



INVESTOR Presentation

September 2026

Industry Wide Opportunities To Create A Significantly Larger Business In The UK Flooring Market

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

- 14 Distribution and Logistics Centres created with additional capacity
- 72 Suppliers across key flooring products
- 109 Customer focused Management and Sales Executives
- Delivery vehicles increasing to 176 in 2026 providing next day service
- 608 Staff. Huge majority with long-standing flooring experience
- Extensive opportunities to increase point of sale and market presence
- Over 9,000 Customers. Principally independent flooring retailers and contractors
- Opportunity for Sales Revenue in excess of £300 Million

Financial Highlights

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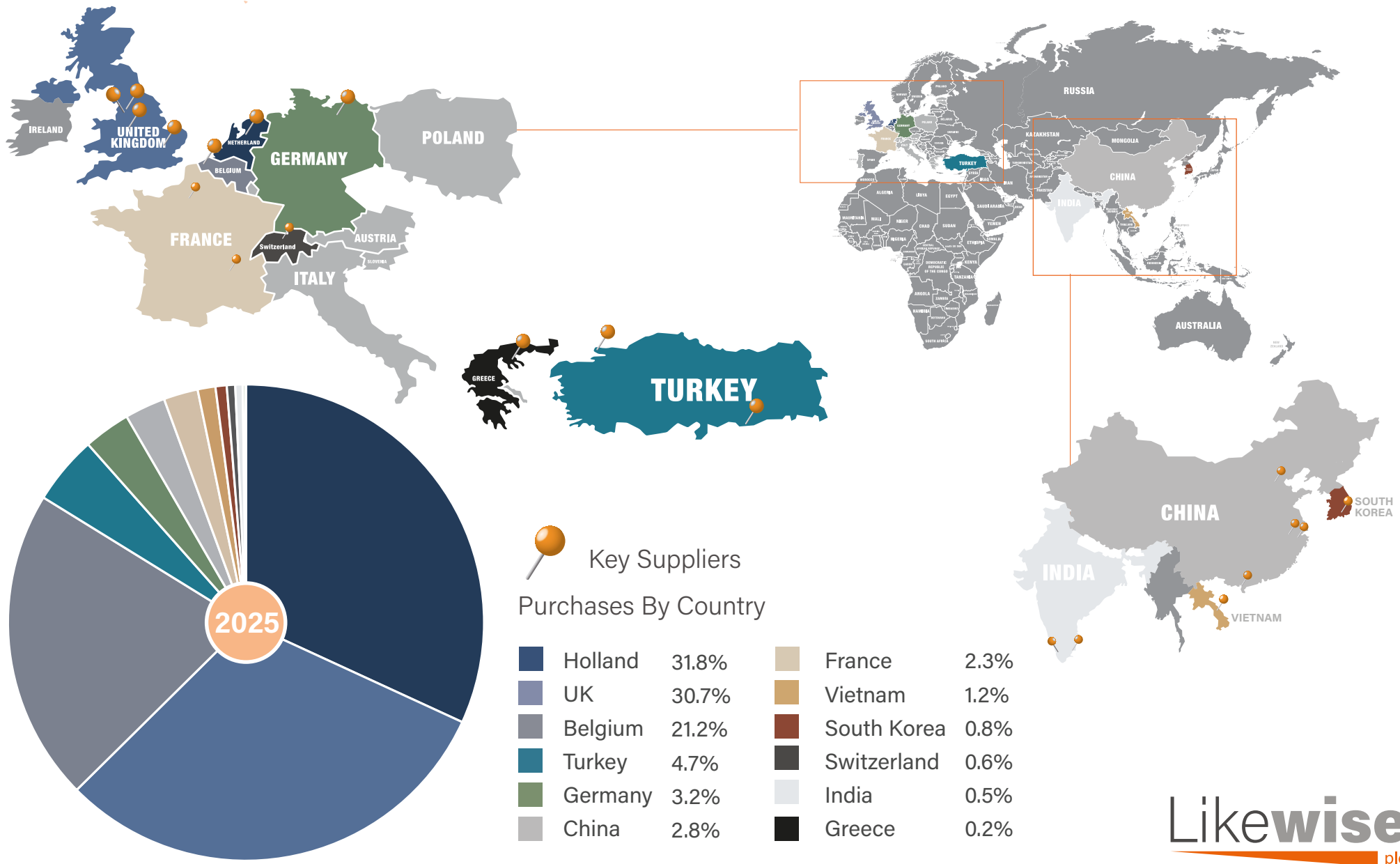
- Total Group revenue increased by 15.4% to £89.9 million (H1 2025: £77.9 million)
- Gross margin improvement of 0.8% to 32.1% in H1 2026
- Underlying EBITDA increased by 15.9% to £5.1 million
- Underlying profit from operations increased by 34.4% to £2.25 million
- Underlying profit before tax increased by 79.5% to £1.32 million
- Positive cash generation from Operating Activities of £4.11m
- Interim Dividend of 0.165 pence per share to be paid on 13 November 2026 – A 20% increase on H1 2025
- Q3 sales revenue increase 29.1% with YTD 20.7%
- Upscaling capacity to realise enhanced revenue sales target of £300 million

