



FY 2024 Prelims

March 31st 2025

PORTMEIRION GROUP PLC
2025



OVERVIEW

FY 24 overview

- Disappointing overall performance with challenging sales & PBT results driven by:
 - Significant downturn in Group's South Korea market
 - Depressed consumer sentiment
- Results mask good strategic progress across a number of areas:
 - US profitability improved despite supply chain disruption
 - 4th consecutive year of growth for Spode up 45% on pre-Covid levels
 - Significant home fragrance sales and profit improvement
 - Significantly leaner cost base from 2024 (13% /£5.3m lower)
- Launch of transformation plan to accelerate strategy and support recovery of long-term profitable growth
- Renewed focus on building a fortress balance sheet a priority with intent to repay debt over next 2/3 years and maintain net cash position



Financial Performance 2024

Jon Hill

PORTMEIRION GROUP PLC
2025

OVERVIEW

FY 2024 performance

- Sales fall 11% due to South Korea market
 - Sales excl South Korea, at cc, down 1%
- US division profit improves 18% (largest sales market)
- Wax Lyrical sales up 25%; return to profitability
- Leaner cost base: overhead costs reduced by 13% (£5.3m)
- PBT down (£1.9m) driven by sales reduction/factory impact
- Net debt increases due to stock and later Christmas invoicing
- Dividend paused as we prioritise debt and interest cost reduction

	2024 £m	2023 £m	2024 v 2023 Change
Revenue	91.2	102.7	-11%
Headline* profit before tax	1.1	3.0	-63%
Headline* operating profit margin	3.3%	4.7%	-1.40%
Headline* EPS	5.87p	21.36p	-73%
Dividends	1.50p	5.50p	-4.00p
Net debt	(12.1)	(7.9)	-4.2

*Headline numbers exclude exceptional items; acquisition and restructuring costs.

OVERVIEW

Balance sheet

- Net assets constant at £55m
- Inventory increase due to UK made stock
 - Reduced Korea order flow
 - Cost inflation and absorption impact
- Net debt increases by £4.2m due to
 - Sales decline in S. Korea – higher inventory
 - Late US Christmas season billing meant later receipts and higher y/e AR
- FCF (£3.7m)/ operating cash flow + £2.1m
- New £30m bank facility 4+1 in place with Barclays
- Legacy pension scheme remains small surplus

	2024 £m	2023 £m	2024 v 2023 Change
Non-current assets	30.3	31.6	-4%
Inventory	38.2	36.0	6%
Trade & other receivables	21.0	19.1	10%
Cash	10.9	0.9	1111%
Total current assets	70.2	55.9	26%
Trade and other payables	-23.8	-24.8	-4%
Borrowings	-23.0	-8.8	161%
Pension scheme	1.9	1.1	73%
Net assets	55.5	55.0	1%

OVERVIEW

Sales analysis by market

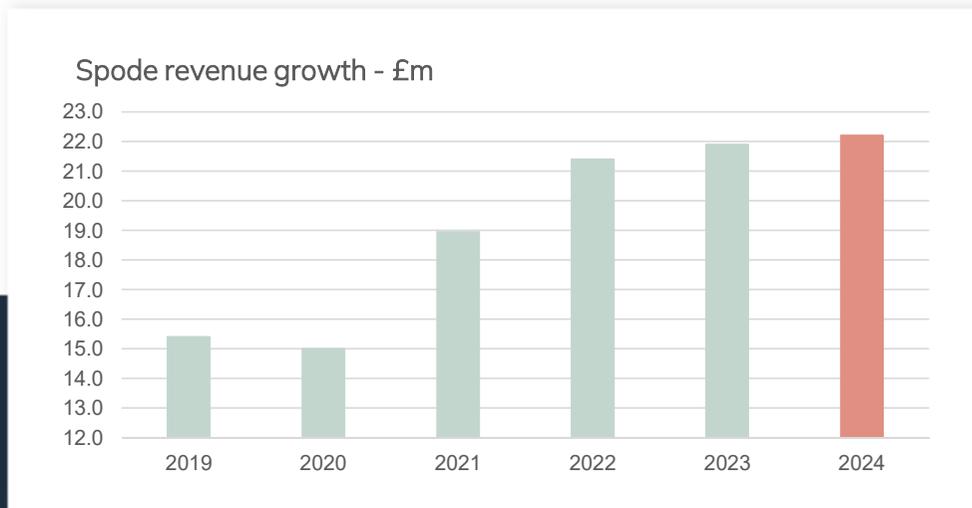
- North America down 7% (cc 5%) due to:
 - tougher market consumer sentiment
 - Christmas stock / supply chain disruption
- US retailer customers reported strong Christmas sell through
- South Korea -45% driven by:
 - overstocks in distributors and
 - significant market slowdown
- UK sales +5% driven by Wax Lyrical growth
- Other Int'l markets broadly flat & represent growth medium term opportunity

