



Likewise
plc



INTERIM
ANNOUNCEMENT
JANUARY - JUNE 2021

28 SEPTEMBER 2021



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PAUL BASSI CBE
NON-EXECUTIVE CHAIRMAN

- Paul is also CEO of Real Estate Investors PLC
- Founder and Chairman of Bond Wolfe and formerly Non-Executive Chairman of CP Bigwood Chartered Surveyors
- Past President of the Birmingham Chamber of Commerce
- Former Regional Chairman & Strategy Adviser to Coutts Bank (West Midlands)
- Awarded a CBE in 2010 for services to business and the community



TONY BREWER
CHIEF EXECUTIVE OFFICER

- 44 years' experience within flooring, gaining extensive industry knowledge and supplier relationships
- Joined Headlam in 1991 as Managing Director of their Flooring Division and Main Board Director
- Headlam Chief Executive 2000 - 2016
- Founder and Chief Executive of Likewise Group, principally responsible for Strategy, Acquisitions, Supplier and Investor Relations



ROY POVEY
CHIEF FINANCIAL OFFICER

- Financial Controller with 21 years' experience in the flooring industry
- 6 years as Financial Director within the home improvement industry
- Worked as Financial Controller as part of the Senior Management Teams in Headlam Coleshill and Tamworth. Roy successfully integrated several newly acquired businesses both financially and operationally
- In acknowledgement of his operational experience he was appointed as General Manager at Mercado



ANDREW SIMPSON
NON-EXECUTIVE DIRECTOR

- 37 years' experience in the flooring industry
- Joined the Gainsborough Group in 1973
- Joined the MCD Group in 1978
- Appointed Managing Director of Wilkies Carpets, Leeds in 1983
- Joined Headlam in 1991
- Retired in 2010 after 37 years gaining immense knowledge and experience working with suppliers, customers and employees



MIKE STEVENTON
NON-EXECUTIVE DIRECTOR

- 34 years' experience in the professional services industry at KPMG, rising to Partner in 1998 with a focus on auditing international listed groups
- Appointed Head of Automotive for KPMG UK in 2006
- Appointed Regional Chairman for KPMG Midlands in 2010
- Appointed Head of KPMG's Public Sector Business in 2016

EXECUTIVE BOARD

MANAGEMENT TEAM



TONY JUDGE
COMMERCIAL

- 36 years' experience within the flooring industry, having worked for both manufacturers and distributors
- Before joining Likewise in October 2019, Tony was employed as the Chief Operating Officer of the Headlam Group, having previously gained experience in various roles across Purchasing, Sales, Logistics and IT
- As Commercial Director Tony is principally responsible for IT, Logistics and Business Development



ADRIAN LAFFEY
MAINSTREAM RESIDENTIAL

- 33 years' experience in flooring, from retail to distribution
- Joined Mercado in 1993 as a Sales Representative progressing to Buying Director and latterly Joint Managing Director, with responsibility for the four businesses operating from the Mercado site
- Responsible for all aspects of Headlam's flagship distribution centre in Tamworth before joining Likewise
- Global supplier relationships across all types of flooring products with considerable industry knowledge



JAMES KELLETT
MAINSTREAM CONTRACT

- 31 years' flooring industry experience, starting on the trade counter working through the business to sales, stock control then 15 years as Commercial Buying Director for the Mercado Group of companies within Headlam, latterly Joint Managing Director
- Strong supplier and customer relations across the commercial and luxury vinyl tile flooring sectors