Likewise Management Team

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Suppliers By Region



Sales Resource

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Brand	Management	Experienced Customer Support External	Internal	Sales Agents
 Scotland	2	6	3	-
 North East	1	4	3	-
 North	1	10	7	-
 Midlands	2	10	4	-
 Wales	2	2	1	-
 South	2	5	1	-
 London	2	4	2	1
 South East	2	5	3	-
 South West	1	2	1	-
 Rugs&Matting	1	3	3	2
 Trading	2	-	-	-
 Floors by LEWIS ABBOTT	1	3	-	-
	1	7	3	-
 FACTORY FLOORING	1	1	3	-
	1	4	2	2
	1	7	-	-
	2	11	14	-
Totals	25	84	50	5

Displays & Market Presence

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Displays & Market Presence

New Hardware for Valley

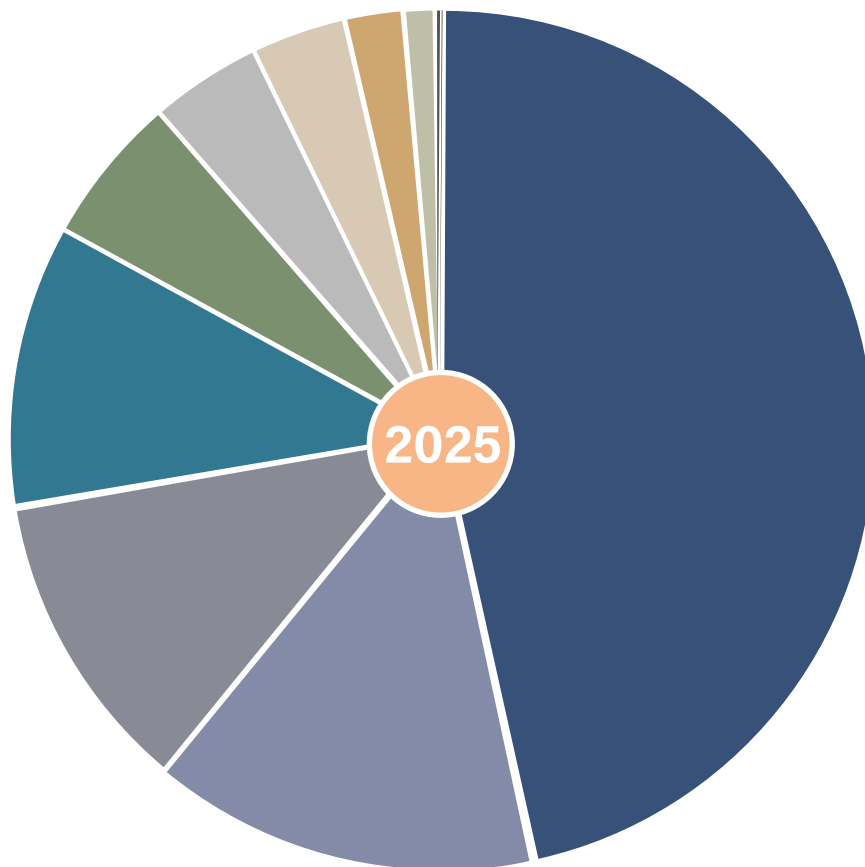
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Products

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- Residential and Commercial Sectors including Multiple Retailers, Independents and Flooring Contractors
- Comprehensive Product Offering Covering all Key Categories



	Proportion of Sales	Group	Likewise
■ Carpet	46.5%		38.0%
■ Commercial	14.5%		18.9%
■ Adhesive and Screed	11.3%		14.6%
■ Vinyl	10.7%		8.5%
■ Underlay	5.7%		5.6%
■ Laminate	4.2%		5.2%
■ LVT	3.6%		4.7%
■ Rugs & Mats	2.2%		2.9%
■ Grass	1.2%		1.6%
■ Wood	0.1%		0.2%

Income Statement - Period ending 30 June 2026 (Unaudited)