Sales by country	2024 £m	2023 £m	2024 v 2023 Change
North America	39.5	42.4	-7%
UK	32.4	30.8	5%
South Korea	11.8	21.5	-45%
Europe	3.6	3.7	-3%
China/Far East	3.4	3.6	-6%
Other	0.5	0.7	-29%
Total	91.2	102.7	-11%

OVERVIEW

Sales analysis by brand

- Portmeirion chiefly impacted by £9m Korea sales reduction
- Spode continues to grow; now 45% above 2019 levels
- Wax Lyrical continues to growth + 19% through new listings
- Nambe impacted by lower tourist footfall, US premium dept stores



Sales by brand	2024 £m	2023 £m	2024 v 2023 Change
Portmeirion	29.0	39.7	-27%
Spode	22.4	21.9	2%
Royal Worcester	5.4	6.1	-11%
Pimpernel	4.1	4.6	-11%
Nambé	12.3	14.5	-15%
Wax Lyrical*	16.8	14.1	19%
Other	1.2	1.8	-33%
Total	91.2	102.7	-11%

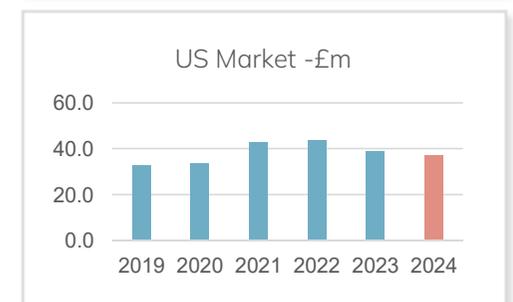
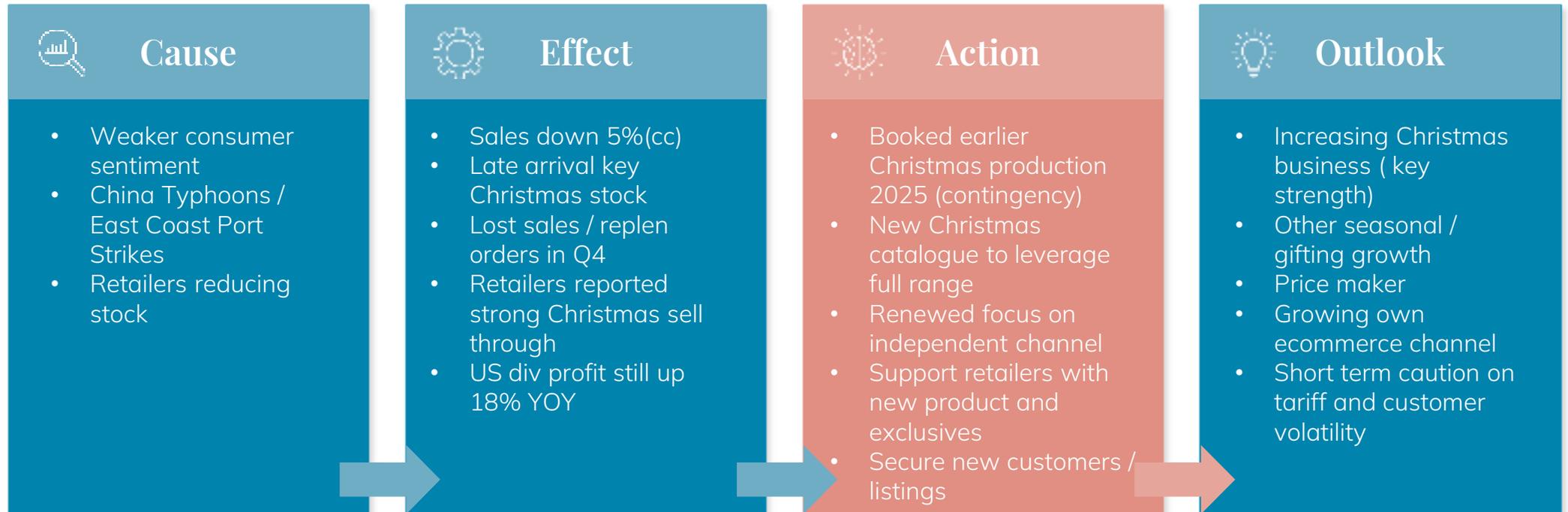
(*Wax Lyrical includes sales of AromaWorks acquired August 2022).



