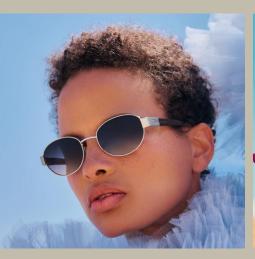
# INSPECS GROUPPLC

# 2025 INTERIM RESULTS PRESENTATION











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INSPECS GROUP PLC | 2025 UNAUDITED INTERIM RESULTS PRESENTATION

### **PRESENTER**

# RICHARD PECK

**Chief Executive Officer** 

**PRESENTER** 

CHRIS KAY

**Chief Financial Officer** 







# INTRODUCTION

Richard Peck
Group Chief Executive Officer



### **OVERVIEW**

- Revenue for H1 25 decreased by 3.0% to £97.6m (H1 24<sup>1</sup>: £100.6m)
- On a constant currency basis<sup>2</sup> decreased by 1.3% to £99.3m
- Underlying EBITDA reduced by £2.0m to £9.0m
- Tariffs continue to affect our manufacturing exports to the US. Low vision division in the USA affected by reduced government expenditure
- Operational efficiencies continue to be delivered with total operating expenses reduced by 1.2%. Further amalgamation of European subsidiaries on track to be completed by the end of 2025
- Lens manufacturing business has been discontinued
- Successful launch of Tom Tailor on 1 July 2025, with sales ahead of target
- Following a comprehensive recruitment process, Andrea Davis has been selected to be the Company's next Non-Executive Chair with effect from no later than 31 December 2025
- The management team remains focused on the delivery of medium-term targets, and the Board has a reasonable expectation of meeting the full year guidance.



<sup>1.</sup> The results for the period ended 30 June 2024 have been re-presented to reflect the classification of Norville as a discontinued operation.

<sup>2. &#</sup>x27;Constant currency': figures at constant currency exchange rates have been calculated using the average exchange rates in effect for the relevant comparative period (H1 2024).



02

# H1 25 OPERATIONAL REVIEW

Richard Peck

**Group Chief Executive Officer** 



## OPERATIONAL HIGHLIGHTS



### **GROUP RESTRUCTURING**

- The amalgamation of our US operations is driving enhanced sales efficiency, broader brand and customer reach, and cost reductions
- Rationalisation of our European business is on track to be completed by the end of 2025



### **BRANDS**

- Successful launch of Tom Tailor eyewear brand on 1 July 2025 with sales ahead of target
- Launch of Gwen Stefani's L.A.M.B. brand onto DTC website
- Proprietary brand Titanflex and licensed brand Marc O'Polo are performing well as a result of new technologies and evolving fashion trends



# OPERATIONAL EFFICIENCY & SYSTEMS

- Successful implementation of new ERP systems completed in our US and UK businesses
- Continued delivery of cost saving initiatives across the Group



### **SUPPLY CHAIN**

- Group procurement activities now covered 40–50% of all new SKUs across selected subsidiaries, with purchase price improvements expected to enhance margins in 2026
- Tom Tailor is the first brand to be sourced solely through the group procurement team



### **MANUFACTURING**

- Vietnam factory now fully operational and is helping to mitigate the impact of US tariffs and improving efficiency of production during peak periods
- Lens manufacturing discontinued

### **ESG**

- Progress has continued in electrifying our car fleet at Eschenbach, with solar panels also installed at our Vietnam factory
- External audit completed on our 2023 emissions data by LQRA
- Packaging and Scope 3 projects initiated to advance the use of sustainable materials and strengthen carbon management across the Group



# SEGMENTAL ANALYSIS FRAMES & OPTICS

### **H1 2025 SUMMARY**

Tariffs have impacted sales in our US business, via delays in orders and increased cost prices. Postponed orders and weaker demand have also been caused by US Government funding cuts to key customers

Tom Tailor eyewear collection successfully launched in Europe on 1 July 2025, showing promising sales to date

The amalgamation of our US businesses during 2024 is delivering operational efficiencies, with operating costs reduced by £1.1m in the period versus H1 2024

### **H1 2025 PERFORMANCE**

**REVENUE** 

£91.4<sub>M</sub>

£94.2<sub>M</sub>

**OPERATING PROFIT** 

£5.1<sub>M</sub>

£5.6<sub>M</sub>

**INSPECS** 

**H**TURA

a-optikk BO



**GP MARGIN** 

51.7%

51.8%

**UNDERLYING EBITDA** 

£10.5<sub>M</sub>

£11.3<sub>M</sub>

**ESCHENBACH** 

**EGO EYEWEAR** 

**ESCHENBACH** 



# SEGMENTAL ANALYSIS MANUFACTURING

### **H1 2025 SUMMARY**

Reduced throughput in the factories has led to a decrease in GP% by 630bps to 39.9%

The Group now has 18,000sqm of production space making it the largest eyewear manufacturing plant in Vietnam, with positive momentum in the order pipeline

Tariffs continue to affect our manufacturing exports from China to the US

### **H1 2025 PERFORMANCE**

**REVENUE** 

£7.9<sub>M</sub>

£9.0<sub>M</sub>

OPERATING PROFIT/(LOSS)