JIM MCGREGOR

BRANCH MANAGER
LIKEWISE SCOTLAND



GEORGE PRIOR

COMMERCIAL DIRECTOR
LIKEWISE NORTH



STU PETERS

COMMERCIAL DIRECTOR
LIKEWISE NORTH EAST



CRAIG MELLING

GENERAL MANAGER
A&A CARPETS



TROY FALLON

KEY ACCOUNT MANAGER
LIKEWISE TRADING



SANDRA CARTER

KEY ACCOUNT MANAGER
LIKEWISE TRADING



JOHN SPINK

BUSINESS MANAGER
LIKEWISE MIDLANDS



SHONA REDMAN

FINANCIAL CONTROLLER
LIKEWISE FLOORS



SHANE WILLIS-BETTS

COMMERCIAL DIRECTOR
LIKEWISE SOUTH



DARREN AITKEN

OPERATIONS MANAGER
LIKEWISE MATTING &
MARQUEE FLOORS



SIMON PAGE

SALES MANAGER
LIKEWISE MATTING &
MARQUEE FLOORS



DARREN MINNS

FINANCIAL CONTROLLER
LIKEWISE MATTING &
LEWIS ABBOTT



DAN THOMPSON

COMMERCIAL MANAGER
LEWIS ABBOTT



PATRICK O'CONNOR

BUSINESS MANAGER
H&V CARPETS

TIMELINE OF EVENTS

**JANUARY
2018**

ACQUISITION OF
WILLIAM ARMES
£2.7M



**SEPTEMBER
2018**

ACQUISITION OF
BRUCE STARKE
£0.8M



**JANUARY
2019**

LIKewise PLC
LIST ON TISE
£7.0M
FUNDRAISE



**FEBRUARY
2019**

ACQUISITION OF
LEWIS ABBOTT
£1.2M



**MARCH/APRIL
2019**

NEW BUSINESSES



**APRIL
2019**

ACQUISITION OF
HEATSEAM FOR £8.0M
£7.5M FUNDRAISE



**MAY
2019**

ACQUISITION
OF H&V
£1



**AUGUST/SEPTEMBER
2019**

NEW BUSINESSES



**NOVEMBER
2019**

NEW BUSINESS



**JANUARY
2020**

MERGER OF MATTING
BUSINESSES & NEW IT
IMPLEMENTATION



**FEBRUARY
2020**

ACQUISITION
OF A&A
£0.9M



**OCTOBER
2020**

HEATSEAM -NEW IT
IMPLEMENTATION

**FEBRUARY
2021**

LEEDS NATIONAL
DISTRIBUTION HUB
FULLY OPERATIONAL

**JUNE
2021**

NEW BUSINESS
AND NATIONAL
DISTRIBUTION CENTRE
ESTABLISHED



**AUGUST
2021**

LIKewise GROUP PLC
LIST ON AIM
£10M FUNDRAISE

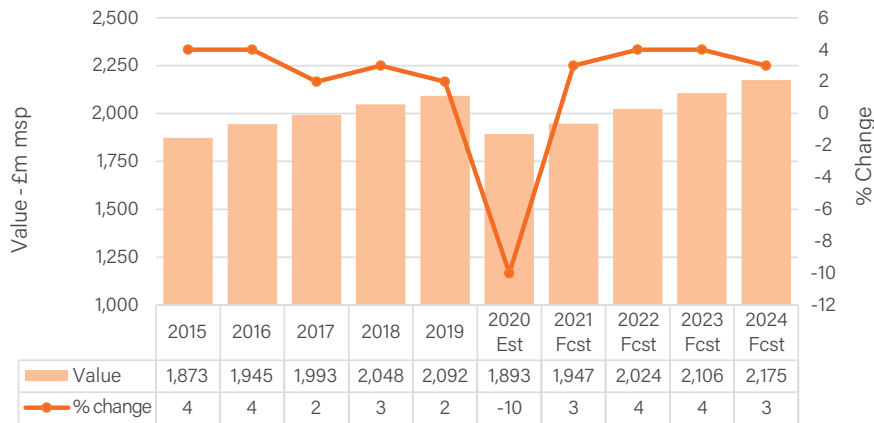


HIGHLIGHTS

- CONSISTENT AND POSITIVE PERFORMANCE FROM ALL BUSINESSES
- LIKEWISE TRADE BRAND BECOMING ESTABLISHED IN MOST PARTS OF UK
- LIKEWISE VOTED DISTRIBUTOR OF THE YEAR BY FLOORING RETAILERS
- LEEDS LOGISTICS HUB SUPPORTS GROUP RESIDENTIAL ACTIVITIES
- BIRMINGHAM DISTRIBUTION CENTRE OPENED AND OPERATIONAL BY YEAR END
- CONTINUED CONSISTENTLY FROM FOUNDATIONS LAID IN 2020
- SUCCESSFUL IPO AND LISTING ON AIM

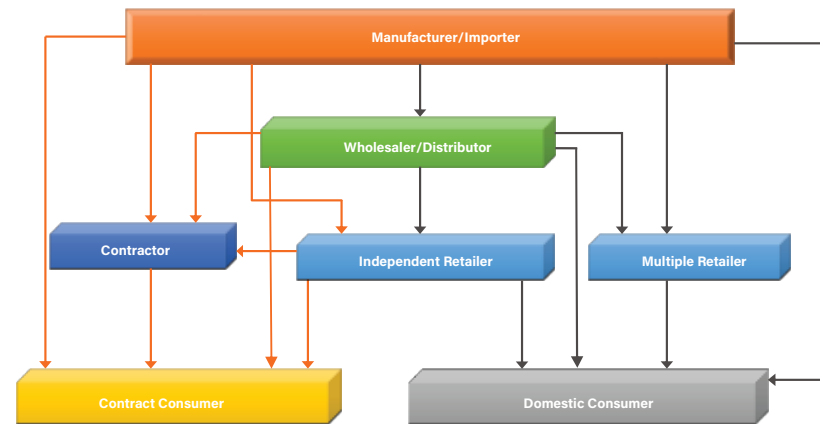
MARKET DATA

UK FLOORCOVERINGS MARKET SIZE AND FORECASTS
2015 - 2024 BY VALUE (£M AT MSP)



Source: AMA Research Ltd/Trade Estimates

MAIN DISTRIBUTION CHANNELS FOR
THE UK FLOORCOVERINGS MARKET



Source: AMA Research Ltd

UK RESIDENTIAL PROPERTY TRANSACTIONS*
VALUED AT £40K OR ABOVE 2014 - 2019 BY VOLUME

Year	Volume (000s) Not Seasonally Adjusted	% Change
2014	1,219	+ 14
2015	1,230	+ 1
2016	1,235	-
2017	1,220	- 1
2018	1,191	- 2
2019	1,177	- 1
2020 Q1 to Q3	671	

Source: HMRC/AMA Research Ltd * Includes all freehold, leasehold and residential housing land