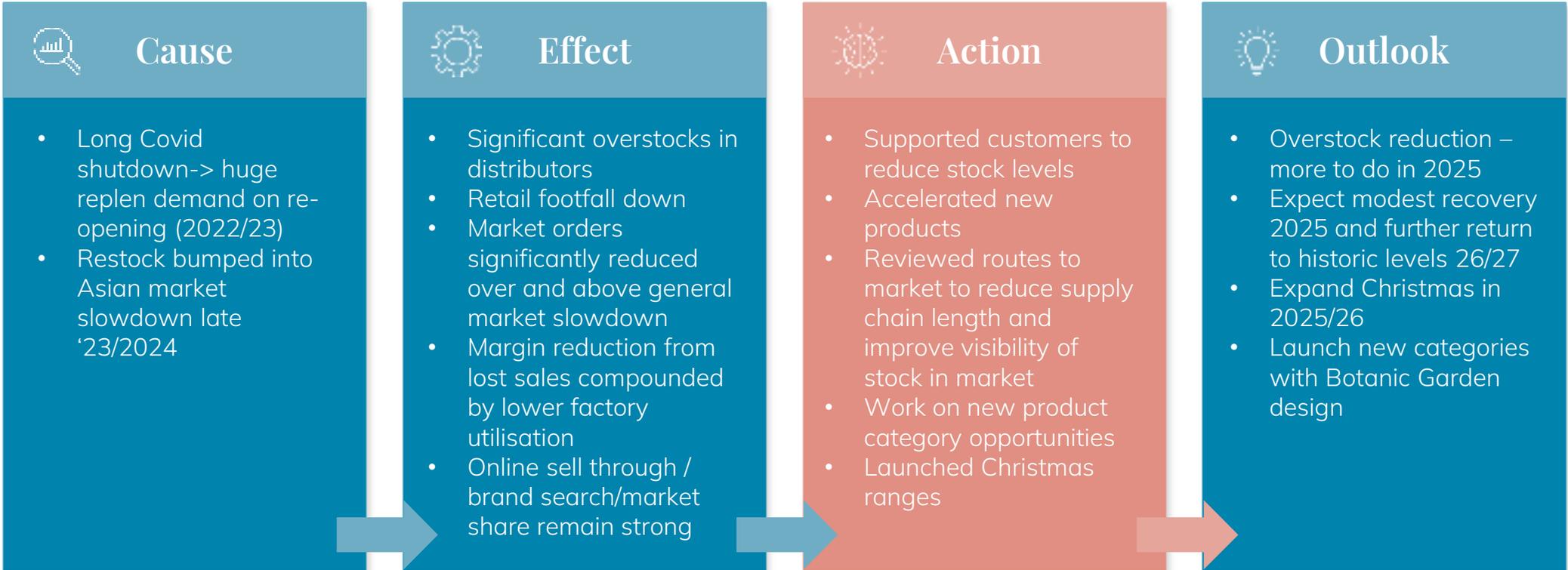
Markets Review

Mike Raybould

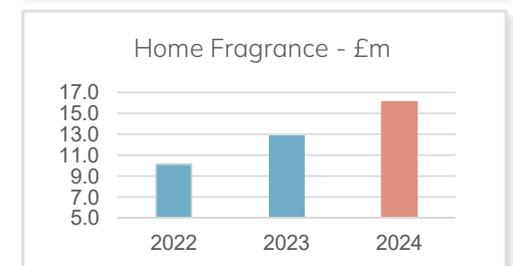
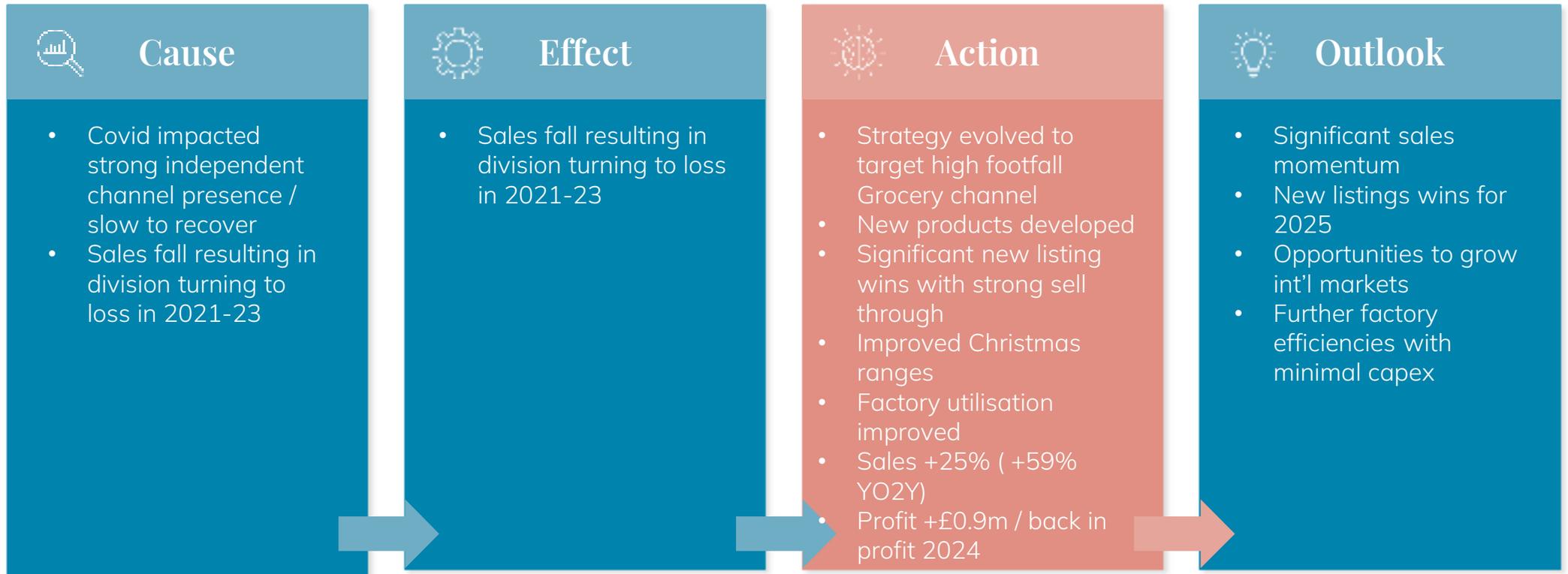
US market review



South Korean market review



Home Fragrance Division review





Strategy & Priorities

PORTMEIRION GROUP PLC
2025

Transformation Plan to accelerate LT strategy delivery

Foundation Strong

- Premium brand portfolio
- Global markets
- Uk factories
- People

Progress Made

- Spode growth
- Online penetration
- Invested factories
- WL growth and profitability

Near Term

- Markets likely to remain challenging / volatile
- Focus on Brand mindset
- Recognise need to accelerate our progress

