by the World Health Organisation of the pandemic, is that Sweden (which did not lock down), had a Covid-19 fatality rate “of about half the UK’s” and that “the worst performer, by some margin, is Peru, despite enforcing the harshest, longest lockdown.”*

*Professor Balloux concludes that “the strength of mitigation measures does not seem to be a particularly strong indicator of excess deaths.”*

**Current trading and outlook**

In the last seven weeks, to 16 March 2025, like-for-like sales increased by 5.0%.

As previously indicated, increases in national insurance and labour rates will result in company cost increases of approximately £60 million per annum, which amount to approximately £1,500 per pub, per week.

Since labour costs are around 35% of the pub industry's sales, compared to around 11% for supermarkets, increases of this nature inevitably have a disproportionate impact on pubs, exacerbating the already-wide price differential for customers between the on and off-trade.

The combination of much higher VAT rates for pubs than supermarkets, combined with increased labour costs will weigh heavily on the pub industry.

The company currently anticipates a reasonable outcome for the financial year, subject to our future sales performance.

**Tim Martin**  
Chairman  
20 March 2025

# APPENDIX 1 Extract from Wetherspoon FY23 Annual report, Chairman's Statement

## Business rates transmogrified to a sales tax

Business rates are supposed to be based on the value of the building, rather than the level of trade of the tenant. This should mean that the rateable value per square foot is approximately the same for comparable pubs in similar locations. However, as a result of the valuation approach adopted by the government "Assessor" in Scotland, Wetherspoon often pays far higher rates per square foot than its competitors.

This is highlighted (in the tables below) by assessments for the Omni Centre, a modern leisure complex in central Edinburgh, where Wetherspoon has been assessed at more than double the rate per square foot of the average of its competitors, and for The Centre in Livingston (West Lothian), a modern shopping centre, where a similar anomaly applies.

As a result of applying valuation practice from another era, which assumed that pubs charged approximately the same prices, the *raison d'être* of the rating system – that rates are based on property values, not the tenant's trade – has been undermined.

Similar issues are evident in Galashiels, Arbroath, Anniesland – and, indeed, at most Wetherspoon pubs in Scotland. In effect, the application of the rating system in Scotland discriminates against businesses like Wetherspoon, which have lower prices, and encourages businesses to charge higher prices. As a result, consumers are likely to pay higher prices, which cannot be the intent of rating legislation.

Omni Centre, Edinburgh			
Occupier Name	Rateable Value (RV)	Customer Area (ft²)	Rates per square foot
<b>Playfair (JDW)</b>	<b>£218,750</b>	<b>2,756</b>	<b>£79.37</b>
Unit 9 (vacant)	£48,900	1,053	£46.44
Unit 7 (vacant)	£81,800	2,283	£35.83
Frankie & Benny's	£119,500	2,731	£43.76
Nando's	£122,750	2,804	£43.78
Slug & Lettuce	£108,750	3,197	£34.02
The Filling Station	£147,750	3,375	£43.78
Tony Macaroni	£125,000	3,427	£36.48
Unit 6 (vacant)	£141,750	3,956	£35.83
Cosmo	£200,000	7,395	£27.05
<b>Average (exc JDW)</b>	<b>£121,800</b>	<b>3,358</b>	<b>£38.55</b>

The Centre, Livingston			
Occupier Name	Rateable Value (RV)	Customer Area (ft²)	Rates per square foot
<b>The Newyearfield (JDW)</b>	<b>£165,750</b>	<b>4,090</b>	<b>£40.53</b>
Paraffin Lamp	£52,200	2,077	£25.13
Wagamama	£67,600	2,096	£32.25
Nando's	£80,700	2,196	£36.75
Chiquito	£68,500	2,221	£30.84
Ask Italian	£69,600	2,254	£30.88
Pizza Express	£68,100	2,325	£29.29
Prezzo	£70,600	2,413	£29.26
Harvester	£98,600	3,171	£31.09
Pizza Hut	£111,000	3,796	£29.24
Hot Flame	£136,500	4,661	£29.29
<b>Average (exc JDW)</b>	<b>£82,340</b>	<b>2,721</b>	<b>£30.40</b>

In summary, as a result of the approach taken in Scotland, business rates for pubs are de facto a sales tax, rather than a property tax, as the above examples clearly demonstrate.

## APPENDIX 2 Extract from Wetherspoon FY23 Annual report, Chairman's Statement

### **VAT equality**

As we have previously stated, the government would generate more revenue and jobs if it were to create tax equality among supermarkets, pubs and restaurants.

Supermarkets pay virtually no VAT in respect of food sales, whereas pubs pay 20%. This has enabled supermarkets to subsidise the price of alcoholic drinks, widening the price gap, to the detriment of pubs and restaurants. Pubs also pay around 20 pence a pint in business rates, whereas supermarkets pay only about 2 pence, creating further inequality.

Pubs have lost 50% of their beer sales to supermarkets in the last 35 or so years. It makes no sense for supermarkets to be treated more leniently than pubs, since pubs generate far more jobs per pint or meal than do supermarkets, as well as far higher levels of tax. Pubs also make an important contribution to the social life of many communities and have better visibility and control of those who consume alcoholic drinks.

Tax equality is particularly important for residents of less affluent areas, since the tax differential is more important there – people can less afford to pay the difference in prices between the on and off trade.

As a result, in these less affluent areas, there are often fewer pubs, coffee shops and restaurants, with less employment and increased high-street dereliction. Tax equality would also be in line with the principle of fairness – the same taxes should apply to businesses which sell the same products.

## APPENDIX 3 Extract from Wetherspoon FY23 Annual report, Chairman's Statement

### **Corporate Governance**

As a result of the 'nine-year rule', limiting the tenure of NEDs and the presumption in favour of 'independent', part-time chairmen, boards are often composed of short-term directors, with very little representation from those who understand the company best - people who work for it full time, or have worked for it full time.

Wetherspoon's review of the boards of major banks and pub companies, which teetered on the edge of failure in the 2008-10 recession, highlighted the short "tenure", on average, of directors.

In contrast, Wetherspoon noted the relative success, during this fraught financial period, of pub companies Fuller's and Young's, the boards of which were dominated by experienced executives, or former executives.

As a result, Wetherspoon increased the level of experience on the Wetherspoon board by appointing four "worker directors".

All four worker directors started on the 'shop floor' and eventually became successful pub managers. Three have been promoted to regional management roles. They have worked for the company for an average of 24 years.

Board composition cannot guarantee future success, but it makes sensible decisions, based on experience at the coalface of the business, more likely.

The UK Corporate Governance Code 2018 (the 'Code') is a vast improvement on previous codes, emphasising the importance of employees, customers and other stakeholders in commercial success. It also emphasises the importance of its comply-or-explain ethos, and the consequent need for shareholders to engage with companies in order to understand their explanations.

A major impediment to the effective implementation of comply or explain seems to be the undermanning of the corporate governance departments of major shareholders.

For example, Wetherspoon has met a compliance officer from one major institution who is responsible for around 400 companies - an impossible task.

As a result, it appears that compliance officers and governance advisors, in practice, often rely on a "tick-box" approach, which is, itself, in breach of the Code.

A further issue is that many major investors, in their own companies, for sensible reasons, do not observe the nine-year rule, and other rules, themselves. An approach of "do what I say, not what I do" is clearly unsustainable.



THE SUSTAINABLE RESTAURANT ASSOCIATION

# BARS AND STARS – COVETED TOP SCORE ACHIEVED IN FOOD MADE GOOD RATINGS

**Wetherspoon given highest-possible three-star award  
by The Sustainable Restaurant Association**

**W**etherspoon has achieved a highly coveted three-star Food Made Good Standard rating, from The Sustainable Restaurant Association (The SRA).

The highest-possible three-star rating, a third-party certification standard, 'signals to staff, suppliers and customers that Wetherspoon is a progressive business which understands that doing the right thing for people and the planet is core to operations', according to The SRA's report.

Wetherspoon scored 70 per cent, seen by the process as 'an incredible accomplishment'. The three-star award is valid for two years.