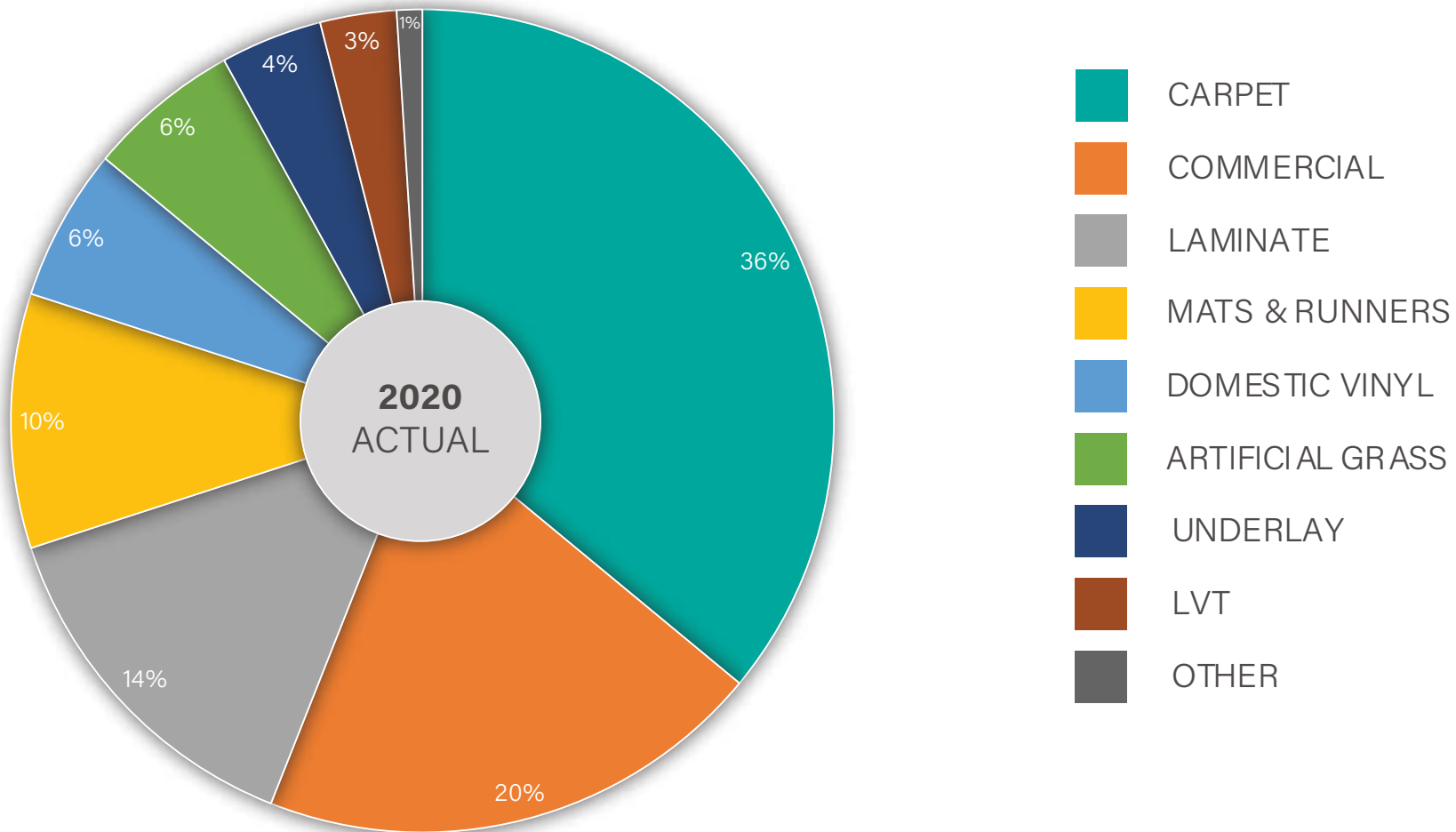
HOUSING COMPLETIONS (GB) 2014 - 2020
NUMBER OF DWELLINGS

Year	Private Sector	Public Sector	All Dwellings	% change
2014	110,553	29,971	140,524	+ 7
2015	129,557	38,080	167,637	+ 19
2016	133,861	32,697	166,558	- 1
2017	152,599	35,517	188,116	+ 13
2018	154,937	37,636	192,573	+ 2
2019	165,227	43,144	208,371	+ 8
2020 Est	111,624	25,018	136,642	- 34

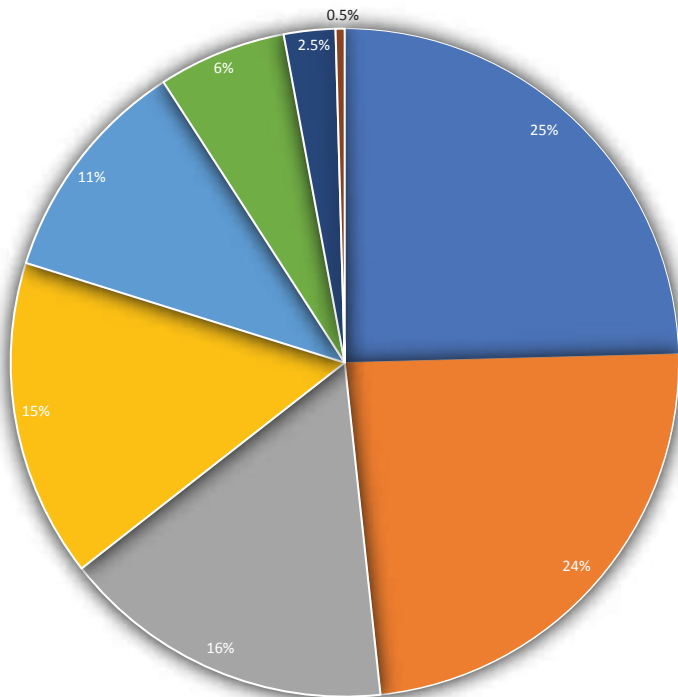
Source: ONS/AMA Research Ltd

PRODUCTS

- RESIDENTIAL AND COMMERCIAL SECTORS INCLUDING MULTIPLE RETAILERS, INDEPENDENTS AND FLOORING CONTRACTORS
- EXTENSIVE PRODUCT OFFERING COVERING ALL KEY CATEGORIES