New Transformation Plan 

Recognise need to accelerate our progress in challenging markets



AMBITION & GROUP STRATEGY

Transforming Our Business: Our short term (2025/26) priorities

01

Return to growth in our established market

02

Fortress balance sheet

03

Invest in our premium brands

04

Explore & develop

05

Excellence everywhere



Our focus is on improving execution & investing for growth

1. Return to growth in our established markets

- Strong positions in US , UK & South Korea currently represent 92% of Group sales
- Accelerate in stock dates for key Christmas collections
- Grow Seasonal product / market share
 - Christmas including leveraging our leading Spode Christmas Tree range
 - Developing strength in other seasonal/ gifting events
- South Korea: support our partners to eliminate over stocks and with new product/ categories
- Develop our customer base incl a renewed focus on key independents channel (US & UK)
- Continue to develop online channels incl our own websites
- Reset of UK own retail strategy

Example : Growing our Christmas / seasonal business

Strong base

- Market leading ranges like Spode Christmas Tree
- Higher margin
- Grown distribution

Operations

- Earlier production slots
- Build contingency into 'in stock dates'
- Increased potential for customer replen orders

Leverage

- Launched new global Christmas catalogue
- Q1 trade shows focused on Christmas product
- New product
- New social media /influencers
- Increased marketing £/\$

Build other seasonal

- Learn from market leading Christmas position
- Leverage customer base
- Lean into consumer trends around seasonal gifting
- 2026/27 opportunity

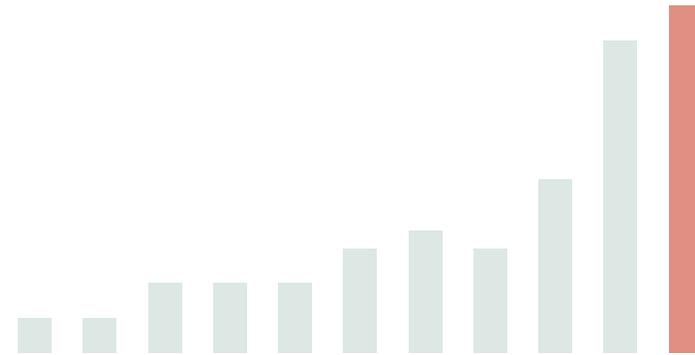
2. Fortress balance sheet

-  Focus on generating cash
-  Intent to repay debt within 2-3 years
-  Focused plan to reduce inventory
-  Releases interest cost savings / capital for investment behind our premium brands
-  Aim is for this to accelerate growth engine in both established and international market



Interest cost pa

2024
£2m



EST. 1291
Spode. PORTMEIRION[®]
ENGLAND

Increase investment behind premium brands





AMBITION & GROUP STRATEGY

3. Invest in our premium brands



Intent to spend much more on brand marketing as funds allow



Improve customer experience across brand touchpoints



Continue to develop online brand and product consumer experience



Commitment to 'Made in Stoke-on-Trent'



Re-energise own UK retail portfolio

Example: Spode brand - amplifying investment & reach

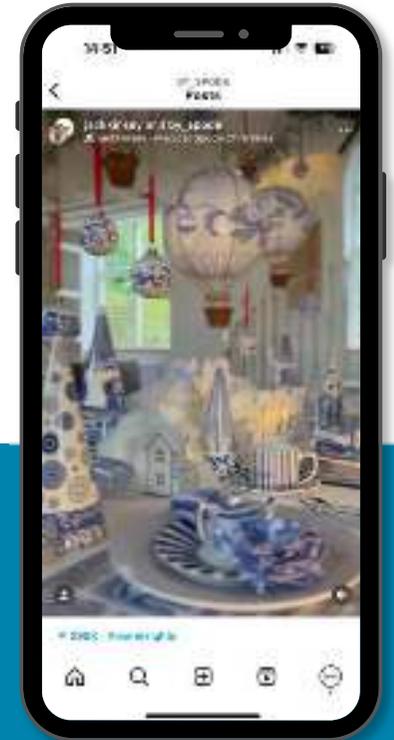
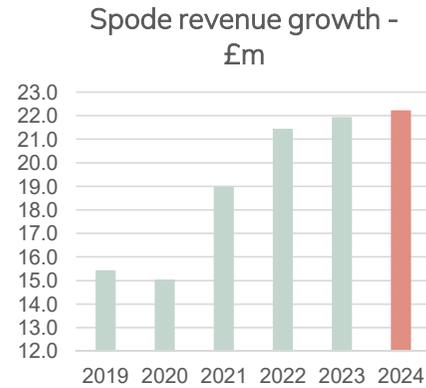
Heritage brand

