

Likewise

plc



INVESTOR Presentation

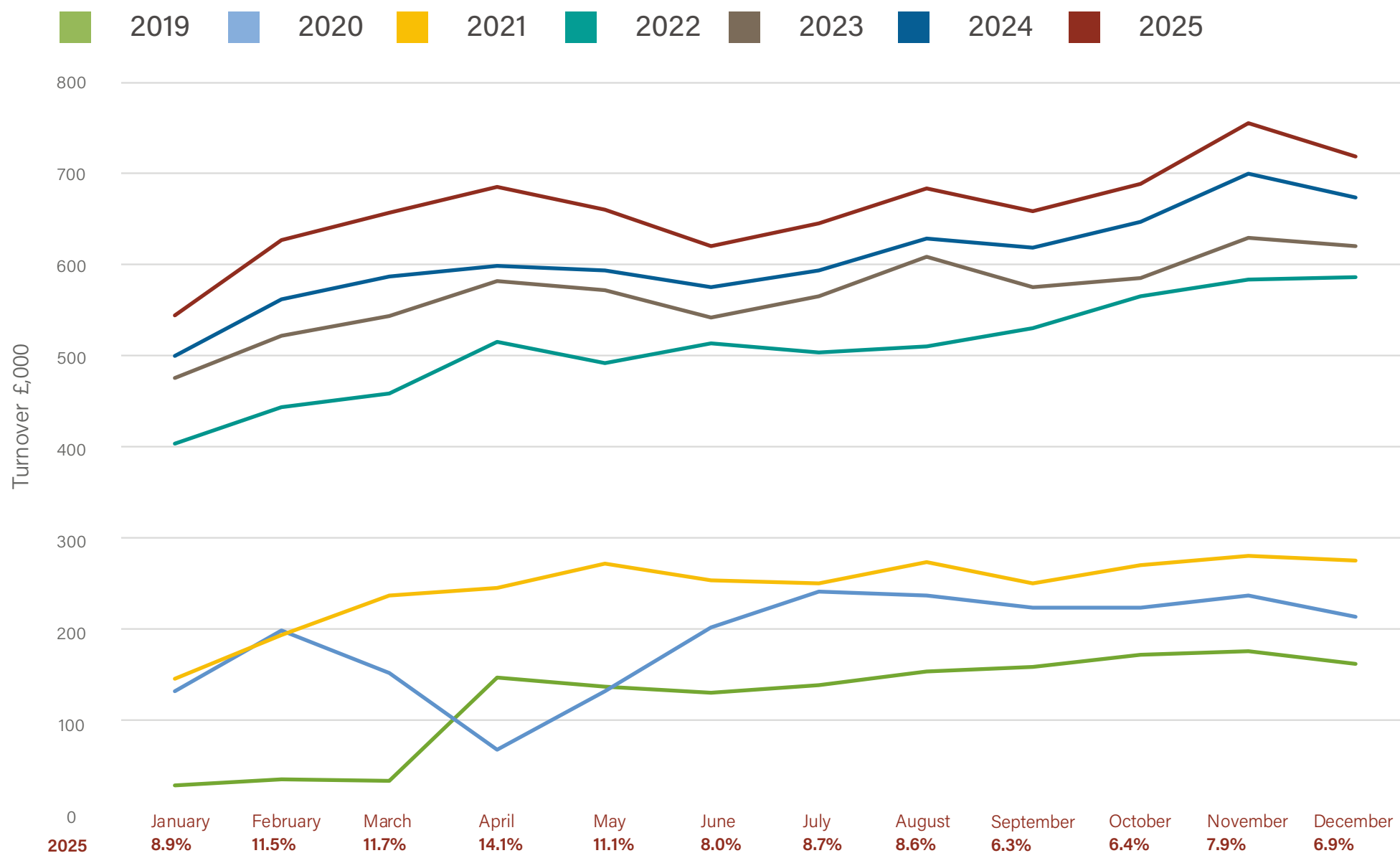
January 2026

Product Development, Sales, Marketing and Distribution of Flooring to Independent Retailers and Contractors

- 12 Distribution and Logistics Centres created with additional capacity
- 87 Suppliers across key flooring products
- 102 Customer focused Management and Sales Executives
- Delivery vehicles increasing to 160 in 2026 providing next day service
- 561 Staff. Huge majority with long-standing flooring experience
- Huge opportunities to increase point of sale and market presence
- Over 7,000 Customers. Principally independent flooring retailers and contractors
- Opportunity for Sales Revenue in excess of £250 Million

Monthly & Annual Figures

Like for like sales increased to the end of December 2025 by 8.6%. Likewise Floors by 13.3%.