SUPPLIERS BY REGION



- HOLLAND
- BELGIUM
- EUROPE OTHER
- UK
- FAR EAST
- TURKEY
- INDIA
- UKRAINE
- KEY SUPPLIERS



SALES RESOURCE

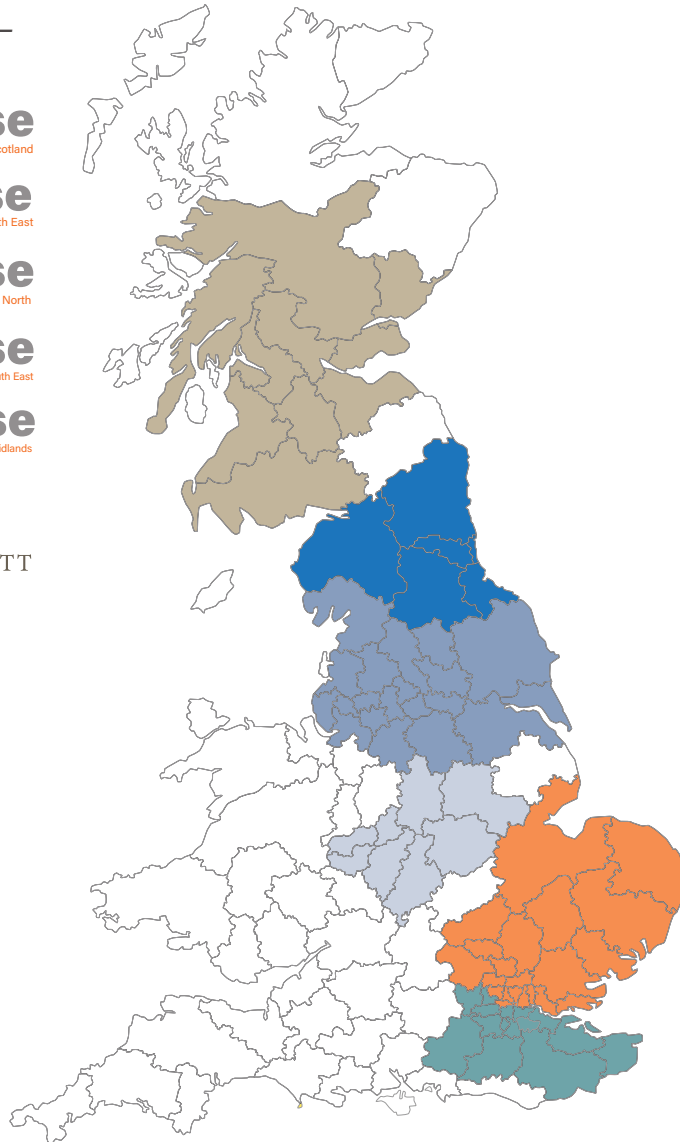
- ONGOING RECRUITMENT OF EXPERIENCED SALES PEOPLE IS KEY TO THE DEVELOPMENT OF THE GROUP

BRAND	SALES MANAGEMENT	EXPERIENCED CUSTOMER SUPPORT EXTERNAL	INTERNAL	SALES AGENTS
	1	5	3	-
	1	1	3	3
	2	1	2	3
	1	2	2	1
 Scotland	2	3	3	-
 North East	1	3	3	-
 North	2	6	4	-
 Midlands	1	6	2	-
 South East	1	3	3	-
 Matting	2	6	3	2
 Trading	2	-	-	-
TOTALS	16	36	28	9

GEOGRAPHICAL MARKET PRESENCE

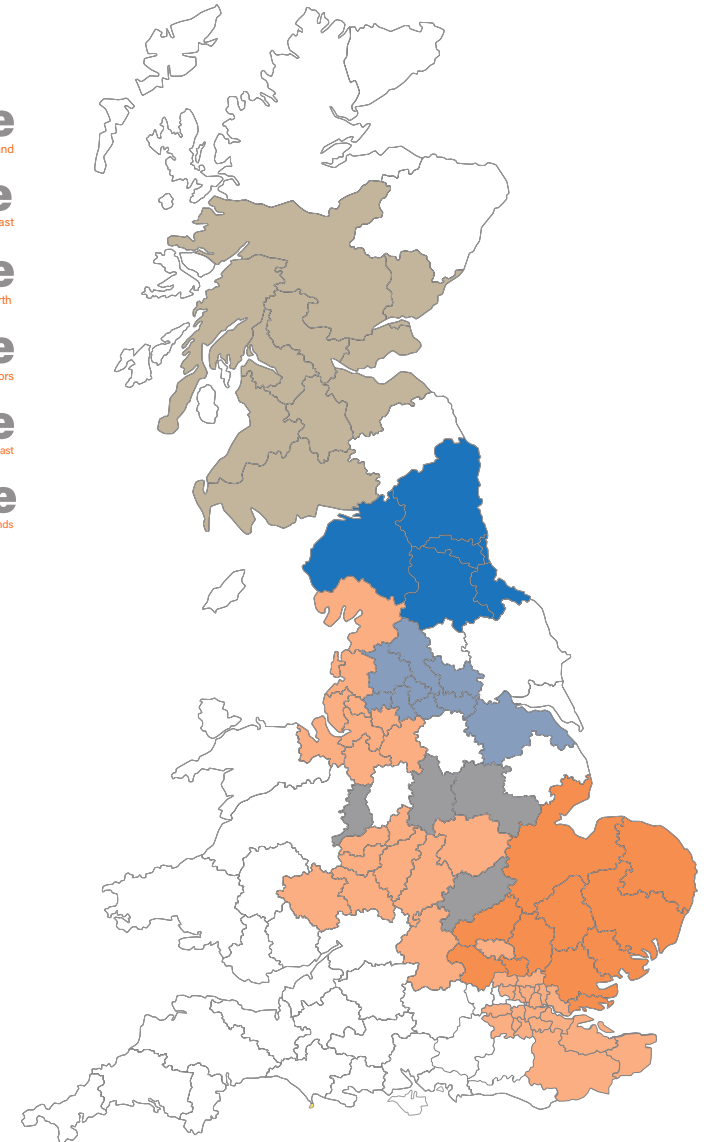
COMMERCIAL

-  **Likewise**
Scotland
-  **Likewise**
North East
-  **Likewise**
North
-  **Likewise**
South East
-  **Likewise**
Midlands
-  
Floors by
LEWIS ABBOTT