## Pillars

The score is determined across three separate categories, known as pillars. These are sourcing (Wetherspoon scored 60 per cent), society (75 per cent) and environment (where the highest score of 79 per cent was achieved).

Since 2010, The SRA has set the standard for sustainable food and drinks businesses around the world, connecting businesses across the globe to accelerate change towards a hospitality sector which is socially progressive and environmentally restorative.

One of the ways in which it does this is through the world's largest sustainability certification, specifically designed for the hospitality sector – its Food Made Good Standard rating.

The standard is awarded to restaurants and other food and beverage businesses, around the world, which meet a set of rigorous, measurable criteria across the three main focus areas of sourcing, society and environment.

## Holistic

Originally launched in 2010 and updated in 2023, the Food Made Good Standard takes a holistic view of what sustainability should mean for the hospitality sector.

It is about not just minimising food waste, carbon emissions or water use, but also implementing sustainable sourcing, designing menus which are good for both people and the planet, treating staff well, with compassion and dignity, and getting involved in the local community.

To achieve the standard, a business must score 50 per cent or higher during the rigorous and evidence-based evaluation process.

The business is then recognised via a star system, once referred to by The Sunday Times as 'the Michelin stars of sustainability.'

Michelle Morris, Wetherspoon's quality assurance manager, said:

"To achieve a three-star score on our evaluation, the highest-available award, is a huge achievement."

## Footprint

"Our highlights include already completing a carbon footprint analysis and being ready to set reduction targets for the future.

"There's still room for improvement, notably within the 'sourcing' pillar, but this three-star score is an achievement to shout about."

Juliane Caillouette Noble, The SRA's managing director, said:

"Congratulations on obtaining a three-star score on your Food Made Good evaluation.

"This result is testament to the great work you're doing for people and the planet.

"We hope that it will also serve as an encouragement to keep working to make a positive impact."

## The star ratings

**One star** (50–59 per cent) Highly commendable achievement – you are well on your way.

**Two stars** (60–69 per cent) No easy feat and impossible without clear dedication to sustainability – you should be very proud of your admirable efforts.

**Three stars** (70 per cent and more) An incredible accomplishment – your hard work and commitment to continuous improvement place you firmly in the top tier.

## The framework

Built on a 10-point framework and by evaluating impact across three pillars (sourcing, society and environment), Food Made Good answers the question: What does good look like for a food-service business?

It assesses behaviour, measures action, celebrates progress and provides a roadmap towards further improvement.

**Sourcing:** Celebrate provenance; support farmers and fishers; more plants and better meat; source seafood sustainably

**Society:** Treat staff fairly; feed people well; support the community

**Environment:** Reduce your footprint; waste no food; reduce, reuse, recycle







2024 – 2026

## The Sustainable Restaurant Association (The SRA)

The SRA was founded in 2008 by Simon Heppner, Giles Gibbons, Mark Sainsbury and Henry Dimbleby, with a vision of creating a clear intersection between the sustainable food movement and the hospitality industry.

With a group of 50 founding restaurants, The SRA set out to create a robust framework for what made a restaurant 'good', to clearly promote best practice across the industry and to inspire healthy competition to drive progressive action.

What started as a conversation among a few restaurants in London quickly grew to reach all corners of food service – from high end to high street, from street food staples to workplace and university canteens.

**Raymond Blanc OBE**, president of The SRA, said: "As chefs, we have huge power to influence what people eat – it is the single most effective action people can have on the planet.

"Now, for the very first time, with the Food Made Good Standard, we have a globally applicable definition of what a sustainable restaurant is and a way to assess it."

The SRA has led the way in accelerating change towards a hospitality sector which is socially progressive and environmentally restorative.

## Wetherspoon's report's highlights

### Sourcing

Pillar score: 60 per cent

At Wetherspoon, great care is paid to offering a diverse and accessible menu and ensuring that you work with suppliers which share your values.

### Society

Pillar score: 75 per cent

Wetherspoon is clearly committed to having a positive impact on staff, diners and the wider community.

Wetherspoon's highest-scoring impact area in the 'society' pillar is 'treat staff fairly' (83 per cent), reflecting the work being done to ensure that parents can have flexible working patterns and the training available to all staff.

### Environment

Pillar score: 79 per cent

Wetherspoon has taken important steps to monitor and manage its use of natural resources to reduce its footprint, such as setting targets to manage and monitor electricity and gas use and conducting a carbon-footprint analysis of the menu.

## Benefits of Food Made Good Standard

**Action plan:** Using the Food Made Good framework enables Wetherspoon to manage and prioritise its actions.

Businesses which have completed the standard receive a tailored report, providing a ready-made action plan for how to keep improving from here. This keeps momentum and encourages a process of continuous improvement.

**Enhanced reputation:** Accreditation shows that the business is committed to environmental and social responsibility, which can enhance reputation with customers, staff, investors and other stakeholders.

**Access to a network:** Achieving the standard makes you part of a global movement for change.

As part of the Food Made Good community, you can share, learn and collaborate with a network of like-minded professionals committed to creating a positive future.

**Positive impact:** By implementing sustainable practices, your business can have a positive impact on the environment and local communities, helping to create a more sustainable food system for our shared future.

## APPENDIX 5

Extract from Wetherspoon FY23 Annual report, Chairman's Statement

### Property Litigation

In 2013, Wetherspoon agreed an out-of-court settlement of approximately £1.25 million with developer Anthony Lyons, formerly of property leisure agent Davis Coffey Lyons, relating to claims that Mr Lyons had been an accessory to frauds committed by Wetherspoon's former retained agent Van de Berg and its directors Christian Braun, George Aldridge and Richard Harvey in respect of properties in Leytonstone (which currently trades as the Walnut Tree), Newbury (which was leased to Café Rouge) and Portsmouth (which currently trades as The Isambard Kingdom Brunel).

Of these three properties, only Portsmouth was pleaded by Wetherspoon in its case 2008/9 case against Van de Berg. Mr Lyons denied the claim and the litigation was contested.

In the Van de Berg litigation, Mr Justice Peter Smith ruled that Van de Berg, but not Mr Lyons (who was not a party to the case), fraudulently diverted the freehold of Portsmouth from Wetherspoon to Moorstown Properties Limited, a company owned by Simon Conway, which leased the property to Wetherspoon.

As part of a series of cases, Wetherspoon also agreed out-of-court settlements with:

- 1) Paul Ferrari of London estate agent Ferrari Dewe & Co, in respect of properties referred to as the 'Ferrari Five' by Mr Justice Peter Smith in the Van de Berg case, and
- 2) Property investor Jason Harris, formerly of First London and now of First Urban Group who paid £400,000 to Wetherspoon to settle a claim in which it was alleged that Harris was an accessory to frauds committed by Van de Berg. Harris contested the claim and did not admit liability.

Messrs Ferrari and Harris both contested the claims and did not admit liability.

# INCOME STATEMENT

for the 26 weeks ended 26 January 2025

J D Wetherspoon plc, company number: 1709784

	Notes	Unaudited 26 weeks ended 26 January 2025 before separately disclosed items £000	Unaudited 26 weeks ended 26 January 2025 separately disclosed items £000	Unaudited 26 weeks ended 26 January 2025 after separately disclosed items £000	Unaudited 26 weeks ended 28 January 2024 before separately disclosed items £000	Unaudited 26 weeks ended 28 January 2024 separately disclosed items £000	Unaudited 26 weeks ended 28 January 2024 after separately disclosed items £000
<b>Revenue</b>	1	<b>1,029,518</b>	-	<b>1,029,518</b>	990,954	-	990,954
Other operating income	2	-	-	-	-	4,356	4,356
Operating costs	2	<b>(964,691)</b>	<b>(1,806)</b>	<b>(966,497)</b>	(923,272)	-	(923,272)
<b>Operating profit</b>		<b>64,827</b>	<b>(1,806)</b>	<b>63,021</b>	67,682	4,356	72,038
Property gains/(losses)	2	-	(825)	(825)	88	(15,179)	(15,091)
Finance income	2	<b>1,256</b>	<b>11,107</b>	<b>12,363</b>	1,195	1,567	2,762
Finance costs	2	<b>(33,214)</b>	-	<b>(33,214)</b>	(32,931)	(636)	(33,567)
<b>Profit/(loss) before tax</b>		<b>32,869</b>	<b>8,476</b>	<b>41,345</b>	36,034	(9,892)	26,142
Income tax charge	4	<b>(7,988)</b>	<b>(1,131)</b>	<b>(9,119)</b>	(11,147)	3,653	(7,494)
<b>Profit/(loss) for the period</b>		<b>24,881</b>	<b>7,345</b>	<b>32,226</b>	24,887	(6,239)	18,648
<b>Profit/(loss) per ordinary share (p)</b>							
- Basic	5	<b>21.5</b>	<b>6.3</b>	<b>27.8</b>	20.3	(5.1)	15.2
- Diluted	5	<b>20.6</b>	<b>6.1</b>	<b>26.7</b>	19.6	(4.9)	14.7

