

SAN DER SON

DESIGN GROUP

INTERIM RESULTS PRESENTATION FY26



AGENDA

HIGHLIGHTS

FINANCIALS

STRATEGY

OUTLOOK



AT A GLANCE

We are Sanderson Design Group PLC, an international luxury interior furnishings company that designs, manufactures, and markets wallpapers and fabrics together with strong licensing partnerships that produce a wide range of ancillary interior products. Design is at the heart of everything we do.

Our Vision

To lead the interiors industry in transforming the way we design, manufacture and distribute, enriching people's lives, helping them to live beautiful.

Our Purpose & Values

As custodians of 165 years of design experience, our purpose is to Bring the Beautiful into People's Homes and Lives. We do this by being:

Intrepid: We're brave, we're bold, we take the lead and inspire others around us.

Imaginative: We take a creative and innovative approach to everything we do.

Respectful: We consider customers, colleagues, the planet, and the people who live on it.

Journey to Sustainability



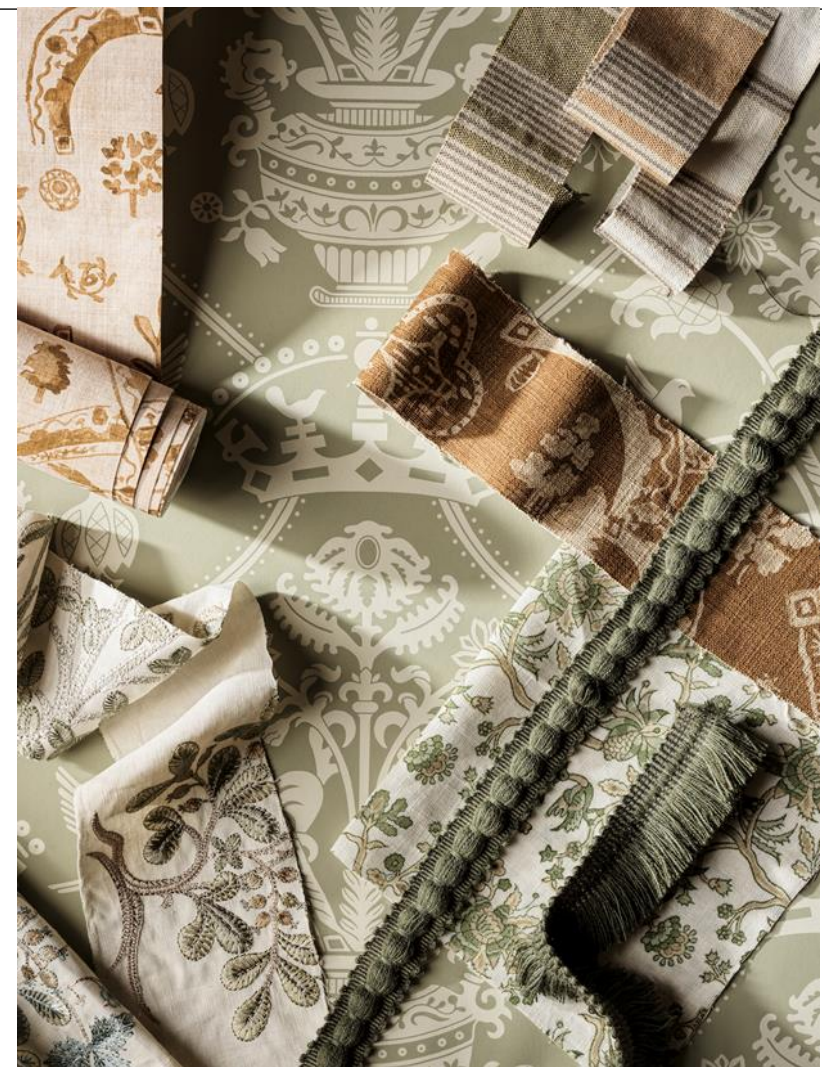
Service Product Overview

The Group is home to a collective of six quintessentially British luxury interior brands targeted at consumers: Sanderson, Morris & Co., Zoffany, Harlequin, Clarke & Clarke and Scion as well as two manufacturing brands that produce fabric and wallpaper for the industry.

We operate in the upper sector of the market, producing high value products. Our UK domestic market is strongly penetrated, and our USA subsidiary is a key strategic pillar for the business.

Locations

We employ 500 people globally across our brands and manufacturing businesses, 455 are based in the UK and provide products globally, while 45 are in US and Europe.



HIGHLIGHTS

- Group revenue of £48.3m (H1 FY25: £50.5m), adjusted underlying PBT at £2.2m (H1 FY25: £2.2m)
- Licensing performed strongly, revenue up 6% to £4.4m (H1 FY25: £4.1m) and underlying revenue growth of 22%
- Highgrove by Sanderson, launched May 2025, has been very well received internationally with record levels of sample requests
- Morris & Co x The Huntington first collection of The Unfinished Works launched September 2025
- Omni-channel strategy advancing with the Trade Hub re-platforming and direct-to-consumer site for Harlequin
- Continued focus on cost efficiencies with an initiative announced in August delivering an annualised saving of £1m in central overheads
- Improved cash performance delivering a strengthened balance sheet with net cash of £7.8m on 31 July 2025 (31 January 2025: £5.8m)
- Interim dividend maintained at 0.5p per share (H1 FY25: 0.5p)



FINANCIALS



KEY FINANCIAL INDICATORS

	REVENUE £M	REPORTED EBITDA £M	PBT £M	ADJUSTED UNDERLYING PBT £M	ADJUSTED UNDERLYING PBT %	ADJUSTED EPS
H1 FY26	48.3	4.1	1.5	2.2	5%	2.22p
H1 FY25	50.5	3.8	1.5	2.2	4%	2.21p

KEY FINANCIAL INDICATORS (CONTINUED)

	CAPITAL EXPENDITURE £M	INVENTORY £M	FREE CASH FLOW £M	NET CASH POSITION £M
H1 FY26	(0.3)	24.7	2.2	7.8
H1 FY25	(2.6)	27.2	(4.5)	9.6

GROUP REVENUE BY SEGMENT

	H1 FY26 £M	H1 FY25 £M	% CHANGE v H1 FY25
Brand product	34.7	37.2	(7%)
Licensing	4.4	4.1	6%
Manufacturing – external	9.2	9.2	(1%)
Group	48.3	50.5	(4%)