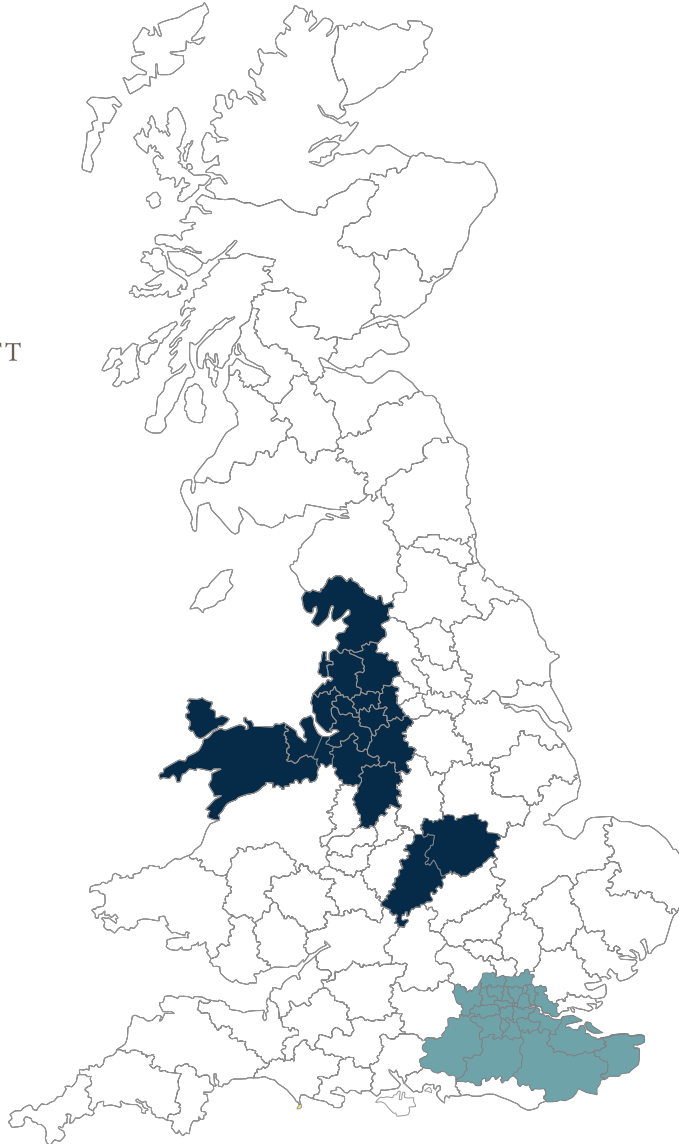
RESIDENTIAL

-  **Likewise**
Scotland
-  **Likewise**
North East
-  **Likewise**
North
-  **Likewise**
Floors
-  **Likewise**
South East
-  **Likewise**
Midlands