# STATEMENT OF COMPREHENSIVE INCOME

for the 26 weeks ended 26 January 2025

	Notes	Unaudited 26 weeks ended 26 January 2025 £000	Unaudited 26 weeks ended 28 January 2024 £000	Audited 52 weeks ended 28 July 2024 £000
Items which will be reclassified subsequently to profit or loss:				
Interest rate swaps: gain taken to other comprehensive income	10	-	38	38
Interest rate swaps: loss reclassification to the income statement	10	<b>(6,986)</b>	(5,601)	(18,025)
Tax on items taken directly to other comprehensive income		-	-	-
Currency translation differences		<b>(596)</b>	(1,388)	(1,294)
<b>Net loss recognised directly in other comprehensive income</b>		<b>(7,582)</b>	(6,951)	(19,281)
Profit for the period		<b>32,226</b>	18,648	48,785
<b>Total comprehensive profit for the period</b>		<b>24,644</b>	11,697	29,504

# CASHFLOW STATEMENT

for the 26 weeks ended 26 January 2025

J D Wetherspoon plc, company number: 1709784		Unaudited	Unaudited free cash flow <sup>1</sup>	Unaudited	Unaudited free cash flow <sup>1</sup>	Audited	Audited free cash flow <sup>1</sup>
	Note	26 weeks ended 26 January 2025 £000	26 weeks ended 26 January 2025 £000	26 weeks ended 28 January 2024 £000	26 weeks ended 28 January 2024 £000	52 weeks ended 28 July 2024 £000	52 weeks ended 28 July 2024 £000
<b>Cash flows from operating activities</b>							
Cash generated from operations	6	115,230	115,230	78,719	78,719	232,907	232,907
Interest received		1,107	1,107	1,053	1,053	1,765	1,765
Interest paid		(25,100)	(25,100)	(26,770)	(26,770)	(52,482)	(52,482)
Cash proceeds on termination of interest rate swaps		–	–	14,783	14,783	14,783	14,783
Corporation tax paid		(10,858)	(10,858)	(6,600)	(6,600)	(9,940)	(9,940)
Lease interest	11	(7,254)	(7,254)	(7,321)	(7,321)	(14,471)	(14,471)
<b>Net cash flow from operating activities</b>		<b>73,125</b>	<b>73,125</b>	<b>53,864</b>	<b>53,864</b>	<b>172,562</b>	<b>172,562</b>
<b>Cash flows from investing activities</b>							
Reinvestment in pubs		(34,664)	(34,664)	(33,612)	(33,612)	(76,389)	(76,389)
Reinvestment in business and IT projects		(5,988)	(5,988)	(975)	(975)	(6,243)	(6,243)
Investment in new pubs and pub extensions		(10,375)	–	(10,510)	–	(11,933)	–
Freehold reversions and investment properties		(13,580)	–	(12,122)	–	(21,944)	–
Proceeds of sale of property, plant and equipment		5,686	–	10,688	–	17,872	–
<b>Net cash flow used in investing activities</b>	–	<b>(58,921)</b>	<b>(40,652)</b>	<b>(46,531)</b>	<b>(34,587)</b>	<b>(98,637)</b>	<b>(82,632)</b>
<b>Cash flows from financing activities</b>							
Equity dividends paid		(14,807)	–	–	–	–	–
Purchase of own shares for cancellation		(8,891)	–	(34,081)	–	(39,505)	–
Purchase of own shares for share-based payments		(11,763)	(11,763)	(6,630)	(6,630)	(12,738)	(12,738)
Loan issue cost		(294)	(294)	–	–	(4,948)	(4,948)
Advances/(repayments) under bank loans		60,000	–	15,000	–	(4,000)	–
Other loan receivables		391	–	370	–	778	–
Lease principal payments	11	(20,915)	(20,915)	(18,729)	(18,729)	(39,207)	(39,207)
Asset-financing principal payments		–	–	(2,107)	–	(4,245)	–
<b>Net cash flow from (used in) financing activities</b>		<b>3,721</b>	<b>(32,972)</b>	<b>(46,177)</b>	<b>(25,359)</b>	<b>(103,865)</b>	<b>(56,893)</b>
<b>Net change in cash and cash equivalents</b>		<b>17,925</b>		<b>(38,844)</b>		<b>(29,940)</b>	
Opening cash and cash equivalents		57,233		87,173		87,173	
Closing cash and cash equivalents		75,158		48,329		57,233	
<b>Free cash flow<sup>1</sup></b>			<b>(499)</b>		<b>(6,082)</b>		<b>33,037</b>

<sup>1</sup> Free cash flow is a measure not required by accounting standards; a definition is provided in the accounting policies within the 2024 Annual Report.



# BALANCE SHEET

as at 26 January 2025

J D Wetherspoon plc, company number: 1709784

	Notes	Unaudited 26 January 2025 £000	Unaudited 28 January 2024 £000	Audited 28 July 2024 £000
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment		1,397,306	1,374,806	1,374,617
Intangible assets		6,902	6,489	5,933
Investment property		18,202	18,652	18,290
Right-of-use assets	11	367,864	364,072	373,338
Other loan receivable		803	1,523	1,194
Derivative financial instruments	10	314	–	–
Lease assets	11	9,374	9,771	8,860
<b>Total non-current assets</b>		<b>1,800,765</b>	<b>1,775,313</b>	<b>1,782,232</b>
<b>Current assets</b>				
Lease assets	11	1,066	1,617	1,358
Assets held for sale	8	1,500	1,750	2,488
Inventories		31,460	29,374	28,404
Receivables		27,276	27,543	26,576
Current income tax receivables		4,837	6,301	6,079
Cash and cash equivalents		75,158	48,329	57,233
<b>Total current assets</b>		<b>141,297</b>	<b>114,914</b>	<b>122,138</b>
<b>Total assets</b>		<b>1,942,062</b>	<b>1,890,227</b>	<b>1,904,370</b>
<b>Current liabilities</b>				
Borrowings	9	–	(2,093)	–
Derivative financial instruments	10	(78)	–	(701)
Trade and other payables		(300,364)	(281,294)	(298,059)
Provisions		(1,382)	(2,817)	(3,047)
Lease liabilities	11	(47,629)	(48,413)	(49,582)
<b>Total current liabilities</b>		<b>(349,453)</b>	<b>(334,617)</b>	<b>(351,389)</b>
<b>Non-current liabilities</b>				
Borrowings	9	(779,540)	(742,879)	(719,134)
Derivative financial instruments	10	(889)	(9,116)	(4,073)
Deferred tax liabilities		(56,660)	(64,359)	(59,487)
Lease liabilities	11	(363,183)	(369,938)	(368,660)
<b>Total non-current liabilities</b>		<b>(1,200,272)</b>	<b>(1,186,292)</b>	<b>(1,151,354)</b>
<b>Total liabilities</b>		<b>(1,549,725)</b>	<b>(1,520,909)</b>	<b>(1,502,743)</b>
<b>Net assets</b>		<b>392,337</b>	<b>369,318</b>	<b>401,627</b>
<b>Shareholders' equity</b>				
Share capital		2,435	2,485	2,472
Share premium account		143,170	143,170	143,170
Capital redemption reserve		2,477	2,337	2,440
Other reserves		168,764	234,669	195,074
Hedging reserve		6,808	26,218	13,794
Currency translation reserve		(378)	578	106
Retained earnings		69,061	(40,139)	44,571
<b>Total shareholders' equity</b>		<b>392,337</b>	<b>369,318</b>	<b>401,627</b>