- Premium brand
- Strong heritage
- Authentic back story

Drive brand fans & engage

- Social media
- Influencers
- 2024 Brand fans +37%, insta engagement +48%
- 2025: accelerate UK and US engagement
- Increasing influencer and social media spend

Sustained brand sales growth



Viral Spode insta post
8m+ views

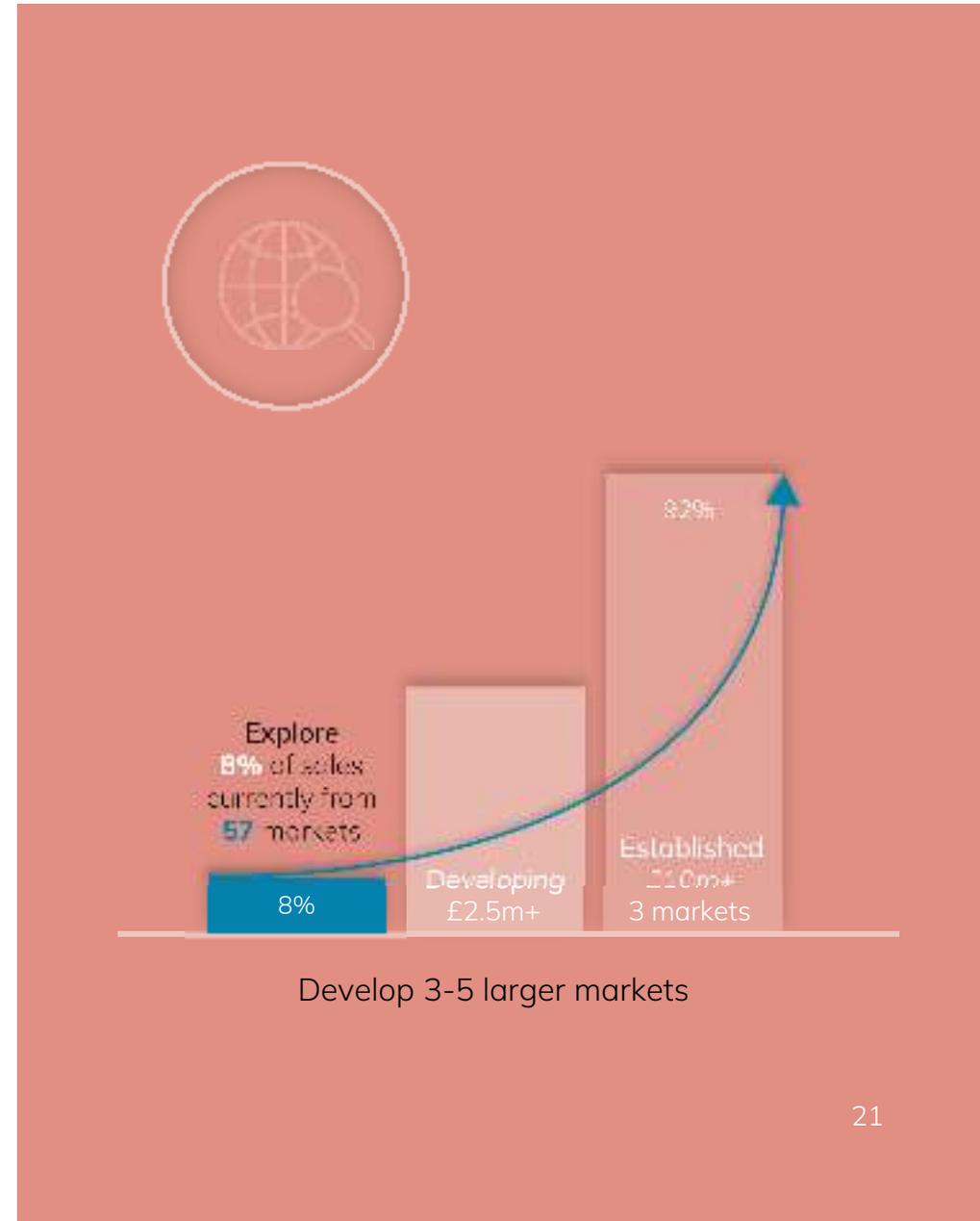
Made in Stoke

- % UK made fell in 2024
- Driven chiefly by reduction in Korea production orders (Botanic Garden)
- Ambition to increase % Made in Stoke
 - Customers want it
 - Drives factory economics
 - Supports our premium brands
- Short term challenge on comparative costs (UK vs Asia made) & margins
- But believe will payback over 2-3 yrs with sales price, demand
- Work on-shoring opportunities underway.



4. Explore & develop

- International markets
 - Currently trade with **57** markets that only drive **8%** of Group sales
 - Leverage our extensive brand / product portfolio to create 3-5 new big markets
- Explore value & potential of extensive design archive - tableware, customer exclusives, licensing opportunities
- Continue to develop new, beautiful product; innovate for existing and new markets