Figures shown calculated per working days

Likewise Management Team

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Sales Resource

21 additional new Sales Executives since the start of 2024

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Brand	Management	Experienced Customer Support External	Internal	Sales Agents
 Scotland	2	5	3	-
 North East	1	4	3	-
 North	1	9	7	-
 Midlands	2	8	4	-
 Wales	2	2	1	-
 South	1	5	1	-
 London	2	4	2	1
 South East	2	3	3	-
 South West	1	2	1	-
 Rugs&Matting	1	4	3	2
 Trading	2	-	-	-
 Floors by LEWIS ABBOTT	1	3	-	-
	1	7	3	-
 FACTORY FLOORING	1	1	3	-
	1	3	2	3
	1	7	-	-
	3	10	14	-
Totals	25	77	50	6

Displays & Market Presence

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Displays & Market Presence

New Hardware for Valley

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Property

£23.5m of freehold property portfolio with only £2.3m debt

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☐ Freehold - 50% of Total Capacity



Glasgow 2023



Newcastle 2022



Leeds 2021



Manchester 2024



Birmingham 2022



☐ **Sudbury** 2018



Sidcup 2023



Newbury 2022



☐ **Erith** 2022



☐ **Derby** 2022



☐ **Newport** 2022



☐ **Plymouth** 2025

Logistics Network

Likewise
Floors

9



- 98 delivery vehicles providing a next day service

National Distribution Hub

Glasgow	47,000 Ft ²
Leeds	80,000 Ft ²
Birmingham	57,000 Ft ²

National Distribution Centre

Sudbury	80,000 Ft ²
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Regional Logistics Centres

Newcastle	20,000 Ft ²
Manchester	18,000 Ft ²
Newbury	10,500 Ft ²
Sidcup	12,000 Ft ²
Newport	35,750 Ft ²
Plymouth	8,000 Ft ²



Commercial Vehicles

Location	Trucks	Vans
Glasgow	9	1
Newcastle	5	1
Leeds	17	1
Manchester	10	2
Birmingham	15	1
Sudbury	11	1
Sidcup	8	1
Newbury	6	1
Newport	4	-
Plymouth	2	-
	87	9

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- 58 delivery vehicles providing a next day service

Valley Carpets

Erith	70,000 Ft ²
Derby	52,000 Ft ²
Newport	35,750 Ft ²
Plymouth	8,000 Ft ²

Commercial Vehicles

Location	Trucks	Vans
Erith	26	1
Derby	21	-
Newport	7	1
Plymouth	2	-
	56	2



Logistics Network

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📍 National Distribution Hub

Glasgow	47,000 Ft ²
Leeds	80,000 Ft ²
Birmingham	57,000 Ft ²

📍 National Distribution Centre

Sudbury	80,000 Ft ²
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📍 Regional Logistics Centres

Newcastle	20,000 Ft ²
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📍 Valley Carpets

Erith	70,000 Ft ²
Derby	52,000 Ft ²
Newport	35,750 Ft ²
Plymouth	8,000 Ft ²



152 delivery vehicles providing a next day service

Commercial Vehicles

Location	Trucks	Vans
Glasgow	9	1
Newcastle	5	1
Leeds	17	1
Manchester	10	2
Birmingham	15	1
Sudbury	11	1
Sidcup	8	1
Newbury	6	1
Newport	4	-
Plymouth	2	-
	87	9
Erith	26	1
Derby	21	-
Newport	7	1
Plymouth	2	-
	56	2
Group Total	141	11