The financial statements on pages 15-32, approved by the board of directors and authorised for issue on 20 March 2025, are signed on its behalf by:

John Hutson  
Director

Ben Whitley  
Director

# STATEMENT OF CHANGES IN EQUITY

J D Wetherspoon plc, company number: 1709784

Notes	Share capital	Share premium account	Capital redemption reserve	Other Reserves	Hedging reserve	Currency translation reserve	Retained earnings	Total
	£000	£000	£000	£000	£000	£000	£000	£000
<b>As at 28 January 2024 as previously reported</b>	<b>2,485</b>	<b>143,170</b>	<b>2,337</b>	<b>234,669</b>	<b>26,218</b>	<b>578</b>	<b>(40,139)</b>	<b>369,318</b>
Effect of restatements <sup>1</sup>	-	-	-	-	-	-	13,600	13,600
<b>Restated<sup>1</sup> as at 28 January 2024</b>	<b>2,485</b>	<b>143,170</b>	<b>2,337</b>	<b>234,669</b>	<b>26,218</b>	<b>578</b>	<b>(26,539)</b>	<b>382,918</b>
Total comprehensive income	-	-	-	-	(12,424)	(472)	30,703	17,807
Profit for the period	-	-	-	-	-	-	30,137	30,137
Interest rate swaps: amount reclassified to the income statement	-	-	-	-	(12,424)	-	-	(12,424)
Currency translation differences	-	-	-	-	-	(472)	566	94
Purchase of own shares and cancellation	(13)	-	103	(39,595)	-	-	39,458	(47)
Share-based payment charges	-	-	-	-	-	-	7,008	7,008
Tax on share-based payment	4	-	-	-	-	-	49	49
Purchase of own shares for share-based payments	-	-	-	-	-	-	(6,108)	(6,108)
<b>As at 28 July 2024</b>	<b>2,472</b>	<b>143,170</b>	<b>2,440</b>	<b>195,074</b>	<b>13,794</b>	<b>106</b>	<b>44,571</b>	<b>401,627</b>
Total comprehensive income	-	-	-	-	(6,986)	(484)	32,114	24,644
Profit for the period	-	-	-	-	-	-	32,226	32,226
Interest rate swaps: amount reclassified to the income statement	-	-	-	-	(6,986)	-	-	(6,986)
Currency translation differences	-	-	-	-	-	(484)	(112)	(596)
Purchase of own shares and cancellation	(37)	-	37	(11,503)	-	-	-	(11,503)
Share-based payment charges	-	-	-	-	-	-	4,295	4,295
Tax on share-based payment	4	-	-	-	-	-	(156)	(156)
Purchase of own shares for share-based payments	-	-	-	-	-	-	(11,763)	(11,763)
Dividends	-	-	-	(14,807)	-	-	-	(14,807)
<b>As at 26 January 2025</b>	<b>2,435</b>	<b>143,170</b>	<b>2,477</b>	<b>168,764</b>	<b>6,808</b>	<b>(378)</b>	<b>69,061</b>	<b>392,337</b>

<sup>1</sup>Restated 30 July 2023. See accounting policies in Annual Report 2024.

The share premium account represents those proceeds received in excess of the nominal value of new shares issued.

The capital redemption reserve represents the nominal amount of share capital repurchased and cancelled in previous periods.

Other reserves contain net proceeds received for share placements which took place in previous periods. The other reserve is determined to be distributable for the purposes of the Companies Act 2006.

During the year, 1,840,000 shares were repurchased by the company and cancelled at a cost of £11.5 million (£2.6 million of which was paid after 26 January 2025 and has been treated as a current liability in the balance sheet), including fees, representing an average cost per share of 621p.

See note 10 for details on the hedging reserve.

The currency translation reserve contains the accumulated currency gains and losses on the long-term financing and balance sheet translation of the overseas branch. The currency translation difference reported in retained earnings is the retranslation of the opening reserves in the overseas branch at the current period end's currency exchange rate.

As at 26 January 2025, the company had distributable reserves of £244.3 million (2024: restated £234.9 million).



# NOTES TO THE FINANCIAL STATEMENTS

## 1. Revenue

	Unaudited 26 weeks ended 26 January 2025 £000	Unaudited 26 weeks ended 28 January 2024 £000	Audited 52 weeks ended 28 July 2024 £000
Bar	588,626	570,810	1,167,450
Food	392,490	374,714	773,002
Slot/fruit machines	35,490	32,232	66,886
Hotel	11,202	12,131	25,337
Other	1,710	1,067	2,825
	<b>1,029,518</b>	990,954	2,035,500

## 2. Separately disclosed items

	Unaudited 26 weeks ended 26 January 2025 £000	Unaudited 26 weeks ended 28 January 2024 £000
<b>Operating items</b>		
Government grants	–	14
Depreciation adjustment on impaired assets	(968)	4,139
Other	(838)	203
<b>Total operating (loss)/profit</b>	<b>(1,806)</b>	<b>4,356</b>
<b>Property losses</b>		
<b>Disposal programme</b>		
Loss on disposal of pubs	(2,160)	(5,913)
	<b>(2,160)</b>	<b>(5,913)</b>
<b>Other property (gains)/losses</b>		
Impairment of assets under construction	–	(4,583)
Impairment of property, plant and equipment	(2,489)	(5,848)
Reversal of property, plant and equipment impairment	3,914	358
Impairment of right-of-use assets	(413)	–
Reversal of right-of-use assets impairment	323	807
	<b>1,335</b>	(9,266)
<b>Total property losses</b>	<b>(825)</b>	<b>(15,179)</b>
<b>Other items</b>		
Finance costs	–	(636)
Finance income	11,107	1,567
	<b>11,107</b>	<b>931</b>
<b>Taxation</b>		
Tax effect on separately disclosed items	(1,131)	3,653
	<b>(1,131)</b>	3,653
<b>Total separately disclosed items</b>	<b>7,345</b>	<b>(6,239)</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 2. Separately disclosed items (continued)

### Operating items

#### Local government support grants

The company has not received any government grants in the period (2024: £14,000 associated with the COVID-19 pandemic).

#### Depreciation adjustment on impaired assets

An adjustment of £968,000 for previously under charged depreciation on impaired fixed assets has been recognised this period. In 2024, income of £4,139,000 was recognised due to an overcharge of depreciation relating to previously impaired fixed assets and right-of-use assets.

### Other

Costs of £838,000 (2024: income of £203,000) have been recognised in the period, relating to:

- £568,000 (2024: nil) of employee settlement agreements.
- £139,000 (2024: nil) due to a historic VAT correction.
- £72,000 (2024: £517,000) relating to a contractual dispute with a large supplier which is now resolved.
- £59,000 (2024: nil) relating to property expenditure the company deems to be outside the usual course of business and therefore classified as separately disclosed items.
- In the prior period, other income of £1,402,000 was recognised relating to a settlement agreement offset by costs of £682,000 in relation to a historic employment tax issue and costs of £517,000, as mentioned above.

### Property losses

Costs classified under the 'loss on disposal of pubs' relate to sites sold or surrendered during the period.

### Other property (gains)/losses

Property impairment relates to pubs which are deemed unlikely to generate sufficient cash flows in the future to support their carrying value. In the period, the company recognised a total impairment reversal of £1,335,000 (2024: charge of £9,266,000).

### Separately disclosed finance costs and income

The separately disclosed finance costs in the prior period of £636,000 relate to interest rate swaps.

A credit of £4,120,000 (2024: charge of £6,237,000) relates to the fair value movement on interest rate swaps. Income of £6,987,000 (2024: income of £176,000) relates to the amortisation of the hedge reserve to the P&L relating to discontinued hedges. No hedge ineffectiveness has been recognised in the period (2024: income of £5,425,000).

Included within separately disclosed finance income during the 26 weeks ended 28 January 2024 is the reversal of overcharged interest relating to IFRS-16 leases, of £1,567,000.