£(0.4)M

£1.2<sub>M</sub>

H1 2024

**GP MARGIN** 

39.9%

46.2%

**UNDERLYING EBITDA** 

£0.4<sub>M</sub>

£1.6<sub>M</sub>

H1 2024





# MEDIUM TERM TARGETS TO 2027

### **Target**

### OI ACCELERATED REVENUE GROWTH

CAGR ORGANIC REVENUE GROWTH 40% ABOVE THE MARKET RATE\*

### How it will be delivered

#### **DRIVERS OF GROWTH**

- Expansion in Key Accounts
- Increased penetration in key markets and ecommerce growth
- Utilisation of additional Vietnam capacity
- Development of brand synergies across the group

### **Progress to date**

- Successful launch of new brands into new and existing sales channels
- Revenue from Vietnam site in July and August up
   15% versus prior year, with the expanded site
   expected to give further manufacturing capacity and
   additional flexibility in relation to the impact of
   tariffs and peak production periods, particularly
   during H2
- Further progress made in relation to the Travel Retail channel

# OPERATIONAL STRENGTH

ACHIEVE DOUBLE DIGIT UNDERLYING EBITDA %

#### **KEY CONTRIBUTORS**

- Improved gross margins through strategic sourcing and supply chain efficiencies
- Increased automation and AI-driven analytics for inventory and demand forecasting
- Greater direct-to-consumer (DTC) sales and omnichannel retail strategies
- Amalgamation of USA frame businesses leading to positive sales impact and reduced operating expenses
- Amalgamation of European subsidiaries on track for the end of 2025 is expected to deliver similar results
- Procurement team delivering improved purchase prices

### 03 SUSTAINABLE LEVER AGE

NET DEBT TO BE 40%-75% OF UNDERLYING EBITDA

#### **CAPITAL ALLOCATION**

- Strategic investments in innovation and expansion
- Prudent leverage management to maintain a healthy debt profile
- With cash outflows from the new Vietnam facility and deferred and contingent acquisition-related payments nearing completion, additional capital will become available for strategic allocation
- The ongoing rationalisation of the Group, including the discontinuation of Norville, is also expected to release further capital for redeployment

<sup>\*</sup> Market Benchmark: Based on Statista Eyewear: Market Data & Analysis, covering Sunglasses and Eyewear Frames revenue projections.





03

# H125 FINANCIAL REVIEW

Chris Kay

**Group Chief Financial Officer** 

### FINANCIAL OVERVIEW

**REVENUE** 

£97.6M

£100.6M H1 2024 re-presented <sup>1</sup>

**CONSTANT CURRENCY<sup>2</sup>** 

£99.3M

£100.6M

H1 2024 re-presented<sup>1</sup>

**OPERATING EXPENSES** 

£47.8<sub>M</sub>

£48.4<sub>M</sub>

H1 2024 re-presented<sup>1</sup>

**UNDERLYING EBITDA** 

£9.0<sub>M</sub>

H1 2025

£11.0<sub>M</sub>

CASH GENERATED FROM OPERATIONS

£11.2<sub>M</sub>

H1 202

£12.5<sub>M</sub>

**GROSS PROFIT** 

£50.6<sub>M</sub>

£52.9<sub>M</sub>

**GROSS PROFIT MARGIN** 

**51.8%** 

**52.6%**H1 2024 re-presented 1

**DILUTED UNDERLYING EPS** 

2.08<sub>P</sub>

3.94<sub>P</sub>

H1 2024 re-presented<sup>1</sup>

NET DEBT (EXCLUDING LEASE LIABILITIES)

£23.6<sub>M</sub>

30 June 2025

£22.9m

31 December 2024

<sup>1.</sup> The results for the period ended 30 June 2024 have been re-presented to reflect the classification of Norville as a discontinued operation.

<sup>2. &#</sup>x27;Constant currency': figures at constant currency exchange rates have been calculated using the average exchange rates in effect for the relevant comparative period (H1 2024).

### GROUP INCOME STATEMENT

### **HEADLINE PERFORMANCE**

- Revenue £97.6m (H1 2024<sup>1</sup>: £100.6m) a decrease of 3.0%
- Revenue on a constant currency basis<sup>2</sup> £99.3m (H1 2024<sup>1</sup>: £100.6m) a decrease of 1.3%
- Underlying EBITDA £9.0m (H1 2024¹: £11.0m)
- Gross profit margin of **51.8%** (H1 2024<sup>1</sup>: 52.6%) a decrease of 80 bps
- Operating profit £2.7m (H1 2024<sup>1</sup>: £4.5m) a decrease of 40%.