Processing Capacity

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70% Utilised Overall



90% Utilised



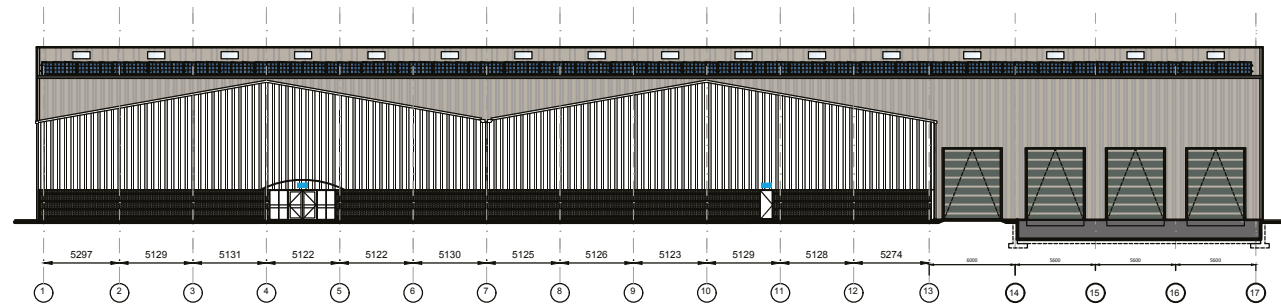
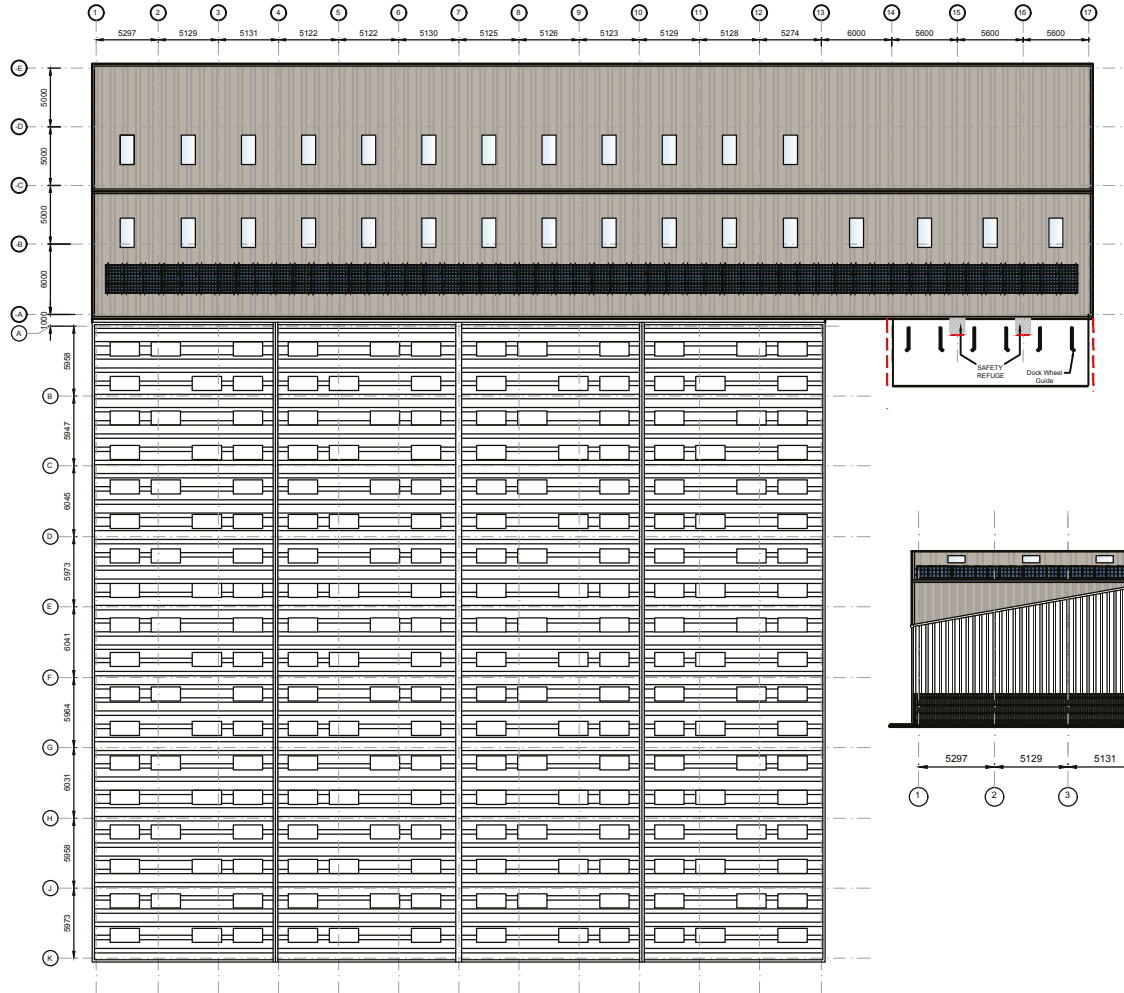
Extra Capacity

	Cutting Shift 1	Cutting Shift 2	Picking	Capex Investment
Glasgow				c. £1.8m
Newcastle	-	-		c. £0.3m
Leeds				c. £1.5m
Manchester	-	-		c. £0.4m
Birmingham				c. £1.9m
Newbury	-	-		c. £0.2m
Sidcup	-	-		c. £0.2m
Sudbury	-	-		c. £0.1m
Erith				£20m (Net) Acquisition in January 2022 + £1.0m in Derby
Derby				
Newport	Operational End Q2 - 2026			c. £2.5m

Newport Extension

Planning permission granted
Now Under Construction
Scheduled to be operational End Q2 2026

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- Significant Progress. Particularly in Last Twelve Months
- Logistics Capacity to Deliver Increasing Trajectory
- Significant Benefit from Newport Extension in 2026
- Excellent Management and Sales Teams
- Comprehensive Support from Suppliers and Customers
- Widespread Industry Opportunities
- Original £200 Million Goal within reach - Now Targeting an Increased Objective of Over £250 Million

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