### Taxation

The tax effect on separately disclosed items is a cost of £1,131,000 (2024: income of £3,653,000).

# NOTES TO THE FINANCIAL STATEMENTS

## 3. Employee benefits expenses

	Unaudited 26 weeks ended 26 January 2025 £000	Unaudited 26 weeks ended 28 January 2024 £000
Wages and salaries	371,229	345,684
Employee support grants	–	(289)
Social security costs	23,307	21,506
Other pension costs	6,396	5,682
Share-based payments	4,295	4,013
	405,227	376,596

Employee support grants disclosed above are amounts claimed by the company under the coronavirus job retention schemes in the UK and the Republic of Ireland.

	Unaudited 2025 Number	Unaudited 2024 Number
<b>Full-time equivalents</b>		
Head office	399	382
Pub managerial	4,686	4,490
Pub hourly paid staff	19,208	19,593
	24,293	24,465
	2025 Number	2024 Number
<b>Total employees</b>		
Head office	405	382
Pub managerial	5,005	4,744
Pub hourly paid staff	36,599	36,628
	42,009	41,754

The totals above relate to the monthly average number of employees during the period, not the total of employees at the end of the period.

Share-based payments	Unaudited 26 weeks ended 26 January 2025	Unaudited 26 weeks ended 28 January 2024
Shares awarded during the year (shares)	2,085,491	1,548,446
Average price of shares awarded (pence)	723	658
Market value of shares vested during the year (£000)	6,116	4,835
Share awards not yet vested (£000)	20,662	15,116

The shares awarded as part of the above schemes are based on the cash value of the bonuses at the date of the awards. These awards vest over three years, with their cost spread over their three-year life. The share-based payment charge above represents the annual cost of bonuses awarded over the past three years. All awards are settled in equity.

The company operates two share-based compensation plans. In both schemes, the fair values of the shares granted are determined by reference to the share price at the date of the award. The shares vest at a £Nil exercise price – and there are no market-based conditions to the shares which affect their ability to vest.

# NOTES TO THE FINANCIAL STATEMENTS

## 4. Income tax expense

The taxation charge for the 26 weeks ended 26 January 2025 is based on the pre-separately disclosed items profit before tax of £32.9 million and the estimated effective tax rate before separately disclosed items for the 26 weeks ended 26 January 2025 of 24.3% (28 July 2024: 20.5%). This comprises a pre-separately disclosed current tax rate of 16.5% (28 July 2024: 3.9%) and a pre-separately disclosed deferred tax charge of 7.8% (28 July 2024: 20.5% charge).

The UK standard weighted average tax rate for the period is 25% (2024: 25%).

The exceptional current tax charge relates entirely to the tax on profit crystallised when terminating interest rate SWAP contracts. For tax purposes the profits are spread over the remaining life of the underlying hedged item which results in the high exceptional ETR in the current period. A deferred tax liability is recognised in respect of this item.

	Unaudited 26 weeks ended 26 January 2025 before separately disclosed items £000	Unaudited 26 weeks ended 26 January 2025 after separately disclosed items £000	Unaudited 26 weeks ended 28 January 2024 before separately disclosed items £000	Unaudited 26 weeks ended 28 January 2024 after separately disclosed Items £000	Audited 52 weeks ended 28 July 2024 before separately disclosed Items £000	Audited 52 weeks ended 28 July 2024 after separately disclosed Items £000
<b>Taken through income statement</b>						
Current income tax:						
Current income tax charge	5,410	12,178	75	8,895	2,901	15,307
Previous period adjustment	—	—	—	(245)	—	(3,043)
<b>Total current income tax</b>	<b>5,410</b>	<b>12,178</b>	<b>75</b>	<b>8,650</b>	<b>2,901</b>	<b>12,264</b>
Deferred tax:						
Origination and reversal of temporary differences	2,578	(2,518)	11,072	(1,156)	12,460	(704)
Prior year deferred tax credit	—	(541)	—	—	—	275
<b>Total deferred tax</b>	<b>2,578</b>	<b>(3,059)</b>	<b>11,072</b>	<b>(1,156)</b>	<b>12,460</b>	<b>(429)</b>
<b>Tax charge</b>	<b>7,988</b>	<b>9,119</b>	<b>11,147</b>	<b>7,494</b>	<b>15,361</b>	<b>11,835</b>
<b>Taken through equity</b>						
Current tax	(78)	(78)	(52)	(52)	(52)	(52)
Deferred tax	234	234	(186)	(186)	(235)	(235)
<b>Tax credit</b>	<b>156</b>	<b>156</b>	<b>(238)</b>	<b>(238)</b>	<b>(287)</b>	<b>(287)</b>
<b>Taken through comprehensive income</b>						
Deferred tax charge on swaps	—	—	—	—	—	—
<b>Tax (credit)/charge</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

For periods commencing on or after 1 January 2024, additional reporting requirements will apply to ensure that the effective tax rate will be at least 15% in all countries, subject to various complex calculations. This is in line with the minimum taxation rules announced by the G7 and progressed by the OECD Inclusive Framework on Base Erosion and Profit Sharing. These rules have been implemented in the UK via the Multinational Top Up Tax legislation during the year and will first apply to the accounting period ending 27 July 2025.

Historically the company's effective tax rate has been above 15%. However, the company does operate in Ireland where the corporation tax rate is below 15%. The group has assessed the exposure to Multinational Top Up Taxes and any impact will be immaterial.

The company applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023.

# NOTES TO THE FINANCIAL STATEMENTS

## 5. Earnings per share

### Weighted average number of shares

Basic earnings/(loss) per share is calculated by dividing the profit/(loss) after tax for the period by the weighted average number of ordinary shares in issue during the financial year of 122,316,552 (2024: 127,671,463) less the weighted average number of shares held in trust during the financial year of 1,541,173 (2024: 4,618,943). Shares held in trust are shares purchased by the company to satisfy employee share schemes that have not yet vested.

Diluted earnings/(loss) per share is calculated by dividing the profit/(loss) after tax for the period by the weighted average number of ordinary shares in issue during the financial year adjusted for both shares held in trust and the effects of potentially dilutive shares. For the company, the dilutive shares are those that relate to employee share schemes that have not been purchased in advance and have not yet vested. In the event of making a loss during the year, the diluted loss per share is capped at the basic earnings per share as the impact of dilution cannot result in a reduction in the loss per share.

	Unaudited 26 weeks ended 26 January 2025	Unaudited 26 weeks ended 28 January 2024	Audited 52 weeks ended 28 July 2024
Weighted average number of shares			
Shares in issue	122,316,552	127,671,463	125,291,770
Shares held in trust	(6,467,650)	(4,618,943)	(4,956,072)
Shares in issue - Basic	115,848,902	123,052,520	120,335,698
Dilutive shares <sup>1</sup>	5,007,628	3,466,567	4,693,614
Shares in issue - Diluted	120,856,530	126,519,087	125,029,312

### Earnings / (loss) per share

26 weeks ended 26 January 2025 unaudited	Profit/(loss) £000	Basic EPS pence	Diluted EPS pence
Earnings (profit after tax)	32,226	27.8	26.7
Exclude effect of separately disclosed items after tax	(7,345)	(6.3)	(6.1)
Earnings before separately disclosed items	24,881	21.5	20.6
Underlying earnings before separately disclosed	24,881	21.5	20.6

26 weeks ended 28 January 2024 unaudited	Profit/(loss) £000	Basic EPS pence	Diluted EPS pence <sup>1</sup>
Earnings (profit after tax)	18,648	15.2	14.7
Exclude effect of separately disclosed items after tax	6,239	5.1	4.9
Earnings before separately disclosed items	24,887	20.3	19.6
Exclude effect of property gains/(losses)	(88)	(0.1)	(0.1)
Underlying earnings before separately disclosed	24,799	20.2	19.5

Free cash flow per share	Free cash flow £000	Basic free cash flow per share pence	Diluted free cash flow per share pence
26 weeks ended 26 January 2025 unaudited	(499)	-0.4	-0.4
26 weeks ended 28 January 2024 unaudited	(6,082)	-4.9	-4.8
52 weeks ended 28 July 2024	33,037	27.5	26.4