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	H1 2026			H1 2025		
	Underlying	Non-underlying	Total	Underlying	Non-underlying	Total
Underlying to Reported Profit						
Revenue	89,912,888		89,912,888	77,947,835		77,947,835
Cost of Sales	(61,080,216)		(61,080,216)	(53,556,714)		(53,556,714)
Gross Profit	28,832,672		28,832,672	24,391,121		24,391,121
Administrative expenses	(14,106,150)	(320,872)	(14,427,022)	(12,430,723)	(507,370)	(12,938,093)
Distribution expenses	(12,365,842)	-	(12,365,842)	(10,232,759)	-	(10,232,759)
Impairment losses on trade receivables	(112,478)		(112,478)	(55,129)		(55,129)
Profit from operations	2,248,202	(320,872)	1,927,330	1,672,510	(507,370)	1,165,140
Finance Income	34,210	-	34,210	22,159	-	22,159
Finance Expense	(959,022)	-	(959,022)	(957,603)	-	(957,603)
Gain/ (Loss) on revaluation of consideration on acquisition	-	-	-	-	-	-
Profit/(loss) before tax	1,323,390	(320,872)	1,002,518	737,066	(507,370)	229,696
Taxation	(190,478)	-	(190,478)	-	-	-
Profit/(loss) for the year	1,132,912	(320,872)	812,040	737,066	(507,370)	229,696
Other comprehensive income:						
Items that will not be reclassified to profit or loss:						
Revaluation of land and buildings	230,042		230,042	161,893		161,893
Items that will or may be reclassified to profit or loss:						
Exchange (losses)/gains arising in relation to translation of foreign operations	8,728		8,728	(23,668)		(23,668)
Total comprehensive income	1,371,682	(320,872)	1,050,810	875,291	(507,370)	367,921

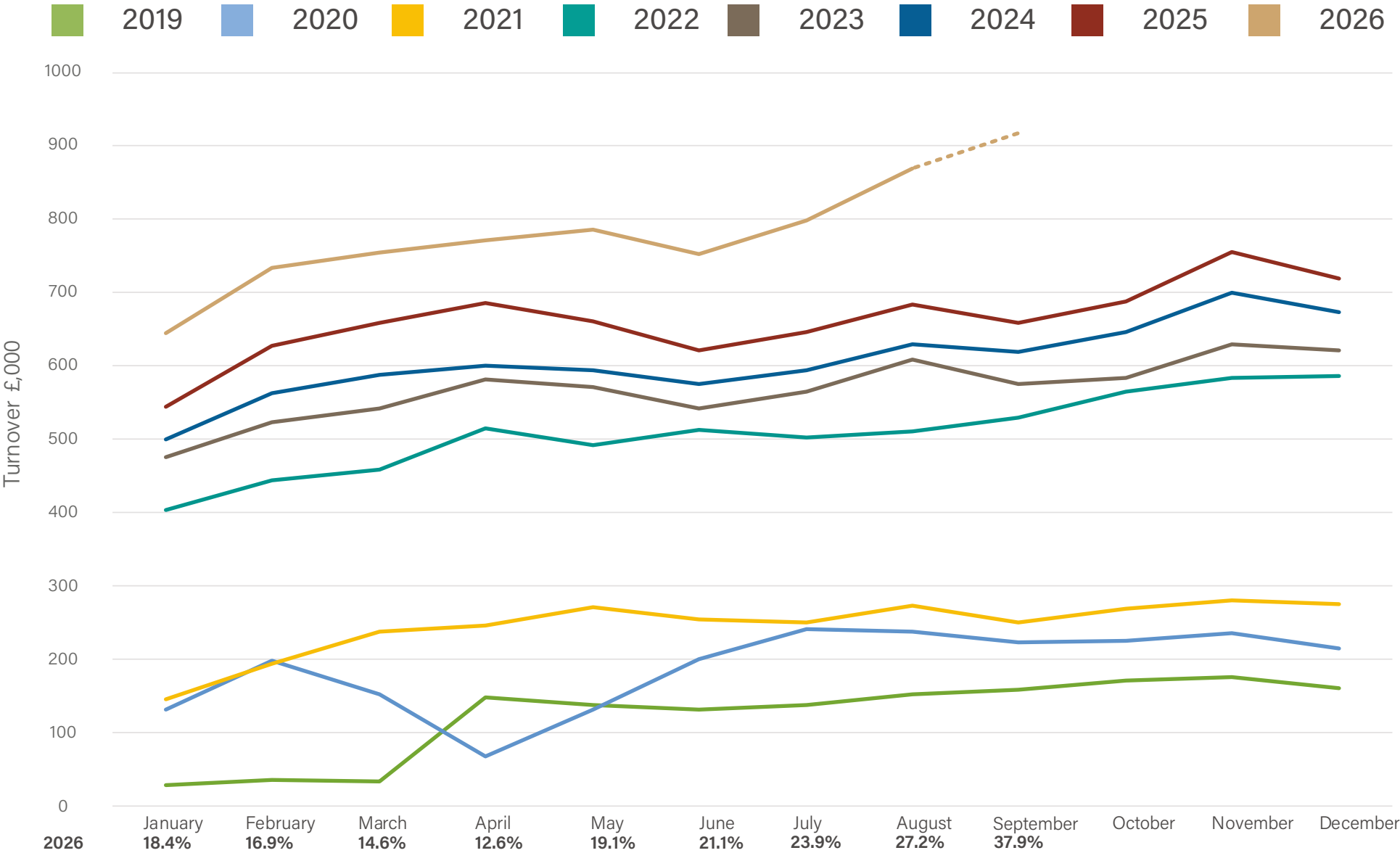
Balance Sheet - Period ending 30 June 2026 (Unaudited)