- **Brand product**
 - Growth in North America
 - Weakness in UK, Northern Europe and Rest of World continued
- **Licensing** Strong underlying performance
- **Manufacturing – external**
 - Restructuring initiatives transforming future performance

BRAND PRODUCT REVENUE BY GEOGRAPHY

	H1 FY26	H1 FY25	% CHANGE v H1 FY25	
	£M	£M	REPORTED	CER
UK	15.1	16.7	(9%)	(9%)
North America	11.2	11.1	1%	4%
Northern Europe	4.3	4.8	(10%)	(9%)
Rest of the World	4.1	4.6	(10%)	(9%)
Brand product	34.7	37.2	(7%)	(5%)

- **North America**
 - Re-energized Harlequin
 - Heritage brands strong
 - Contract sector recovery
- **UK Northern Europe & Rest of World**
 - Weak consumer markets in all territories
- **Improving trend**
 - August and September up 5% year-on-year

BRAND PRODUCT REVENUE BY BRAND

	H1 FY26 £M	H1 FY25 £M	% CHANGE v H1 FY25 REPORTED	CER
Clarke & Clarke	9.4	10.6	(11%)	(10%)
Morris & Co.	8.8	9.2	(4%)	(3%)
Sanderson	6.8	7.0	(3%)	(3%)
Harlequin	6.0	6.2	(3%)	(3%)
Zoffany	3.3	3.5	(6%)	(4%)
Scion	0.3	0.6	(50%)	(53%)
Other	0.1	0.1	-	-
Brand product	34.7	37.2	(7%)	(5%)

- **Clarke & Clarke** Weakness in the UK, 4% growth in the North America
- **Morris & Co.** North America up 6%; September launch of Huntington x Morris & Co. first collection of The Unfinished Works
- **Sanderson** Record levels of sample orders for Highgrove collection
- **Harlequin** Re-energized product offering, North America up 13%, Henry Holland collaboration
- **Zoffany** Luxury positioning a key part of the group's portfolio

MANUFACTURING REVENUE

	H1 FY26 £M	H1 FY25 £M	% CHANGE v H1 FY25
Anstey	6.7	8.0	(17%)
Standfast	7.8	9.2	(16%)
Total Manufacturing	14.5	17.3	(16%)

Revenue – external	9.2	9.2	(1%)
Revenue – internal	5.3	8.0	(34%)
Total Manufacturing	14.5	17.3	(16%)

	H1 FY26 %	H1 FY25 %	% CHANGE H1 FY25
Digital	61%	51%	22%
Conventional	39%	49%	(22%)

- **Revenue - external**

- Order books building
- Higher mix of more profitable repeat business

- **Revenue - internal**

- Inventory reduction plan in Brands business

- **Cost savings and efficiencies**

- Expect manufacturing segment to break even or slightly better this financial year

LICENSING REVENUE

	UNDERLYING PERFORMANCE £M	PRIOR YEARS ACCELERATED INCOME £M	CURRENT YEAR ACCELERATED INCOME £M	IFRS £M
Category Specialist	2.0	(1.0)	2.4	3.4
Retail Groups	1.9	(0.9)	-	1.0
H1 FY26	3.9	(1.9)	2.4	4.4
Category Specialist	1.8	(1.0)	2.4	3.2
Retail Groups	1.4	(0.8)	0.3	0.9
H1 FY25	3.2	(1.8)	2.7	4.1

- **Revenue (on IFRS basis)** £4.4m up 7%
- **Underlying performance (cash basis)** £3.9m up 22%
- **Accelerated income** £2.4m includes Morris & Co. with The Tile Shop USA and Sanderson with Portmeirion's Royal Worcester

LICENSING UNDERLYING PERFORMANCE

	H1 FY26 £M	H1 FY25 £M	% CHANGE V H1 FY25
UK	1.8	1.4	29%
North America	1.3	0.9	44%
Asia	0.6	0.7	(14%)
Northern Europe	0.2	0.2	-
Underlying	3.9	3.2	22%

	H1 FY26 £M	H1 FY25 £M	% CHANGE v H1 FY25
Morris & Co.	2.2	2.1	5%
Sanderson	0.6	0.3	100%
Scion	0.4	0.4	-
Clarke & Clarke	0.4	0.1	300%
Harlequin	0.2	0.2	-
Other	0.1	0.1	-
Underlying	3.9	3.2	22%

- **UK**

- **Clarke & Clarke** agreement with Next products launched (and royalty payment commenced) May 2024
- **Sanderson** launch of products from the National Trust/Habitat collaboration signed in prior year

- **North America**

- **Sanderson** extension with Ruggable generating revenues in addition to historical Morris & Co. agreement

GROSS PROFIT

	H1 FY26 £M	H1 FY25 £M	% CHANGE v H1 FY25
Brands	34.7	37.2	(7%)
Manufacturing	14.5	17.2	(16%)
Licensing	4.4	4.1	6%
Unallocated	(5.3)	(8.0)	(34%)
Total Revenue	48.3	50.5	(4%)

Brands	23.4	25.4	(8%)
Manufacturing	4.9	5.1	(5%)
Licensing	4.4	4.1	5%
Unallocated	0.3	0.2	n/a
Total Gross Profit	33.0	34.8	(5%)

Brands	67.4%	68.3%	(90bps)
Manufacturing	33.8%	29.7%	410bps
Licensing	100.0%	100.0%	n/a
Total Gross Margin %	68.3%	68.9%	(60bps)

- **Brands**

- Market/channel mix
- Increase in the cost of stock provision due to timing of liquidation activity

- **Manufacturing**

- 410bps improvement
- Factory restructuring and efficiency gains
- Despite lower internal volumes

GROUP INCOME STATEMENT

	H1 FY26	H1 FY25	% CHANGE
	£M	£M	v H1 FY25
Revenue	48.3	50.5	(4%)
Cost of Sales	(15.3)	(15.7)	3%
Gross Profit	33.0	34.8	(5%)
Net distribution and selling expenses ⁽¹⁾	(10.2)	(11.4)	10%
Administration expenses ⁽²⁾	(20.8)	(21.7)	4%
Finance income/(costs) - net	0.3	0.5	(41%)
Adjusted underlying profit before tax	2.2	2.2	3%
Non-underlying and adjusting items	(0.8)	(0.7)	(14%)
Profit before tax	1.5	1.5	(2%)