# NOTES TO THE FINANCIAL STATEMENTS

## 6. Cash used in/generated from operations

	Unaudited 26 weeks ended 26 January 2025 £000	Unaudited 26 weeks ended 28 January 2024 £000	Audited 52 weeks ended 28 July 2024 £000
Profit for the period	32,226	18,648	48,785
Adjusted for:			
Tax (note 4)	9,119	7,494	11,835
Share-based charges (note 3)	4,295	4,013	11,021
Loss on disposal of property, plant and equipment	2,652	5,964	14,978
Disposal of capitalised leases & Lease premiums	(491)	(1,619)	(1,519)
Net impairment (reversal)/charge (note 2)	(1,335)	9,266	19,098
Interest payable & receivable	24,010	25,718	50,717
Lease interest (note 11)	7,254	5,782	14,471
Separately disclosed Interest (note 2)	(11,107)	636	(16,131)
Amortisation of bank loan issue costs	699	236	439
Depreciation and amortisation	56,044	49,675	102,382
Aborted properties costs	12	397	336
Foreign exchange movements	(596)	(1,388)	(1,294)
	122,782	124,822	255,118
Change in inventories	(3,056)	5,184	6,154
Change in receivables	(711)	(312)	707
Change in payables	(3,785)	(50,975)	(29,072)
<b>Cash generated from operations</b>	<b>115,230</b>	<b>78,719</b>	<b>232,907</b>



# NOTES TO THE FINANCIAL STATEMENTS

## 7. Analysis of change in net debt

	Unaudited 28 January 2024 £000	Cash flows £000	Other changes £000	Audited 28 July 2024 £000	Cash flows £000	Other changes £000	Unaudited 26 January 2025 £000
<b>Borrowings</b>							
Cash and cash equivalents	48,329	8,904	–	57,233	17,925	–	75,158
Other loan receivable - before one year	797	(81)	–	716	–	–	716
Asset-financing obligations – before one year	(2,093)	2,138	(45)	–	–	–	–
<b>Current net borrowings</b>	<b>47,033</b>	10,961	(45)	<b>57,949</b>	17,925	–	<b>75,874</b>
Bank loans – due after one year	(644,996)	23,948	(181)	(621,229)	(59,706)	(677)	(681,612)
Asset-financing obligations – after one year	–	–	–	–	–	–	–
Other loan receivable - after one year	1,607	(312)	(101)	1,194	(391)	–	803
Private placement – after one year	(97,883)	–	(22)	(97,905)	–	(23)	(97,928)
<b>Non-current net borrowings</b>	<b>(741,272)</b>	23,636	(304)	<b>(717,940)</b>	(60,097)	(700)	<b>(778,737)</b>
<b>Net debt</b>	<b>(694,239)</b>	34,597	(349)	<b>(659,991)</b>	(42,172)	(700)	<b>(702,863)</b>
<b>Derivatives</b>							
Interest rate swaps asset - after one year	–	(14,783)	14,783	–	–	314	314
Interest rate swaps liability – within one year	–	–	(701)	(701)	–	623	(78)
Interest rate swaps liability – after one year	(9,116)	–	5,043	(4,073)	–	3,184	(889)
<b>Total derivatives</b>	<b>(9,116)</b>	(14,783)	19,125	<b>(4,774)</b>	–	4,121	<b>(653)</b>
<b>Net debt after derivatives</b>	<b>(703,355)</b>	19,814	18,776	<b>(664,765)</b>	(42,172)	3,421	<b>(703,516)</b>
<b>Leases</b>							
Lease assets – before one year	1,617	(549)	290	1,358	(582)	290	1,066
Lease assets – after one year	9,771	–	(911)	8,860	–	514	9,374
Lease obligations – before one year	(48,413)	21,027	(22,196)	(49,582)	21,497	(19,544)	(47,629)
Lease obligations – after one year	(369,938)	–	1,278	(368,660)	–	5,477	(363,183)
<b>Net lease liabilities</b>	<b>(406,963)</b>	20,478	(21,539)	<b>(408,024)</b>	20,915	(13,263)	<b>(400,372)</b>
<b>Net debt after derivatives and lease liabilities</b>	<b>(1,110,318)</b>	40,292	(2,763)	<b>(1,072,789)</b>	(21,257)	(9,842)	<b>(1,103,888)</b>

Lease obligations represent long-term payables, while lease assets represent long-term receivables – both are, therefore, disclosed in the table above.

The non-cash movement in bank loans and the private placement relate to the amortisation of loan issue costs. These are arrangement fees paid in respect of new borrowings and are charged to the income statement over the expected life of the loans.

The movement in interest rate swaps relates to the change in the 'mark to market' valuations for the year for swaps subject to hedge accounting.

# NOTES TO THE FINANCIAL STATEMENTS

## 8. Assets held for sale

These relate to situations in which the company had exchanged contracts to sell a property, but the transaction is not yet complete. As at 26 January 2025, one site was classified as held for sale (28 July 2024: four sites)

	Unaudited 26 January 2025 £000	Unaudited 28 January 2024 £000	Audited 28 July 2024 £000
Property, plant and equipment	1,500	1,750	2,488

## 9. Borrowings

	Unaudited 26 January 2025 £000	Unaudited 28 January 2024 £000	Audited 28 July 2024 £000
<b>Current (due within one year)</b>			
<b>Other</b>			
Lease liabilities	47,629	48,413	49,582
Asset-financing obligations	–	2,093	–
<b>Total current borrowings (including lease liabilities)</b>	<b>47,629</b>	<b>50,506</b>	<b>49,582</b>
<b>Non-current (due after one year)</b>			
<b>Bank loans</b>			
Variable-rate facility	686,000	645,000	626,000
Unamortised bank loan issue costs	(4,388)	(4)	(4,771)
	681,612	644,996	621,229
<b>Private placement</b>			
Fixed-rate facility	98,000	98,000	98,000
Unamortised private placement issue costs	(72)	(117)	(95)
	97,928	97,883	97,905
<b>Other</b>			
Lease liabilities	363,183	369,938	368,660
Asset-financing	–	–	–
	363,183	369,938	368,660
<b>Total non-current borrowings (including lease liabilities)</b>	<b>1,142,723</b>	<b>1,112,817</b>	<b>1,087,794</b>
<b>Total borrowings (including lease liabilities)</b>	<b>1,190,352</b>	<b>1,163,323</b>	<b>1,137,376</b>

### Lease liabilities

The carrying amounts of lease liabilities and the movements during the period are outlined in note 11.

### Asset-financing obligations

Asset-financing obligations relate to asset finance leases of equipment in pubs.

### Variable-rate facility

The company refinanced during 2024 and now has a combined revolving credit facility of £529 million and term loan of £311 million (28 July 2024: combined revolving credit facility of £529 million and term loan of £311 million). There was no cash flow impact on refinancing, given that the new agreement was a continuation of the previous facility. As at 26 January 2025, £686 million was drawn down (28 July 2024: £626 million). There are 13 participating lenders. The current facility of £840 million matures in June 2028. The company has hedged its interest rate liabilities to its banks by swapping the floating-rate debt into fixed-rate debt, see note 10.

### Unamortised bank loan issue costs

Unamortised bank loan issue costs primarily relate to refinancing, securing and extending the variable-rate facility.

### Private placement

The fixed-rate facility relates to senior secured notes of £98 million. The notes mature in 2026.

The company has an overdraft facility of £10 million, which is undrawn as at 26 January 2025.

# NOTES TO THE FINANCIAL STATEMENTS

## 10. Financial instruments

The below table outlines the movements in fair value among the hedging reserve, comprehensive income and the income statement during the year.

