

19th January 2026



MATALAN

Matalan reports strong Q3 and Christmas trading

Q3 EBITDA up 38% year-on-year reflecting sales growth and market share gains

19th January 2026 – Matalan, the leading UK and international fashion and homeware retailer, provides an update on trading for the quarter ended 28th November 2025 and for the peak Christmas trading period.

Matalan delivered a strong Q3 performance with pre-IFRS16 EBITDA up 38% to £27m, driven by like-for-like sales growth in Q3 of 2%, coupled with ongoing focus on margin and efficiencies. This builds on the strong momentum delivered in H1 2026, with pre-IFRS16 EBITDA up 53% to £61m in the financial year to date.

Digital performance was also very strong in Q3, with like-for-like sales up 11% and Black Friday delivering Matalan's strongest ever online sales day outside the Covid pandemic, driven by continued investment in this channel, with a new native app due to launch later this year alongside a refreshed loyalty scheme. In addition, with refreshed stores outperforming the wider estate by 12%, Matalan plans to upgrade 40 more locations in its next financial year.

This performance reflects the positive impact of Matalan's strategic initiatives, including increased investment across stores, digital and the supply chain, and a relentless focus on delivering everyday style, quality and value.

Over the months of November and December, in the crucial run up to Christmas, like-for-like sales in the nine weeks ended 2nd January 2026 increased by 1%. Categories including women's outerwear and men's formalwear and sportswear performed particularly well. As a result, Matalan gained market share across both womenswear and menswear in the period, reflecting the renewed product offer and significant improvements in brand perception¹.

Overall, Matalan outperformed the wider market in October through to December, delivering year-on-year sales growth ahead of peers.²

Matalan continues to strengthen its proposition to deliver everyday style, quality and value for customers, and will welcome its new CEO Henrik Nordvall on Monday 2nd February 2026.

Karl-Heinz Holland, Executive Chair of Matalan, commented: “Our business transformation continues to deliver tangible results, with another strong quarter of EBITDA performance, alongside a return to sales growth. This reflects our relentless focus on delivering better quality, style and value, underpinned by sustained investment in product, stores and digital. This has enabled us to outperform the market, despite a challenging trading backdrop. Looking ahead, we look forward to welcoming our new CEO Henrik next month and remain confident in the business delivering sustainable profitable growth.”

ENDS

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¹ Worldpanel by Numerator Data – 12w/e to 7th December 2025 vs Last Year, GB Total Clothing, Footwear & Accessories | Spend & Volume Share £%; YouGov BrandIndex monthly data

² BRC-KPMG Retail Sales Monitor data, October – December 2025

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About Matalan:

Matalan is a leading UK and international fashion and homeware retailer, with a mission to be the first choice for outstanding family value. With a large store network of over 260 UK and international stores and integrated e-commerce platform, Matalan is a trusted brand which puts its customer at the heart of its business and delivers unrivalled product choice and exceptional style and quality to over 11 million loyal shoppers every year. Matalan is famously committed to offering a compelling value focused fashion and home offering, that continues to help millions of UK household budgets go further.

www.matalan.co.uk