⁽¹⁾ Include other operating income

⁽²⁾ Exclude non-underlying items

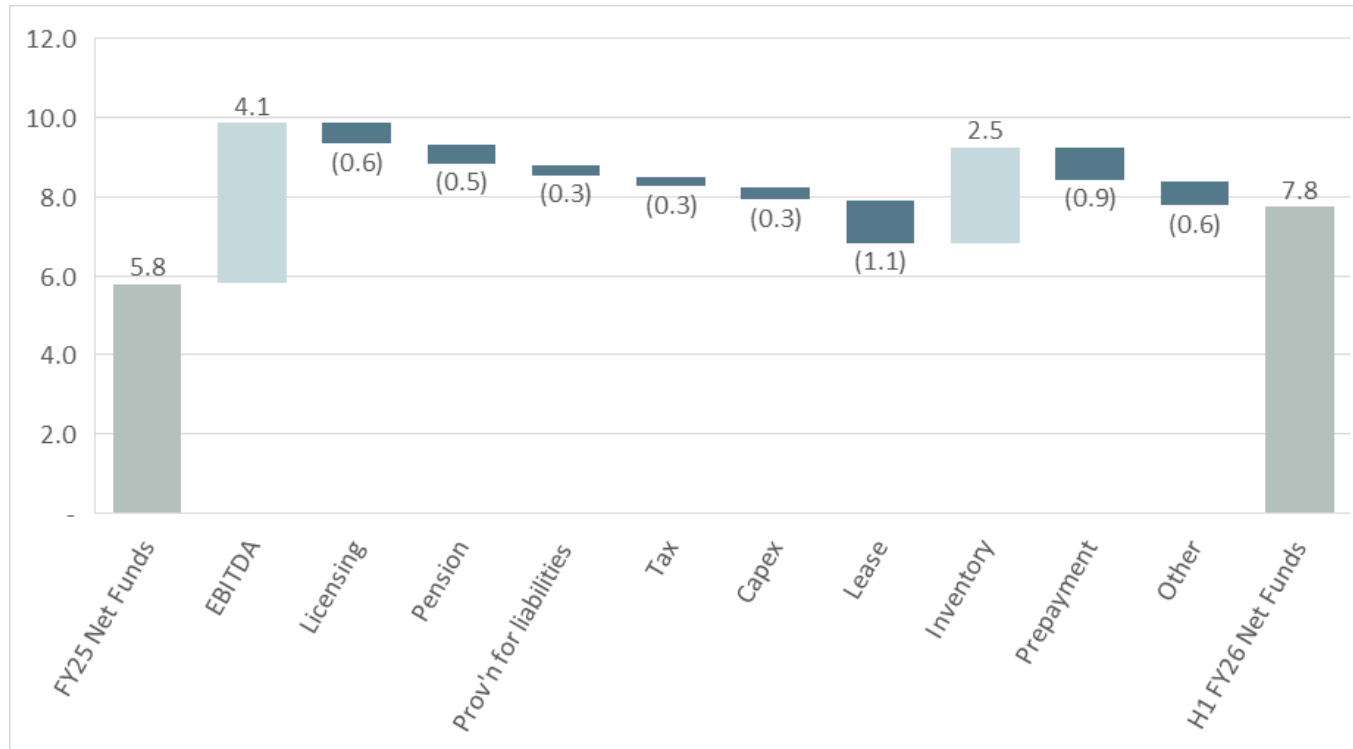
- **Net distribution & selling expenses**

- Change from book scheme to new loyalty model, delivering a net saving of £0.7m
- £0.5m saving from renegotiated haulage and carriage contracts

- **Administration expenses**

- Restructuring initiatives across the business

GROUP CASH FLOW



- **Net funds** £7.8m and £10.0m undrawn committed RCF
- **Licensing** Impact of IFRS15 on accelerated income
- **Pension** Prior year impacted by one off contribution of £2.3m to buy in smaller Abaris scheme
- **Capital expenditure** No major projects planned for FY26
- **Inventory** £2.5m reduction
- **Prepayments** Annual software licences and insurance premiums prepaid in H1 but will reverse prior to year-end

STRATEGY



STRATEGIC PROGRESS

Accelerated transformation in Manufacturing and Omnichannel and protecting Cash

North America

- Growth with momentum strengthening into second half
- Key team talent recruited and in place
- Tariff communications +6% surcharge
- Highgrove by Sanderson well received
- Morris & Co. x The Huntington Unfinished Works major launch September

Digital

- Brands – Trade Hub launched August
- Omnichannel – Morris & Co trading well, Harlequin launched October
- Go to Market – synchronised launches with digital assets
- Factories – simplified, focus on reduced lead-times, lower MOQs, less inventory

Cash

- Cost reduction – a further annualised £1m saving from central overhead
- Inventory lean – significant reduction of £2.5m in H1 and more in work
- Capex – maintenance plus essential IT investment to unlock digital platforms



STRATEGIC VISION

INTERNATIONAL LEADERS IN INTERIOR DESIGN

Our focus is on Interior Design studios, Wallpaper and the US market, underpinned by Digital Innovation, Creative Talent & Cultural Transformation for a seamless, enhanced customer experience.

- **Interior Designers** Help the interior designer create dreamy spaces for their clients
- **Wallpaper** Greater market share, Expertise in making with full range of techniques, Category lead on digital platforms
- **North America** expand our flexible network of champions with digital reach, consistent, 360 messaging, building trust, loyalty and ultimately, market share, impeccable service and smooth operations to replenish and deliver fast
- **Digital** Omnichannel presentation ensures consistency across markets and increases reach in vast territories

All the above, along with a continued focus on smart cost control, bring margin benefits and increase profitability.



5-YEAR KEY STRATEGIC FRAMEWORK

LIVE BEAUTIFUL

CUSTOMERS

INTERIOR DESIGNERS
&
OMNICHANNEL

BRANDS

SANDERSON
&
MORRIS & CO.