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	30 June 2026	31 December 2025
Non-Current Assets		
Goodwill and other intangible assets	8,838,633	9,008,968
Property, plant and equipment	44,041,492	38,852,528
Right-of-use assets	15,025,267	16,183,117
Surplus on defined benefit pension scheme	520,000	520,000
	68,425,392	64,564,613
Current Assets		
Inventories	25,217,314	22,670,460
Trade and other receivables	26,277,110	21,260,288
Cash and cash equivalents	3,646,591	3,969,812
	55,141,015	47,900,560
Total Assets	123,566,407	112,465,173
Non-Current Liabilities		
Loans and borrowings	(4,808,031)	(2,115,356)
Lease liabilities	(16,259,281)	(17,075,068)
Deferred tax liability	(3,113,633)	(2,923,155)
	(24,180,945)	(22,113,579)
Current Liabilities		
Trade and other liabilities	(37,865,802)	(31,279,698)
Loans and borrowings	(11,153,685)	(9,669,420)
Lease liabilities	(4,123,104)	(4,411,891)
	(53,142,591)	(45,361,009)
Total Liabilities	(77,323,536)	(67,474,588)
Net Assets	46,242,871	44,990,585
Total Equity	46,242,871	44,990,585

Monthly & Annual Figures

Sales increased YTD to 25th September 2026 by 20.7%



Figures shown calculated per working days

7 Freehold Properties - Externally Valued at £42.0m



Glasgow 2023



Newcastle 2022



Leeds 2021



NEW Leeds 2026



Manchester 2024



Birmingham 2022



Corby 2026



Sudbury 2018



Sidcup 2023



Newbury 2022



Erith 2022



Derby 2022



Newport 2022



Plymouth 2025



NEW Manchester

Cutting Capacity

Over 50% More Capacity

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Likewise
Floors

CURRENT

Glasgow

Leeds

Birmingham

1800 Cuts Per Day

ADDITIONAL

Newport

500-600 Cuts Per Day

Corby

500-600 Cuts Per Day

Manchester

500-600 Cuts Per Day



Valley
Wholesale
Carpets

Erith

1800 Cuts Per Day

Derby

500-600 Cuts Per Day

Logistics Network



National Distribution Hub

Glasgow	47,000 Ft ²
Leeds	80,000 Ft ² + 21,250 Ft ²
Birmingham	57,000 Ft ²
Corby	60,000 Ft ²
Newport	55,000 Ft ²
2027	

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
Plymouth	8,000 Ft ²



118 delivery vehicles providing
a next day service

Commercial Vehicles

Location	Trucks	Vans
Glasgow	11	-
Newcastle	7	1
Leeds	22	1
Manchester	12	2
Birmingham	20	-
Sudbury	16	1
Sidcup	6	1
Newbury	7	1
Newport	7	-
Plymouth	3	-
Total	111	7

Logistics Network

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National Distribution Hub

Glasgow	47,000 Ft ²
Leeds	80,000 Ft ² + 21,250 Ft ²
Birmingham	57,000 Ft ²
Corby	60,000 Ft ² 2027
Newport	55,000 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
Plymouth	8,000 Ft ²

Valley Carpets

Erith	70,000 Ft ²
Derby	52,000 Ft ²
Newport	55,000 Ft ²
Plymouth	8,000 Ft ²



176 delivery vehicles providing a next day service

Commercial Vehicles

Location	Trucks	Vans
Glasgow	11	-
Newcastle	7	1
Leeds	22	1
Manchester	12	2
Birmingham	20	-
Sudbury	16	1
Sidcup	6	1
Newbury	7	1
Newport	7	-
Plymouth	3	-
	111	7
Erith	26	1
Derby	23	-
Newport	8	-
Plymouth	3	-
	60	1
Group Total	168	8