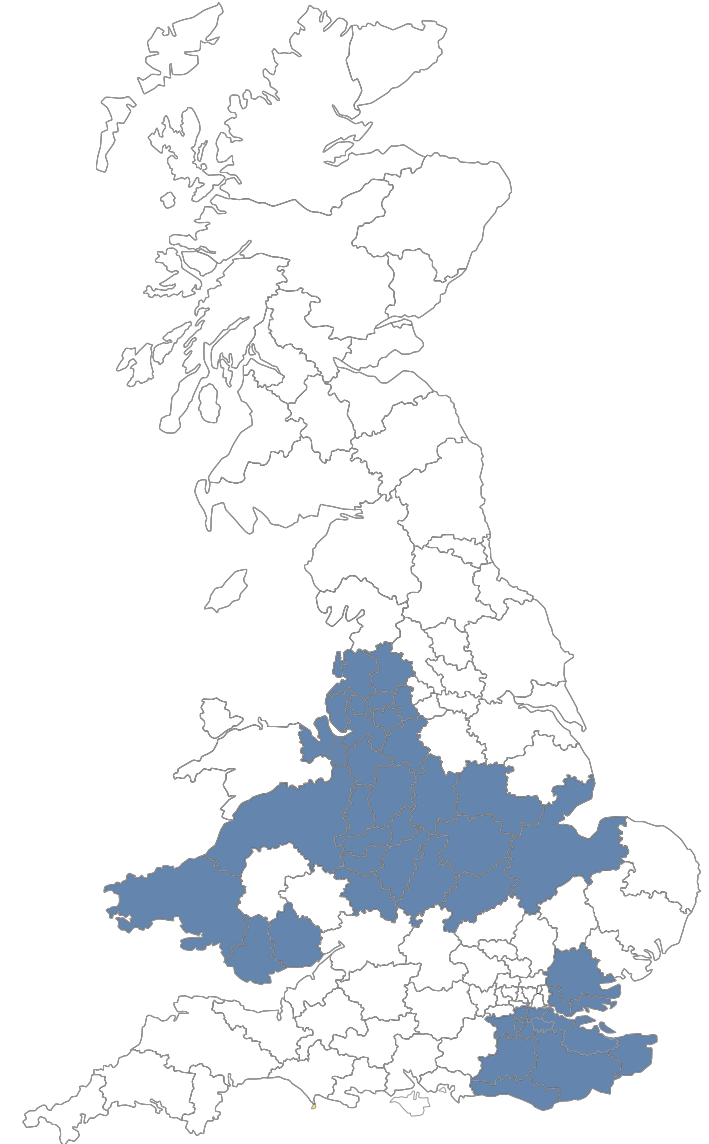


GEOGRAPHICAL MARKET PRESENCE

RESIDENTIAL



RESIDENTIAL



BEST FLOORING WHOLESALER AWARD AUGUST 2021



Best Flooring Wholesaler



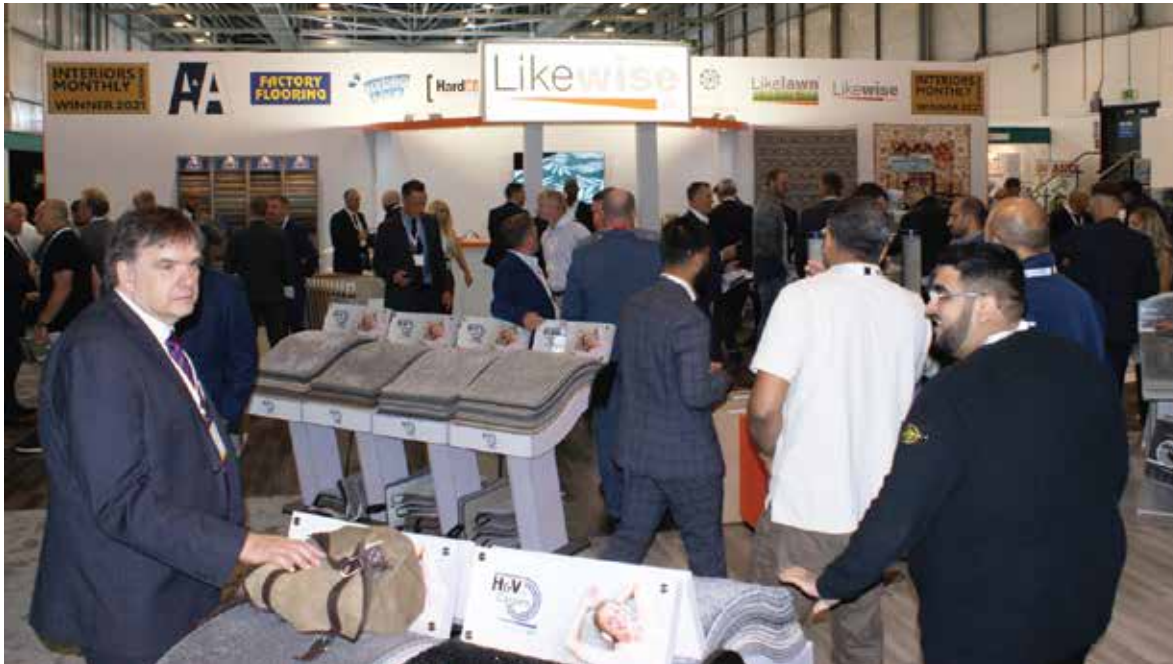
Rewarding Excellence in 2021

Andrew C Kidd
Andrew Kidd, Editor

Interiors
Media Ltd



HARROGATE FLOORING SHOW SEPTEMBER 2021



NEW DISTRIBUTION FACILITY

- LOCATED IN LEEDS WITH EXCELLENT ACCESS TO THE M62 AND M621 MOTORWAYS - 80,000 SQ. FT LEASEHOLD



LIKEWISE MATTING

- NATIONAL DISTRIBUTION CENTRE IN SUDBURY - 80,000 SQ. FT HIGH BAY FREEHOLD



NEW DISTRIBUTION FACILITY

18

- LOCATED IN BIRMINGHAM WITH EXCELLENT ACCESS TO THE M6 AND M42 MOTORWAYS - 57,000 SQ. FT HIGH BAY LEASEHOLD





• **53 DELIVERY VEHICLES PROVIDING A NEXT DAY SERVICE**