	Unaudited 26 January 2025 £000	Audited 28 July 2024 £000
<b>Interest rate swaps</b>		
Carrying value of derivative financial instruments – Non-current and current liability	(967)	(4,774)
Carrying value of derivative financial instruments – Non-current asset	314	-
Change in fair value of continuing derivatives	4,120	4,774
Change in fair value of discontinued derivatives	-	11,866
Hedge (gain)/loss recognised in comprehensive income in respect of continuing hedges	-	(38)
Losses/(gains) recognised in P&L in respect of hedges held at fair value through the profit or loss	(4,120)	1,894
Transaction proceeds received in respect of terminated hedges (net of termination fees)	-	14,783
Amortisation to P&L of cashflow hedge reserve relating to discontinued hedge relationship	(6,986)	(18,025)
Hedging reserve balance in respect of discontinued hedges	(6,808)	(13,794)
<b>Hedging Reserve</b>		
Opening	(13,794)	(31,781)
Hedging (gains)/losses recognised in comprehensive income	-	(38)
Hedge ineffectiveness reclassified from the reserves to the P&L in respect of terminated swaps	-	-
Amortisation to P&L of cashflow hedge reserve relating to discontinued hedge relationships	6,986	18,025
Deferred tax posted to comprehensive income	-	-
<b>Closing</b>	<b>(6,808)</b>	<b>(13,794)</b>

At the beginning of the reporting period, the company had two interest rate swaps in place. No hedge accounting was applied to these interest rate swaps. During the 26 weeks ended 26 January 2025, seven further interest rate swaps were taken out, designated as two relationships.

The hedge reserve of £6.8 million is made up of fair value relating to hedges which have previously been derecognised/discontinued (28 July 2024: £13.8 million).

# NOTES TO THE FINANCIAL STATEMENTS

## 11. Leases

The following amounts, relating to lease cash flows, were debited/credited to the income statement during the period.

<b>Rent Cash flow Analysis</b>	<b>Unaudited 26 January 2025 £000</b>	<b>Audited 28 July 2024 £000</b>
Cash outflows relating to capitalised leases	28,913	54,921
Expense relating to short term leases	422	593
Expense relating to variable element of concessions	7,847	16,905
<b>Total rent cash outflows for period</b>	<b>37,182</b>	<b>72,419</b>
Cash inflows relating to capitalised leases	(743)	(1,243)
Income relating to lessor sites	(2,077)	(2,711)
<b>Total rent cash inflows for period</b>	<b>(2,820)</b>	<b>(3,954)</b>

The balance sheet shows the following amounts relating to leases. These have been reconciled in sections (a) to (d) below:

	<b>Unaudited 26 January 2025 £000</b>	<b>Audited 28 July 2024 £000</b>
<b>Right-of-use asset<sup>1</sup> (a)</b>	<b>367,864</b>	<b>373,338</b>
Non-current lease asset	9,374	8,860
Current lease assets	1,066	1,358
<b>Total lease assets<sup>2</sup> (b) (d)</b>	<b>10,440</b>	<b>10,218</b>
Current lease liability	(47,629)	(49,582)
Non-current lease liability	(363,183)	(368,660)
<b>Total lease liability<sup>1</sup> (c) (d)</b>	<b>(410,812)</b>	<b>(418,242)</b>

<sup>1</sup>Right-of-use assets and lease liabilities relate to leasehold properties occupied by J D Wetherspoon.

<sup>2</sup>Lease assets relate to leasehold properties sublet by J D Wetherspoon.

# NOTES TO THE FINANCIAL STATEMENTS

## 11. Leases (continued)

### (a) Right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	£000
<b>Net book amount as at 28 July 2024</b>	<b>373,338</b>
<b>Adjustments within the period:</b>	
Additions	9,547
Disposals due to new subleases	(1,276)
Remeasurement	11,725
Freehold reversions transferred to property, plant and equipment	(6,195)
Disposals and derecognised leases	–
<b>Impact of lease adjustments</b>	<b>13,801</b>
<b>Amortisation and Impairment</b>	
Provided during the period	(19,192)
Exchange differences	8
Impairment loss	(415)
Reversal of impairment losses	324
<b>Amortisation and Impairment</b>	<b>(19,275)</b>
<b>Net book amount at 26 January 2025</b>	<b>367,864</b>

During the period, additions related to five new signed lease contracts and one new signed sublease contract. 12 were remeasured as a result of changes in the agreed payments under the lease contracts and changes in the lease terms. Exchange differences occur as a result of translating the capitalised leases in the Republic of Ireland. Five freehold reversions took place in the year, while there was one disposal. As at the time of this interim report, lease additions totalled £9,547,000 and depreciation £19,192,000.

### (b) Sublet lease assets

	Unaudited 26 January 2025 £000	Audited 28 July 2024 £000
<b>Lease asset as at commencement of period</b>	<b>10,219</b>	9,811
Additions	1,399	1,900
Remeasurements of leases	(596)	(516)
Interest due in period	161	267
Total cash Inflow for leases in period	(743)	(1,243)
<b>At 26 January 2025</b>	<b>10,440</b>	10,219

The incremental borrowing rate applied to lease liabilities and assets was 1.94 – 5.75% depending on the lease's length.

Set out below are the carrying amounts of the lease assets recognised and the movement during the period. The company sublets several of its leases, with lease assets being the capitalised future rent receivable from sublet sites.

# NOTES TO THE FINANCIAL STATEMENTS

## 11. Leases (continued)

### (c) Lease liability

	Unaudited 26 January 2025 £000	Audited 28 July 2024 £000
<b>Lease liability as at commencement of period</b>	<b>(418,242)</b>	(443,280)
Additions	(9,404)	(8,617)
Freehold reversions transferred to property, plant and equipment	6,764	14,179
Remeasurements of leases	(11,437)	(22,458)
Disposals and derecognised leases	—	2,081
Exchange differences	10	(330)
<b>Lease liabilities before payments</b>	<b>(432,309)</b>	(458,425)
<b>Interest payable in period:</b>		
Interest expense within period (discounting element)	(7,415)	(14,738)
<b>Total cash outflow for leases in period:</b>		
Lease payment commitments for period	28,912	54,921
<b>Net principal payments</b>	<b>21,497</b>	40,183
<b>Lease liability as at closing of period</b>	<b>(410,812)</b>	(418,242)

Future rent payments could change as a result of open-market rent reviews or options being exercised to terminate a lease early. Any changes in the minimum unavoidable lease payments will be included as a remeasurement of the lease liability. The accounting policies within the 2024 Annual Report further describe the policy in relation to the termination of leases.

### (d) Lease maturity profile

Set out below are the remaining maturities (period between the balance sheet date and the end of the lease) of the lease liabilities and lease assets, which are undiscounted:

	Lease liabilities		Lease assets	
	26 January 2025 £000	28 July 2024 £000	26 January 2025 £000	28 July 2024 £000
Within one year	47,629	49,582	(1,066)	(1,358)
Between one and five years	169,341	171,644	(5,715)	(5,130)
After five years	337,793	335,859	(5,245)	(5,270)
Lease commitments payable / receivable	554,763	557,085	(12,026)	(11,758)
Discounting	(143,951)	(138,843)	1,586	1,540
Lease liability / lease asset	410,812	418,242	(10,440)	(10,218)



# NOTES TO THE FINANCIAL STATEMENTS

## 12. General information

J D Wetherspoon plc is a public limited company, incorporated and domiciled in England and Wales.

Its registered office address is: Wetherspoon House, Central Park, Reeds Crescent, Watford, WD24 4QL.

The company is listed on the London Stock Exchange.

This condensed half-yearly financial information was approved for issue by the board on 20 March 2025.

This interim report does not comprise statutory accounts within the meaning of sections 434 and 435 of the Companies Act 2006. Statutory accounts for the year ended 28 July 2024 were approved by the board of directors on 3 October 2024 and delivered to the Registrar of Companies. The report of the auditors on those accounts was unqualified, and did not contain any statement under sections 498–502 of the Companies Act 2006.

There are no changes to the principal risks and uncertainties, as set out in the financial statements for the 52 weeks ended 28 July 2024, which may affect the company's performance in the next 26 weeks. The most significant risks and uncertainties relate to supply chain disruption, business strategy and people.

## 13. Basis of Preparation

This condensed half-yearly financial information of J D Wetherspoon plc (the 'company'), which is abridged and unaudited, has been prepared in accordance with the Disclosure and Transparency Rules of the Financial Services Authority and with International Accounting Standards (IAS) 34, Interim Financial Reporting, in accordance with the requirements of the Companies Act 2006. This interim report should be read in conjunction with the annual financial statements for the 52 weeks ended 28 July 2024 which were prepared in accordance with the UK-adopted international accounting standards.