5. Excellence everywhere



Brand first



Attention to detail



Continuous improvement across all parts of the business



Promote open, entrepreneurial culture

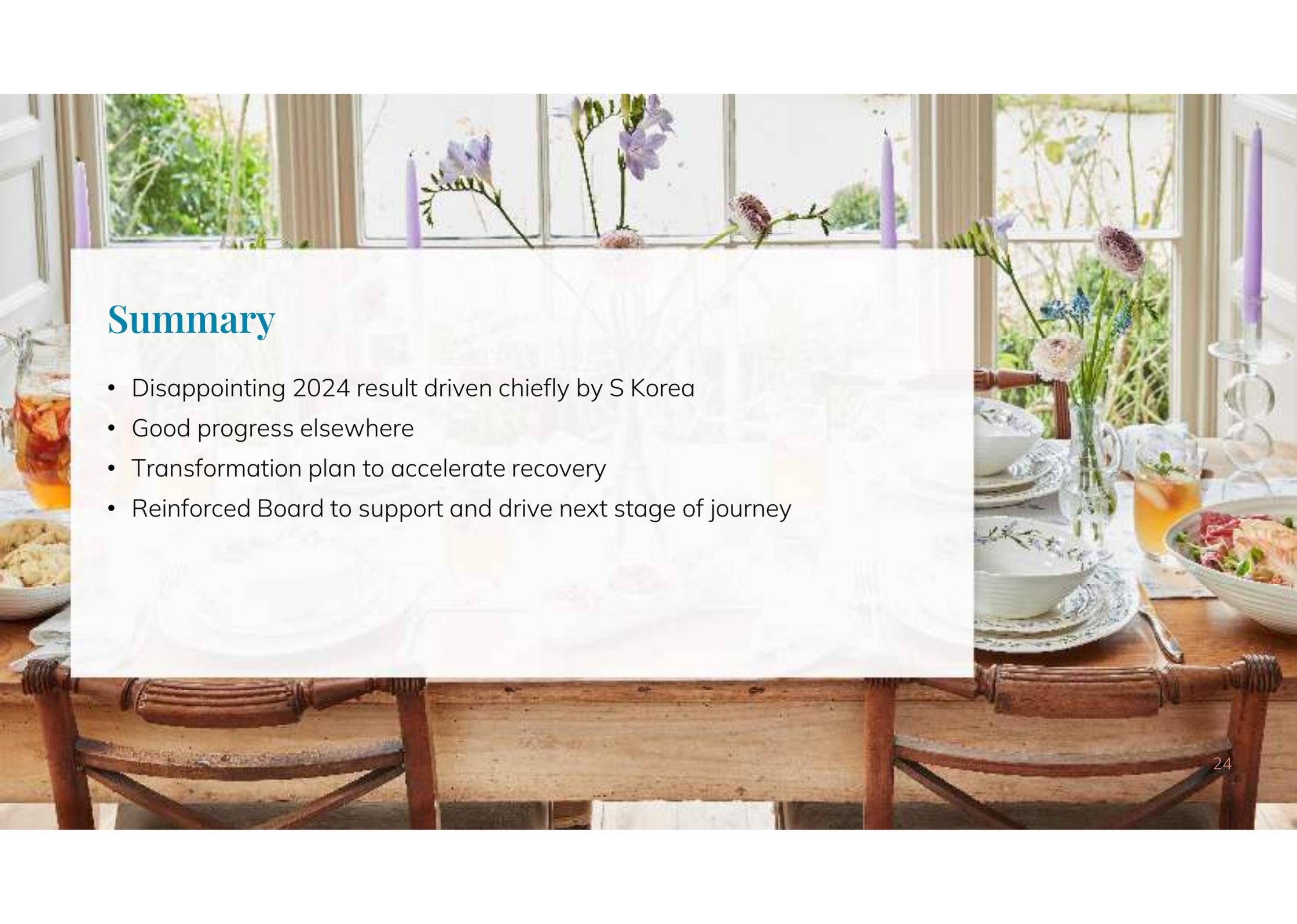


Many small incremental changes will drive a transformation in performance



Summary & Outlook

PORTMEIRION GROUP PLC
2025



Summary

- Disappointing 2024 result driven chiefly by S Korea
- Good progress elsewhere
- Transformation plan to accelerate recovery
- Reinforced Board to support and drive next stage of journey

Outlook

- **2025 Outlook**

- Started 2025 positively
- Mindful challenges from uncertain economic environment
- See significant global potential from our premium brands
- Clear on near term priorities / actions to drive transformation
- Focus on net debt reduction and improving free cash flow

- **Long Term Outlook**

- Premium brands supported with significant increased investment
- Eliminate net debt and reinvest interest cost saved in sales & marketing
- Develop much bigger market positions in international
- New product, categories and leverage design archive
- Wider market recovery



Portmeirion Group

Supplementary Information

ABOUT PORTMEIRION GROUP

Our premium brands