NATIONAL DISTRIBUTION HUB
LEEDS 80,000 FT²

NATIONAL DISTRIBUTION CENTRES
SUDBURY 80,000 FT²
BIRMINGHAM 57,000 FT²

REGIONAL DISTRIBUTION CENTRE
MANCHESTER 35,000 FT²

REGIONAL LOGISTICS CENTRES
GLASGOW 10,500 FT²
NEWCASTLE 7,500 FT²
PECKHAM 8,500 FT²

EUROPE
MEULEBEKE 20,000 FT²

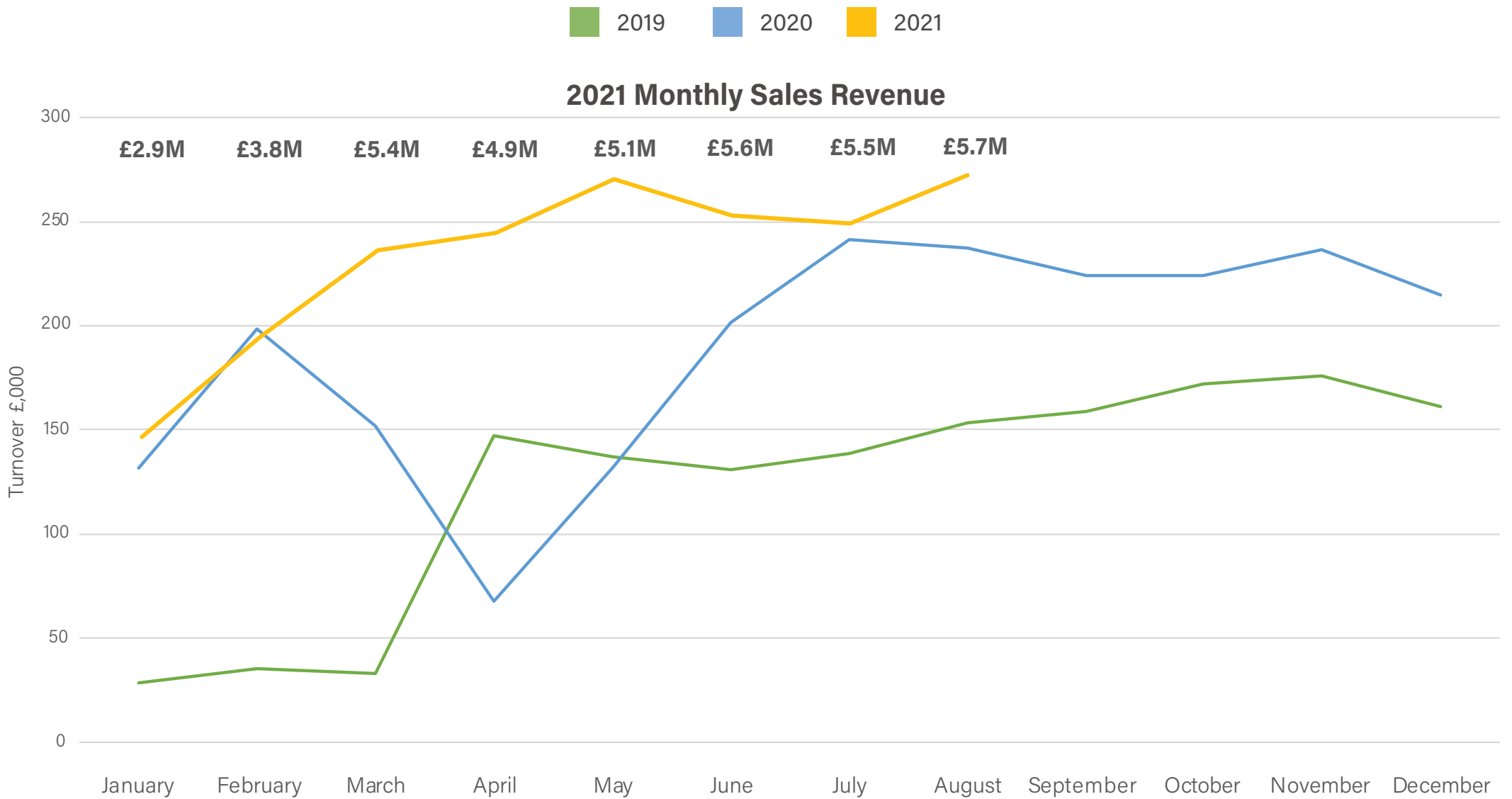


COMMERCIAL VEHICLES		
LOCATION	TRUCKS	VANS
GLASGOW	5	1
NEWCASTLE	4	1
LEEDS	12	1
MANCHESTER	9	2
BIRMINGHAM	4	1
SUDBURY	7	2
PECKHAM	3	1
TOTALS	44	9

LOAD CAPACITY INCREASED FROM 114 TO 273 TONNE PER DAY



MONTHLY AND ANNUAL FIGURES



Figures shown calculated per working days

INTERIM STATEMENT

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INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME JANUARY - JUNE 2021