PRODUCTS

WALLPAPER FOCUS
&
LICENSING

GEOGRAPHIES

ACCELERATE
GROWTH
IN THE USA

PLATFORM Digital Innovation

PEOPLE Cultural Transformation

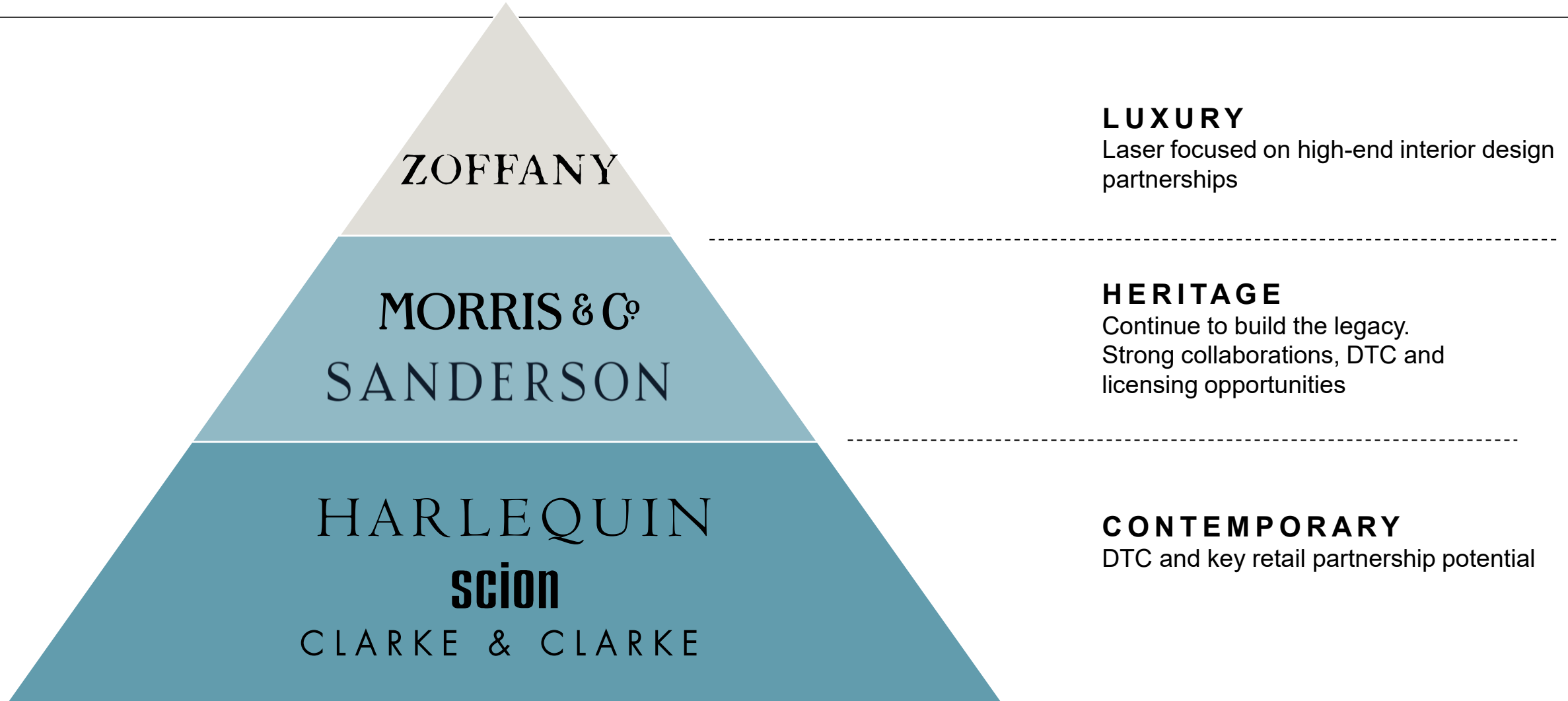
PLANET Striving for net zero

PROFIT For shareholder return

A lush garden scene featuring a large, patterned curtain hanging from a stone archway. The curtain has a complex, colorful design with floral and geometric motifs. It is surrounded by dense green foliage and numerous bright pink flowers, likely hydrangeas. The scene is set in a garden with a stone wall and archway in the background.

BRANDS

BRAND POSITIONING PYRAMID



THE HERITAGE BRANDS STRATEGY

MORRIS & C^o



GROWTH FOCUS:

USA FIRST APPROACH

INSPIRE & DELIGHT INTERIOR DESIGNERS

DRIVE OMNICHANNEL FOR INSIGHTS

BUILD BRAND AWARENESS IN USA

LEVERAGE ICONS & ARCHIVE

LEAD MARKET IN WALLPAPERS

BUILD LIFESTYLE OFFER THRU LICENSING

CULTURALLY RELEVANT CAMPAIGNS

VIRAL COLLABORATIONS

DISRUPTIVE CREATIVE

SANDERSON





ARTS & DRAFTS

A rediscovered trove of sketches has inspired the first new Morris & Co designs in a century. By Jackie Daly

PHOTOGRAPH BY NIALl HODSON

Artwork and sketch materials for the Morris & Co x The Huntington collection design



By a curious turn of fate, one of the world's largest collections of works relating to the British arts and crafts designer and visionary socialist William Morris is kept in American shores. The Huntington Library, Art Museum and Botanical Gardens (established in San Marino, California, in 1957 to house the collection of anglophile Henry E. Huntington) is a destination for Morris enthusiasts, housing the private collection of Sanford and Helen Berger – one of the world's premier memberships of 19th-century arts and crafts. The archive includes an extensive collection of Morris & Co. the decorative arts manufacturer and retailer that was co-founded by the designer, with products spanning tapestries, wallpaper, books and political pamphlets.

Much was made of the collection's residence when The Huntington purchased it for \$5.5m in 1999. It included a Morris-designed 10th by 10th stained-glass window, but there were smaller items among the 7,800 objects such as sketchbooks and parchment filled with unfinished drawings and paintings. These ephemera remained largely undisturbed – a wealth of ideas by Morris and his in-house collaborator: some drawn in pencil, others painted in vivid color, and many no larger than a matchbox. It formed the basis of a time capsule waiting to be rediscovered.