ESTD 1771
Spode
ENGLAND

*Unmistakeable
homeware design*

Since 1770



PORTMEIRION

*Beautiful tableware
taking inspiration from
nature*

Since 1960



**ROYAL
WORCESTER**
ENGLAND

*Refined design and
heritage for the table*

Since 1751



nambe

*Iconic mid-century modern
design in homewares and
giftware*

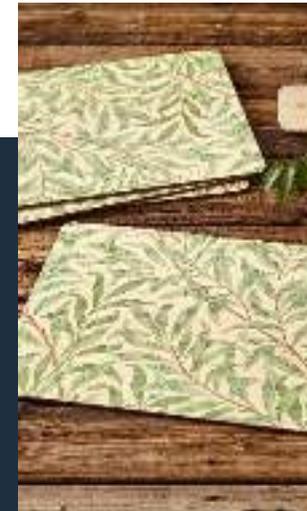
Since 1951



pimpernel

*The premier brand for
placemats*

Since 1945




WAX LYRICAL

*UK made home
fragrance and body care*

Since 1980



High class global customer list

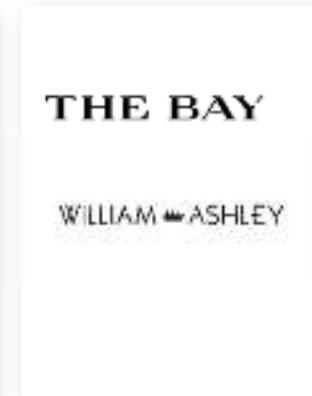
UK



USA



CANADA



GLOBAL



KOREA



CHINA



MEXICO



AUSTRALIA



MALAYSIA



Defined Benefit Pension Scheme

- Closed to accrual and new entrants 5 April 1999
- New entrants now enter the Group Defined Contribution Scheme
- Triennial Valuations up to date:
 - Last Triennial Valuation: 5 April 2023; agreed no contributions
 - Next Triennial Valuation: 5 April 2026
- 5 April 2023 (Triennial valuation): Surplus of £1.2m; Scheme Assets £27.8m / Liabilities £26.6m
- 31 December 2024: Surplus of £1.9m; Scheme Assets £25.1m / Liabilities £23.2m
- Scheme Advisors: Capita (Corporate), First Actuarial (Trustees)
- Funds managed by: L&G, Schroders, BMO