PRESS RELEASE

London, 11 July 2025

Domestic & General posts strong annual results driven by sustained expansion of our subscription-based model and exciting US growth

- Group total revenue reached £1.2 billion, with adjusted EBITDA up 13.5% to £162 million
- Group subscription revenue reaches 90% of total revenue, with total subscription revenue growth of 9% over the year
- US customer base now exceeding 284,000, growing nearly threefold year-on-year from ~100,000, as the US business successfully shifts into a profitable run-rate by the year end

London, 11 July 2025: International appliance care specialist Domestic & General (D&G) today announced its financial results for the full year ended 31 March 2025 (FY25).

The London-headquartered group delivered £162 million in adjusted EBITDA, an increase of 13.5% on FY24, and an improved margin driven by increasing operating leverage. Group total revenue reached £1.2 billion, up 6% year-on-year, underpinned by sustained growth in our subscription-based model. The rise in recurring subscription revenue reflects the quality of the Group's earnings and high customer retention levels of 86%.

In the US, the Group's customer base grew to over 284,000, with subscription revenue more than tripling year-on-year. The business achieved a profitable run rate by year-end, underpinned by exceptional organic revenue growth. Building on this momentum, the Group also extended its exclusive long-term contract with Whirlpool – with this partnership D&G benefits from Whirlpool's leading position covering 23% of the US white goods market.

As part of their commitment to sustainability, D&G's repair-first ethos remains at the heart of what they do. The Group completed 2.7 million repairs during the year (FY24: 2.6m) and maintained a claims approval rate of 99%. In May 2025, the Group also saw its Scope 1, 2 and 3 emissions reduction targets validated by the Science Based Targets initiative (SBTi), underlining its commitment to sustainable growth.

Group Highlights

- Group revenue of £1.2bn with subscription revenue up 9% to £1,043m
- Adjusted EBITDA of £162m, up 13.5% (FY24 Restated: £143m)
- Strong organic expansion of US customer base reaching more than ~284,000 (FY24: ~100,000)
- US business reached adjusted EBITDA break even for the full year and was profitable on a run-rate basis before the year end
- Extended long-term exclusive partnership with Whirlpool in the US (c.23% of white goods market)
- 95% of the UK business and 74% of the EU business are now subscription-based (compared to 95% and 63% in FY24 respectively)
- 44% of repairs were booked online (a sixfold increase from FY19) and 87% of product replacements made online in FY25

Matthew Crummack, Group CEO, said: "High customer retention rates and increasing subscription levels across our markets are the foundations of our growth momentum and double-digit earnings performance. People value our service – whether the ease of booking an engineer, making a claim, the flexibility of our subscriptions, or the value for money a subscription provides for our customers – as evidenced by increasing loyalty and net promoter scores.

"The UK remains the bedrock of our business as we continue to expand our presence in the home, but we're equally excited about the scalable growth opportunities in the US and Europe. In the US, our customer base has reached 284,000, growing nearly threefold year-on-year from ~100,000 and subscription revenue has more than trebled compared to FY24. Encouragingly, the business has reached adjusted EBITDA break even for the full year and is now operating at a profitable run-rate — ahead of our expectations.

"This momentum, supported by our strong partnerships with leading manufacturers and retailers, reinforces our ability to scale our model globally. The resilience of our subscription model and the consistent rollout of data-led and technology-driven solutions, gives me confidence that we will continue to grow across all our core markets. We are seeing strong momentum in the UK as we expand our presence in the home, scaling and optimising in Europe, and delivering on our ambitious growth plans in the US. With a proven model, strong momentum, and a clear strategic focus, we are well-positioned to drive continued profitable growth."

Ends

About Domestic & General

Domestic & General, are the trusted appliance care experts, dedicated to protecting, repairing, and replacing millions of household appliances worldwide. With over 100 years of experience, we partner with leading manufacturers and retailers to provide exceptional customer service and reliable repair solutions.

We continue to drive for a cost-smart and sustainable future - where repair is the first choice. For people. For business. And the planet. We protect what matters at the heart of every home. When we repair an appliance, we're not just fixing what's broken. We're helping customers get their lives back on track – with a high quality, hassle-free service. At the same time, helping to avoid unexpected costs, reduce waste and conserve valuable resources.

Operating in 12 markets, across the UK, Europe, and the US, we protect over 22 million appliances and serve over 6.7 million subscription customers. Our team of ~4,000 employees are committed to ensuring your home runs smoothly. Domestic & General's product range is simple and transparent, designed to protect customers from the cost and inconvenience of appliance breakdowns. Whether it's washing machines, heating systems, TVs, or consumer electronics, we repair over 2.7 million appliances each year.

D&G, which is majority owned by funds managed by CVC and Luxinva S.A., an entity wholly owned by the Abu Dhabi Investment Authority, strengthened its financial position during the year, improving the Group leverage ratio to 4.9x and maintaining a robust solvency coverage ratio.