Issey Hayashi, The Huntington's retail business development manager, decided to introduce its potential in 2022 while sifting through the archive in search of designs that would have commercial appeal in the Library's store. "The store team and I met

with Melissa McClellan, the Library's curator of British art, to view the collection first hand and gain a deeper appreciation of its remarkable scope. Knowing how special our collection was, we wanted to find the most relevant and authentic partner to help bring these unfinished works to life." Hayashi made a call to the British wallpaper and fabrics manufacturer, Sanderson Design Group, which has owned Morris & Co. since the 1940s (its portfolio also includes Sanderson, Zoffany, Harlequin, Clarke & Clarke and Scion), and proposed a collaboration to complete the work.

Next month, Morris & Co. will unveil a collection of never-before-seen designs spanning wallpaper, fabrics and books. Having spent two years completing the paintings and sketches exchanged by William Morris, his successor John Henry Dearle and David's son Duncan. Titled The Unfinished Morris (Fabric from £250 per metre; wallpaper from £222 per roll and borders from £60 per roll), the collection adds 50 creations to the 250 designs already in circulation – the first new Morris & Co. designs for a century.

"Completing these artworks has been a dream come true for us," says Sanderson's design director, Claire Vallis, as she adds a roll of brightly patterned fabric across a table at Viceroy House, a house like 1902 arts and crafts buildings in Chiswick, London, which

Top left: Sanderson design director Claire Vallis with the three new designs; right: the new Morris & Co. The Huntington Library wallpaper

has been Sanderson Design Group's HQ since 2024. "We've gone about this in the best way possible – we finish them in situ," she continues, adjusting her thick-rimmed glasses to inspect the pattern against a copy of the original drawing. "We put them back as close as we could to the original, while creating repeats in designs that never had them because they were intended to be stained glass or tapestries. Everything is painted by hand. She looks up and grins. "It's quite literally been a labour of love – Jess Cleggworth, who is the lead designer on the project, found out she was pregnant at the start of the process and had the baby by the time this was done."

VALLIS COMPARES the project to a type of detective work. "We've used our own archive, which includes original wood blocks and first prints, quite extensively. Obviously Morris relied very much on symmetry, so we've tried to keep this in mind with everything we've done from the brush marks to how the leaves are finished."

The team's archive of the library appears with a Morris & Co. logo, which would have been used by Victorian block printers to reproduce the design and colour of a pattern as it rolled off the presses. Much the same work is done today on Sanderson's 200-year-old surface printers, which replicate hand block printing using semi-automated machines. "We have coloured the designs using some of the original documents, and also dropped in colours from the archives, which actually feel fresh and modern," says Vallis. "We've even gone down the rabbit hole of what flowers might have been selected."

Adds Stacey: "The documents come from different sources and times, and the intended purpose was not always clear. Some things had little notes and annotations to say what they were going to be, such as embroidery of a carpet, but others did not."

Vallis nods in agreement. "It was like stepping back in time into Morris's shoes – and trying to do his job just," she says.

We had over to a table in the corner of the room where copies of The Huntington papers are assembled. Vallis picks up a pencil drawing on parchment paper – a repeat of a single flower surrounded by swirling stems of leaves. "See here," she says. "It's an inscription by William Morris."

A glowing moment. This design has been nicknamed "Cherrytree", a nod to the day the flowers that Morris sketched somewhere between 1865 and 1870 (Eton) naming the new designs has been an interesting exercise: "Morris tended to name



Things from the smallest part of the designs, so we've tried to keep this in mind with everything we've done from the brush marks to how the leaves are finished."

The team's archive of the library appears with a Morris & Co. logo, which would have been used by Victorian block printers to reproduce the design and colour of a pattern as it rolled off the presses. Much the same work is done today on Sanderson's 200-year-old surface printers, which replicate hand block printing using semi-automated machines. "We have coloured the designs using some of the original documents, and also dropped in colours from the archives, which actually feel fresh and modern," says Vallis. "We've even gone down the rabbit hole of what flowers might have been selected."

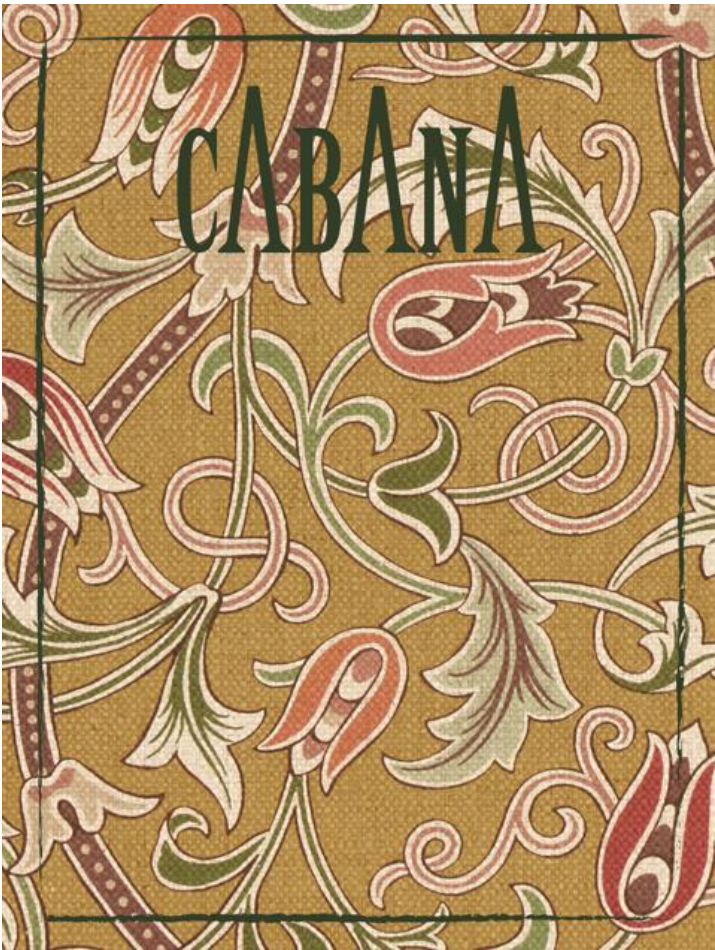
John Henry Dearle's unfinished wallpaper design reveal designs in the new collection. In one way, it's believed to have been created for a carpet in the 1870s, he has down a repeating pattern of honeysuckle-like blossoms within a grid, and in just one section, employed glorious brush strokes of pink and green to bring it all to life. Reimagined as a collection of wallpapers and fabrics, "William Morris" is a reference to the house in which Morris's family lived, at Water House, now the William Morris Gallery. In another painting by Dearle of the same period, intended as wallpaper, large honey flowers peek from undulating stripes reminiscent of the bars of an iron gate; these now feature in a design named Cordflower.