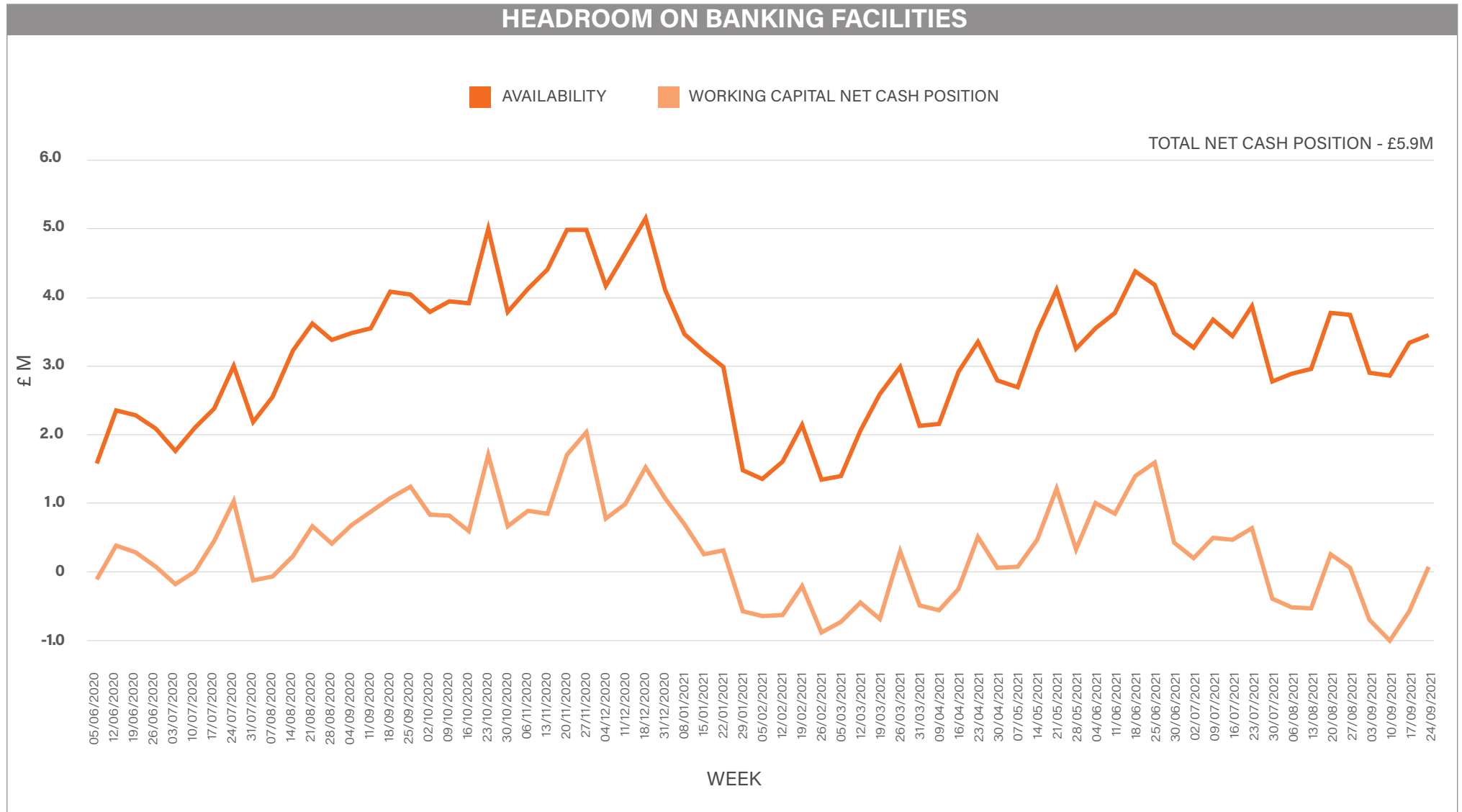
	6 month period ended 30 June 2021 £	<i>As restated</i> 6 month period ended 30 June 2020 £	% change
Revenue	28,036,144	18,374,082	53%
Cost of sales	(19,791,088)	(14,215,212)	
Gross profit	<u>8,245,056</u>	<u>4,158,870</u>	98%
Other operating income	179,850	750,397	
Administrative expenses	(4,422,462)	(4,209,103)	5%
Distribution costs	(3,348,499)	(2,445,354)	37%
Profit/(loss) from operations	<u>653,945</u>	<u>(1,745,190)</u>	137%
Finance costs	(159,264)	(80,942)	
Non-underlying costs			
Loss on revaluation of consideration on acquisition	-	(338,440)	
Amortisation of acquisition intangibles	(143,714)	(143,714)	
Share based payment	(48,290)	(74,541)	
Acquisition costs	-	(21,195)	
Profit/(loss) before tax	<u>302,677</u>	<u>(2,404,022)</u>	113%
Taxation	-	-	
Profit/(loss) for the financial period	<u>302,677</u>	<u>(2,404,022)</u>	113%
Other comprehensive income:	74,737	31,878	
Total comprehensive income for the financial period	<u>377,414</u>	<u>(2,372,144)</u>	116%

BALANCE SHEET

INTERIM CONSOLIDATED STATEMENT OF FINANCIAL POSITION

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	30 June 2021 £	31 December 2020 £
Non-current assets		
Goodwill & other intangible assets	7,881,439	8,025,153
Property, plant and equipment	6,155,016	5,983,797
Right-of-use assets	10,128,768	5,272,802
	<u>24,165,223</u>	<u>19,281,752</u>
Current assets		
Inventories	9,190,649	7,555,806
Trade and other receivables	9,529,397	7,466,158
Cash and cash equivalents	2,262,131	2,820,895
	<u>20,982,177</u>	<u>17,842,859</u>
Total assets	<u>45,147,400</u>	<u>37,124,611</u>
Non-current liabilities		
Loans and borrowings	(1,710,833)	(1,779,668)
Lease liabilities	(9,369,376)	(4,969,987)
Deferred tax liability	(700,484)	(700,484)
	<u>(11,780,693)</u>	<u>(7,450,139)</u>
Current liabilities		
Trade and other liabilities	(17,580,418)	(15,479,985)
Loans and borrowings	(1,774,240)	(1,192,212)
Lease liabilities	(1,755,348)	(1,032,354)
Provisions	(240,578)	(382,722)
	<u>(21,350,584)</u>	<u>(18,087,273)</u>
Total liabilities	<u>(33,131,277)</u>	<u>(25,537,412)</u>
Net assets	<u>12,016,123</u>	<u>11,587,199</u>
Total equity	<u>12,016,123</u>	<u>11,587,199</u>



- DEVELOP LEEDS NATIONAL DISTRIBUTION HUB
- INTENDED RELOCATION OF A&A MANCHESTER DISTRIBUTION CENTRE
- LIKEWISE MIDLANDS COMMENCING TRADING AND OPERATIONAL BY THE END OF 2021
- REFINE AND INCREASE CAPACITY IN SUDBURY NATIONAL DISTRIBUTION CENTRE
- GEOGRAPHICAL EXPANSION OF FREEHOLD / LEASEHOLD DISTRIBUTION CENTRES
- ONGOING RECRUITMENT OF EXPERIENCED SALES PEOPLE
- STRATEGIC VALUE ENHANCING ACQUISITIONS

-
- ACCELERATE ORGANIC GROWTH THROUGH STRATEGIC INVESTMENT
 - CREATE A NATIONAL DISTRIBUTOR WITH REVENUES IN EXCESS OF £200M
 - THIS ENABLES THE BUSINESS TO MAXIMISE SUPPLIER AND CUSTOMER RELATIONSHIPS
 - GENERATE OPERATING MARGINS IN EXCESS OF C. 5%
 - EXECUTED BY A VERY EXPERIENCED TEAM WITH A PROVEN TRACK RECORD IN THE SECTOR
 - INTENTION TO IMPLEMENT PROGRESSIVE DIVIDEND POLICY FROM 2022 FOR 2021

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