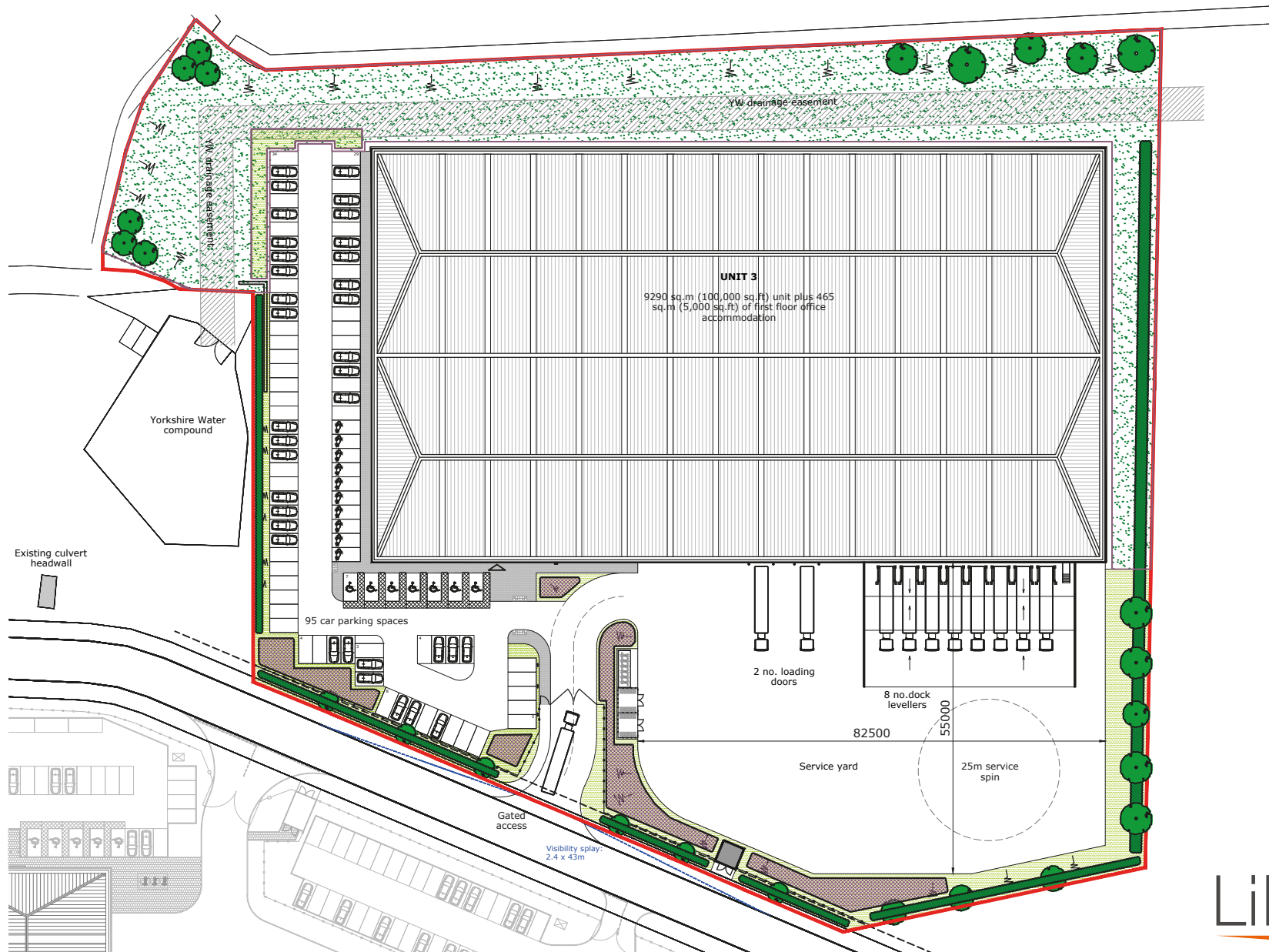
Use of Funds

Corby Distribution Hub

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Operational Highlights

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- Excellent Operational Management, Sales Teams and Staff
- Strong Supplier and Customer Relationships
- Additional Capacity Created in Leeds, Newport, Derby, Corby and Manchester
- Funds Available For Future Investment Opportunities
- Accelerate Gains In Market Share
- Head Towards £300 Million Sales with Improved Operational Gearing

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