"The embroideries are my favourite," Vallis says as she admires Viceroy House's showrooms, a space of almost pattern and colour where vast wallpaper panels are framed floor-to-ceiling and fabrics hang in rows. "We worked with several mills to create some really beautiful jacquards. Many of these designs were originally going to be carpets, so we've transposed them onto heavy tapestry-style fabrics."

"There are new twists too. "We've taken little elements from the designs and made them into stripes and checks," Vallis continues. "And we've used very printing techniques to create designs with a worn look. The possibilities are endless. We're also looking at how to design, you go to college and base on the work of William Morris, but then to be suddenly finishing a design he started, that is really something," Vallis says. "Morris famously said, 'I am nothing in your houses that you do not know to be useful or better to be beautiful.' We are Morris & Co. his original company. His legacy continues." **MHS**



MORRIS & CO. X THE HUNTINGTON



HIGHGROVE BY SANDERSON



THE CONTEMPORARY BRANDS STRATEGY

GROWTH FOCUS:

USA FIRST
APPROACH

WEAVES
STRENGTH

GROW WALLPAPER

KRAVET PRORITY

GROW VOLUME UK

BUILD CONTRACT
BUSINESS

SING PRODUCT
ATTRIBUTES

FAST TO MARKET,
GET THE LOOK,
GREAT VALUE

CLARKE & CLARKE HARLEQUIN



GROWTH FOCUS:

USA FIRST
APPROACH

WALLPAPER &
WEAVES

DRIVE
OMNICHANNEL

HIGHLIGHT
BESTSELLERS

SING PRODUCT
ATTRIBUTES

INTERIOR
DESIGNER TOOLS
AND SERVICE

DIGITAL



DIGITAL TRANSFORMATION TO OMNICHANNEL



- Unlock Direct to Consumer channel, high margin revenue
- Overhaul customer experience, winning new trade advocates
- Build powerful Brand Hubs and storytelling portals
- Future-proof the business in changing market landscape
- Build internal digital capability and agile mindset
- Expand reach of Licensing products
- Benefit from customer data & insights as future capital
- Create a platform to showcase and monetise design archive
- Develop future marketplace as industry leader
- Low investment model

OMNICHANNEL TOUCHPOINTS

TRADE HUB

All Trade

SHOWROOMS

Interior Designer + Contracts

EVENTS

Interior Designers

SHOP IN SHOP

End Consumers

DTC

End Consumers

OMNICHANNEL ROADMAP

FY26

INCUBATION

- Adobe Commerce Platform
- New Trade Hub Live
- Specialist Trading & Digital marketing teams Tom & Co + Design Online
- Amplify Digital Strategy & Leadership
- 4 DTC Single Brand Websites Live Scion Living, Morris & Co, Sanderson, Harlequin
- HubSpot CRM and proactive sales

FY27

ACCELERATION

- DTC Optimisation Program
- 6 DTC Single Brand Websites Live adding Zoffany, Clarke & Clarke
- Digital Marketing ramp up
- Custom Features, Enhancements
- Merchants as Affiliates, including Click & Collect
- Hybrid specialist Digital in-house/outsourced team

FY28 AND BEYOND

EXCELLENCE

- Sector leading Marketplace
- Design archive platformed
- Outlet online
- Designer App
- Homeowner & Trade Loyalty Programs
- Mature tech-stack, AI integrations

COMMERCIAL



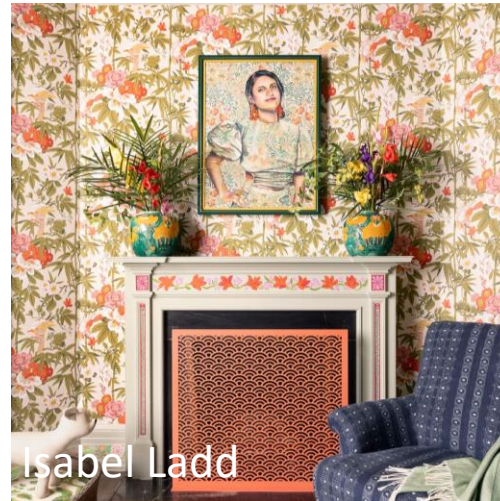
INTERIOR DESIGNERS FIRST

BUILD RELATIONSHIPS WITH INTERIOR DESIGNERS

Leverage the power of their platform and exclusivity of the Voysey House Collective



Corey Damen Jenkins



Isabel Ladd



Michael S Smith



Ben Pentreath

CREATE CONSUMER DEMAND

Make it easier and more attractive to work with SDG – omnichannel strategy

AMERICA FIRST ROADMAP



2025/6	2026/7		2028/9		2029/30
Foundation & Infrastructure	Expansion & Rep Development	Key Account Growth	Curated Product Offering	National Penetration & Market Leadership	Dominant Player & Known Source
Key roles in place for next level of growth	Expand network coverage in targeted areas	Monitor Top Ten designers per region and support projects	Innovation in wallcoverings as market leader	Consistent revenue growth across all major and secondary territories	Go-to partner for interior designers
Trade Hub relaunched	Develop contract/ hospitality	Growth in home textiles with retail e-commerce & furniture-makers	Expand wallpaper offer in all brands	Preferred supplier in key showrooms	Trusted supplier to luxury contract specifiers as agile and design-led
DTC Morris & Co, Harlequin, Sanderson	Nurture preferred partnerships with agent showrooms	Omnichannel sites driving traffic and new audiences	Develop offer driven by insights from digital platforms	Harlequin, Morris & Co, Sanderson and Zoffany all brands in demand	Known as wallpaper and print specialist
Trade alliances DLN, BoH, DDL	Omnichannel sites to drive leads into trade showrooms and reps	Nurture high-value A&D and hospitality to drive recurring contracts	Release designs in demand ahead of/ in place of full collections	Clarke & Clarke and Scion key brands in the Kravet portfolio	Key partner resource for trade showrooms
Kip's Bay NYC 50th room designed by Ben Pentreath			Contract-grade, tailored solutions to meet designer needs		Increased followers on social platforms, consumers and designers
High Point presence					