The directors have made enquiries into the adequacy of the Company's financial resources, through a review of the Company's budget and medium-term financial plan, including capital expenditure plans and cash flow forecasts.

In line with accounting standards, the going concern assessment period is the 12-months from the date of approval of this report (to the end of FY26).

The Company has modelled a 'base case' forecast in which recent momentum of sales, profit and cash flow growth is sustained. The Company has anticipated within this forecast continued high levels of inflation, particularly on wages, utility costs and repairs. The base case scenario indicates that the Company will have sufficient resources to continue to settle its liabilities as they fall due and operate within its leverage covenants for the going concern assessment period.

A more cautious but plausible scenario has been analysed, in which lower sales growth is realised. The Company has reviewed, and is satisfied with, the mitigating actions that it could take if such an outcome were to occur. Such actions could include reducing discretionary expenditure and/or implementing price increases. Under this scenario, the Company would still have sufficient resources to settle liabilities as they fall due and sensible headroom within its covenants through the duration of the going concern review period.

The Company has also performed a 'reverse stress case' which shows that the Company could withstand a significant reduction in like-for-like sales from those assessed in the 'base case' throughout the going concern period, as well as costs assumed to increase at a similar level to the downside scenario, before the covenant levels would be exceeded towards the end of the period. The directors consider this scenario to be remote as, other than when the business was closed during the pandemic, it has never seen sales decline at anywhere close to that rate. Furthermore, the Company could take additional mitigating actions, in such a scenario, to prevent any covenant breach.

After due consideration of the matters set out above, the directors have satisfied themselves that the Company will continue in operational existence for the foreseeable future. For this reason, the Company continues to adopt the going-concern basis in preparing its financial statements.

# STATEMENT OF DIRECTORS' RESONSIBILITIES

The directors confirm that this condensed interim financial information has been prepared in accordance with IAS 34 and the requirements of the Companies Act 2006, and that the interim management report includes a fair review of the information required by DTR 4.2.7 and DTR 4.2.8, namely:

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

The directors of J D Wetherspoon plc are listed in the J D Wetherspoon annual report as at 28 July 2024.

A list of current directors is maintained on the J D Wetherspoon plc website: [jdwetherspoon.com](http://jdwetherspoon.com)

By order of the board

**John Hutson**  
Director  
20 March 2025

**Ben Whitley**  
Director  
20 March 2025

# SECTION 2

## INDEPENDENT REVIEW REPORT TO J D WETHERSPOON PLC

### Conclusion

We have been engaged by J D Wetherspoon plc (the 'company') to review the condensed set of financial statements in the half-yearly financial report for the 26 weeks ended 26 January 2025 which comprises the Income statement, Statement of comprehensive income, Cash flow statement, Balance sheet, Statement of changes in equity and the related explanatory notes that have been reviewed. 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 January 2025 is not prepared, in all material respects, in accordance with UK-adopted International Accounting Standard (IAS) 34, 'Interim Financial Reporting' 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 (UK) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by Financial Reporting Council for use in the United Kingdom (ISRE (UK) 2410). A review of interim financial information consists of making inquiries, 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 13, the annual financial statements of the company 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 of 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 (UK), however future events or conditions may cause the entity to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's business model including effects arising from macro-economic uncertainties, such as the current cost of living and recent UK inflation, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's financial resources or ability to continue operations over the going concern period.

### Directors' responsibilities

The half-yearly financial report is the responsibility of, and has been approved by, the directors. The directors are responsible for preparing the half-yearly financial report in accordance with UK-adopted International Accounting Standard (IAS) 34, 'Interim Financial Reporting' and 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 ISRE (UK) 2410. Our review work has been undertaken so that we might state to the company those matters we are required to state to it in an independent review report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company, for our review work, for this report, or for the conclusion we have formed.

Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
London  
20 March 2025

# GLOSSARY

- **Accrual** = charge implemented to account for work that has been done or will be done but not yet invoiced.
- **AGM** = "annual general meeting". Annual assembly of a company's stakeholders.
- **Amortisation** = the process of gradually releasing an initial cost or income to the income statement.
- **APM** = "alternative performance measure". Financial measure of historical/future financial performance, other than a financial measure defined or specified in the applicable financial reporting framework.
- **CAMRA** = "Campaign for Real Ale". Organisation which promotes real ales, ciders and perries as well as traditional UK pubs and clubs.
- **CEO** = "chief executive officer". Individual responsible for making managerial decisions in the company to which he or she is contracted to.
- **EBITDA** = "earnings before interest, taxes, depreciation and amortisation". An alternative performance measure (APM).
- **Emolument** = Salary received as compensation for service of employment.
- **ESG** = "environmental, social and governance". Set of standards measuring a business's impact on society.
- **FRC** = "Financial Reporting Council". Independent regulator in the UK and Ireland responsible for regulating auditors, accountants and actuaries. It also sets the UK corporate governance and stewardship codes.
- **Freehold reversion** = The term used when purchasing a property which had been leased prior to the purchase.
- **FTSE** = "Financial Times Stock Exchange". Index tracking the largest companies trading on the London Stock Exchange (by market capitalization).
- **FY** = "financial year".
- **GHG** = "greenhouse gas". A gas which absorbs and emits the radiant energy which causes the greenhouse effect. (Trapping heat in the atmosphere, therefore warming up the planet).
- **HMRC** = 'His Majesty's Revenue and Customs'. Non-ministerial UK Government department responsible for collecting taxes and paying some forms of state support.
- **HY** = "half year".
- **IAS** = 'international accounting standard'. Older accounting standard issued by the International Accounting Standards Board. IASs were replaced in 2001 by IFRSs.
- **IASB** = 'International Accounting Standards Board'. Private-sector body developing and approving the international financial reporting standards (IFRSs).
- **IBOR** = 'inter-bank offered rate'. Basic rate of interest used in lending among banks on the financial market and as a reference in setting interest rates on other loans.
- **IBR** = 'incremental borrowing rate'. Rate of interest which a lessee would have to pay to borrow the funds necessary to obtain an asset.
- **IFRIC** = 'international financial reporting standards interpretations committee'. Body which reviews accounting issues, on a timely basis, which have arisen within the context of current international reporting standards.
- **IFRS** = 'international financial reporting standards'. Accounting standards issued by the International Accounting Standards Board.
- **Impairment** = Acknowledging a reduction in the recoverable value of a fixed asset.
- **ISA** = 'international standards on auditing'. Regulatory standards to be followed when auditing financial information, issued by the International Auditing and Assurance Standards Board.
- **KPI** = 'key performance indicators'. Measures which companies use to evaluate a company's success in a particular activity in which it engages.
- **LLP** = 'limited liability partnership'. Type of ownership in which some or all partners have limited liabilities.
- **NIC** = 'national insurance contributions'. Type of income tax paid by both employees and employers.
- **Payable** = debts owed by the business; liabilities.
- **PAYE** = 'pay-as-you-earn tax'. Type of income tax paid by an employer on behalf of an employee, after being deducted from the employee's salary.
- **Provision** = an amount set aside for known, future liabilities.
- **Receivable** = amounts owed to the business; assets.
- **Remuneration** = total compensation received by an employee for service of employment.
- **RNS** = 'Regulatory News Service'. Service which transmits regulatory and non-regulatory information published by companies and organisations (e.g. Share Award) to the local market.
- **SIPs** = 'share incentive plan'. An approved, tax-efficient plan which employers can provide to employees to award their workforce in shares.
- **SONIA** = 'sterling overnight interbank average rate'. Interest rate paid by banks on unsecured transactions in the UK market – an alternative measure to LIBOR.
- **UK GAAP** = 'UK generally accepted accounting practice'. Body of accounting standards published by the UK's Financial Reporting Council.
- **VAT** = 'value-added tax'. Form of tax paid to HMRC on a product/service at each stage of production, distribution and sale to the end customer.
- **WACC** = 'weighted average cost of capital'. Rate which a company is expected to pay, on average, to all of its security holders to finance its assets.

**J D Wetherspoon plc**

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