UK ROADMAP

2025/6	2026/7		2028/9	2029/30
Laying the Foundations	Activating Omnichannel & Trade Tools	Driving Interior Design & Contract Influence	Reinforce Market Leadership through Visibility	Trusted Partner in British Luxury Interiors
Trade Hub rebuilt as digital gateway for trade	Digital insights enable enhanced planning with key partners to drive business performance	Engage omnichannel leads to expand access for Home-based interior designers	Drive sales in Prime accounts with exposure to their CRM and key activations	SDG seen as the benchmark in luxury interiors: design-led, digitally mature, omnichannel
DTC sites launched for Morris & Co., Harlequin and Sanderson	Trade Hub upgrades for improved UX	Inspire designers on digital platforms with case studies, storytelling	Celebrate archive and expertise to trade partners with digital & in-store content	Fully embedded omnichannel strategy across DTC, Retail, Prime & Contract
Loyalty programme in place to support DTC and hybrid trade models	Re-calibrate loyalty incentives	Host events to show expertise to boost penetration in contract/ hospitality sector	Tailored trade comms campaigns to target Contract specifiers, communicating brand, heritage, manufacturing expertise	Go-to partner for Interior Designers, hospitality specifiers, and developers across the UK
Hubspot CRM insights drive significant cross-channel gains	Monitor growth with top Interior Designers through engagement	Emphasise licensed finished goods to show the full brand experience in Prime Accounts	Strengthen relationships with Real Estate developers and builders	
Interior Designers nurtured from Voysey House Collective	Invest in events program at Voysey House			

INTERNATIONAL ROADMAP

2025/6	2026/7		2028/9	2029/30
Foundation for Global Growth	Partnership Expansion & Market Entry	Channel Diversification & Cultural Localisation	Elevated Presence Through Brand-Led Storytelling	Established Global Luxury Partner
Establish priority markets: MEA, Germany, Nordics, Iberia Trade Hub launched Identify and align with top-tier MEA hospitality and interior designers Build e-comm ecosystem with 3rd-party platforms in DACH Re-engage international agent and distributor network Single Euro price list	Build contract partnerships in MEA Enhance partnerships with upholsterers and furniture-makers Activate showroom support in Nordics and focus on MSF in Germany Strengthen Iberia, support contract designers and grow local brand presence Deploy revitalised distributor agreements	Expand into ecommerce in Germany/Nordics, wallpaper focus with localised UX/content Learn from omnichannel insights Launch campaigns highlighting British heritage, archive powered design and manufacturing expertise Bespoke content and support toolkits tailored to key markets	Execute integrated brand campaigns featuring archive-inspired collections on social, with partners, in showrooms Showcase SDG unique design and make, print and wallpaper expertise with digital content Engage with interior designers as storytellers, influencers, collaborators Geo-target comms on digital platforms, brand sites and Trade Hub	SDG recognised across key markets (MEA, Europe) as Go-to for British design and make Omnichannel leader with seamless DTC integration Long-term partner of choice for high-end contract, e-com, and interior designers International marcomms localised to key markets to drive brand sales

LICENSING: KEY PILLARS

TERRITORY FOCUS

- Continue to build US, Japan and EU partnerships
- Grow network of introductory agents – USA Collab Society, Jewel
- Secure global deals, US first

ENGAGING RETAILERS

- Secure partnerships with market-leading major retailers globally, US first
- Exploit marketing PR opportunities, leveraging partner networks to win new brand fans

MORRIS & CO SANDERSON BRANDS LEAD

- Reach new audiences, US first, thanks to collaborations Highgrove by Sanderson, Morris & Co. x Huntington
- New designs never before produced by Morris & Co. Unfinished Works from The Huntington - a special and unique opportunity
- Licensing Increases brand awareness, market penetration and brings new customers

NURTURING PARTNERSHIPS

- Maintain 90% renewals, building on strong, long-term partnerships
- Identify growth opportunities with current partners
- Strategically develop new categories for each brand by market to reflect positioning

MANUFACTURING



SDG manufacturing role is to create business advantage through a vertically-integrated supply chain

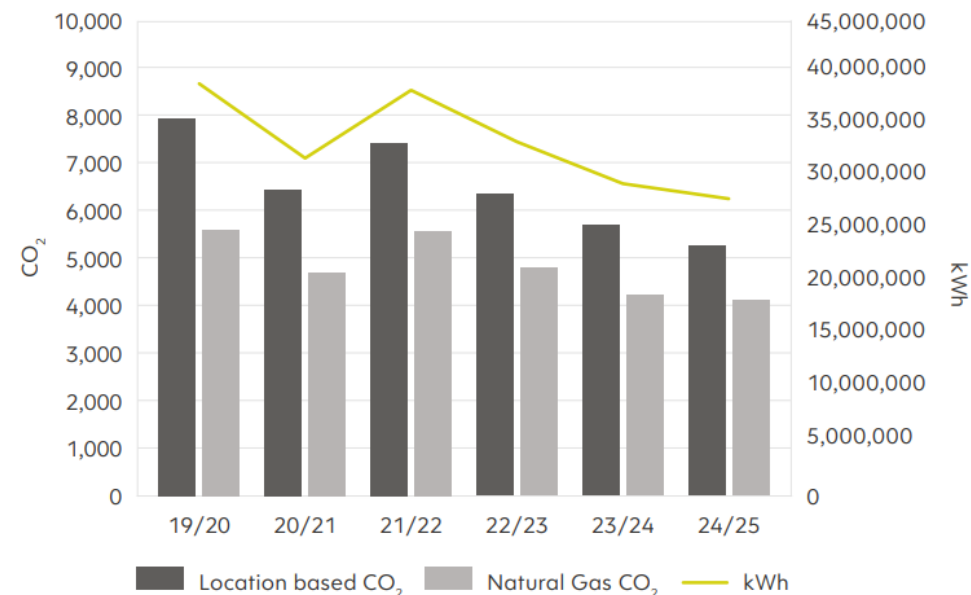
- CONTINUE design-led approach, uniquely vertical interiors group, innovating and leading in print and wallpapers
- START planning projects, lean inventory, procuring smarter, printing to order, communicating expertise
- STOP siloed culture, prep processes (outsource)

ACTIONS TAKEN:

- Headcount reduced by 15% delivering annualised savings of £1.5m
- Procurement project under way
- Removed traditional processes that cannot be supported, while celebrating others
- Migrating some conventional designs to digital, simplifying process for flow and efficiency
- Traditional skills and expertise leveraged as value-adding
- Expectation of break-even or slightly better for the current financial year

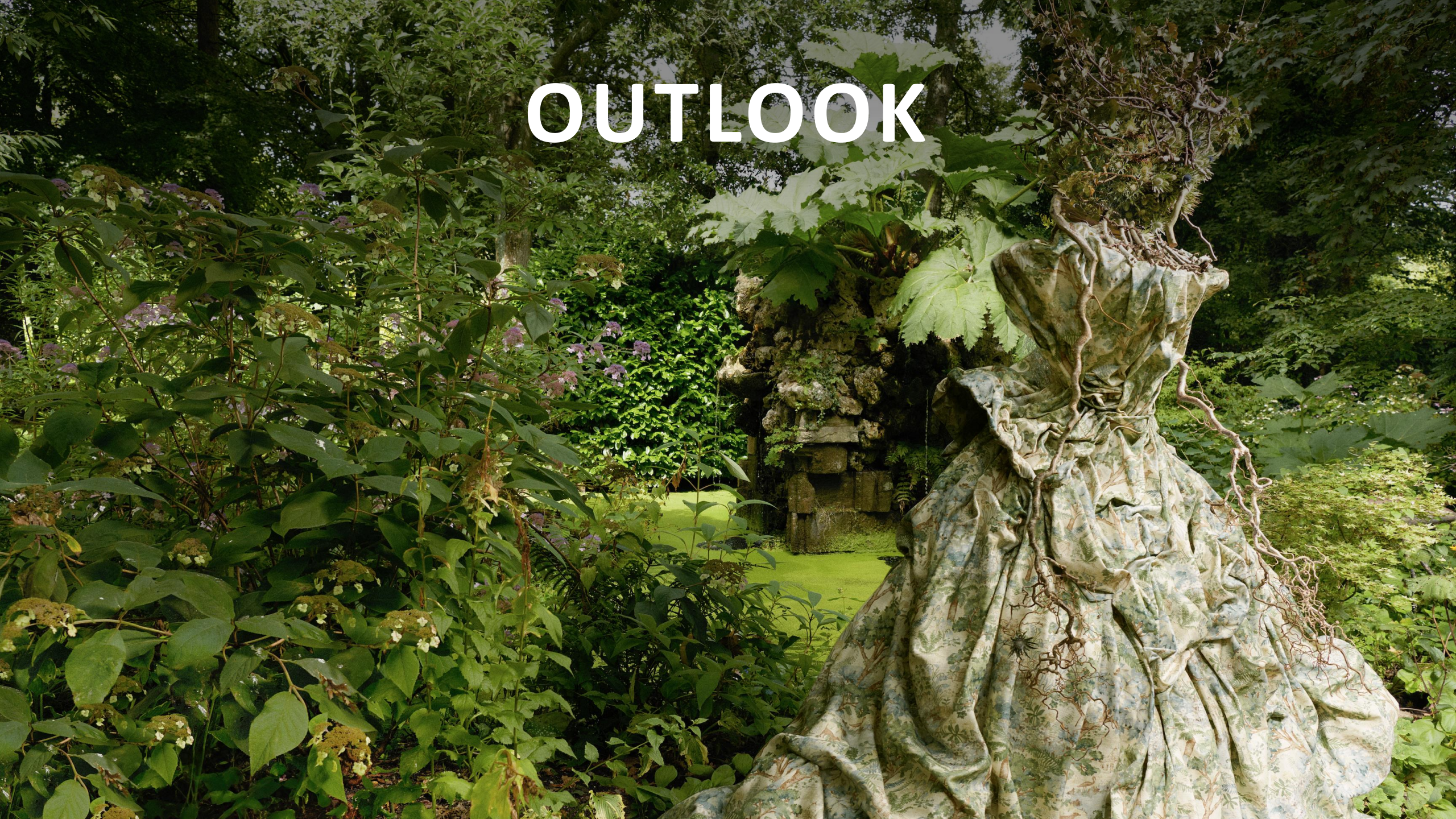


Location based CO₂ emissions and kWh consumption



- A transversal group ambition with non-hierarchical team engagement, delivering from the ground up
- An end-to-end approach of the product lifecycle, continually challenging ourselves to minimise the impact our supply chain has on the planet, working on scope 3
- Carbon neutral plans for capture of the residual CO₂ emissions
- Biodiversity initiatives underway with RWH Nature Recovery
- We are recognised as a leader in sustainability, beyond our sector

OUTLOOK



OUTLOOK ON TRACK TO MEET FULL YEAR EXPECTATIONS

- Markets remain challenged and uncertain
- Sales momentum
 - June and July improving trend, although below prior year
 - August and September up 5% year on year
- Strategic progress
 - Cost savings' benefits will continue in H2 and beyond
 - New digital platforms
 - Successful recent launches
- Board is confident in its agility, with accelerated strategic initiatives showing results
- On track to deliver results in line with the Board's expectations for the full year



THANK YOU



PRE-IFRS 16 INCOME STATEMENT

	Excluding IFRS 16	IFRS 16	Reported
	£000	£000	£000
Gross profit	33,004		33,004
Distribution and selling expenses	(11,930)		(11,930)
Administration expenses	(20,050)	1,382	(18,668)
Other operating income	1,669		1,669
EBITDA	2,693	1,382	4,075
Depreciation and amortisation ⁽¹⁾	(1,667)	(1,217)	(2,884)
Finance income/(costs) - net	592	(328)	264
(Loss) / profit before tax	(1,618)	(163)	1,455

⁽¹⁾ Lease depreciation per the ARA includes that on costs that would have been capitalised as PPE pre-IFRS 16 and therefore has not been included in the IFRS 16 adjustment above.

ADJUSTED PBT BY SEGMENT

	(Loss)/profit from operations before intercompany management charge	Net finance (expense)/income	Non-underlying items	Adjusted (loss) / profit before tax
	£000	£000	£000	£000
Brands	(545)	(329)	400	(474)
Licensing	4,388	598	-	4,986
Manufacturing	(524)	-	32	(492)
Unallocated	(2,128)	(5)	351	(1,782)
Total	1,191	264	783	2,238