	H1 2025 £ <sub>M</sub>	Н1 2024 <sup>1</sup> £м
Operating profit	2.7	4.5
Depreciation and Amortisation	6.0	5.9
Earnout on acquisitions	-	0.4
Share based payments	0.3	0.2
Underlying EBITDA	9.0	11.0

GROUP REVENUE £97.6M 2025 £100.6M

H1 2024 re-presented<sup>1</sup>

GROSS PROFIT %
51.8%
2025
52.6%
H1 2024 re-presented 1

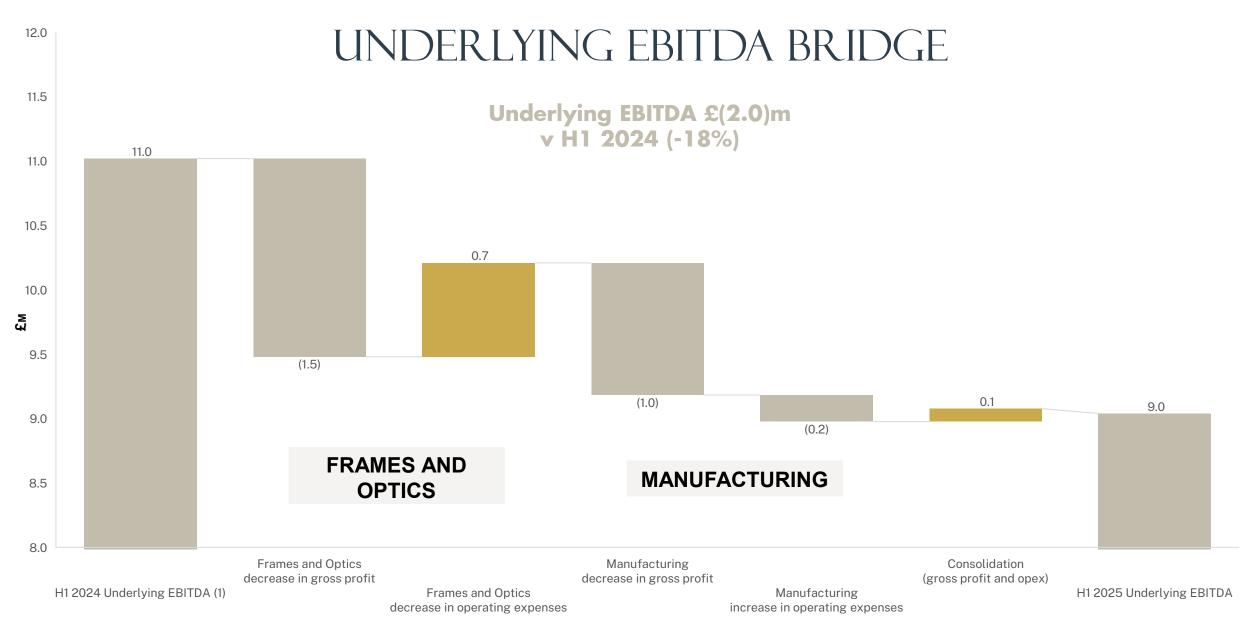
OPERATING ENDERLYING EBITDA

£47.8M
2025
£48.4M
H1 2024 re-presented H1 2024 re-presented H1 2024 re-presented

	6 MONTHS ENDED 30 JUNE 2025 £m	6 MONTHS ENDED 30 JUNE 2024 <sup>1</sup> £m
Revenue	97.6	100.6
Gross profit	50.6	52.9
Operating expenses	(47.8)	(48.4)
Operating profit	2.7	4.5
EBITDA	8.8	10.4
Underlying EBITDA	9.0	11.0
Underlying profit after tax	2.2	4.2
Profit before tax	2.4	2.6

<sup>1.</sup> The results for the period ended 30 June 2024 have been re-presented to reflect the classification of Norville as a discontinued operation.

<sup>2. &#</sup>x27;Constant currency': figures at constant currency exchange rates have been calculated using the average exchange rates in effect for the relevant comparative period (H1 2024).



<sup>(1)</sup> The results for the period ended 30 June 2024 have been re-presented to reflect the classification of Norville as a discontinued operation.

# WORKING CAPITAL AND NET DEBT

### **OVERVIEW**

- Increase in net debt includes capex of £1.1m and £0.7m paid in relation to deferred consideration
- Finance costs reduced by £0.4m to £1.6m, aided by the switch to Euribor borrowings in December 2024
- Interest rate swap entered into to mitigate risk of interest rate rises over the loan term

### **WORKING CAPITAL RATIOS**

	30 JUNE 2025	30 JUNE 2024
Quick ratio	0.8	0.9
Current ratio	1.5	1.4
Revenue to inventory ratio <sup>1</sup>	2.4	2.5

#### **BANK COVENANTS**

	30 JUNE 2025			30 JUNE 2024
	Actual	Required	Actual	Required
Leverage <sup>2</sup>	1.63	<b>BELOW 2.25</b>	1.63	BELOW 2.25
Debt service cover	1.55	<b>ABOVE 1.05</b>	1.13	ABOVE 1.05
Interest ratio	5.25	<b>ABOVE 3.00</b>	3.58	ABOVE 3.00

20 ILINE 2025

NET DEBT	30 JUNE 2025 £m	31 DEC 2024 £M
Cash at bank	22.7	24.0
Borrowings	(46.3)	(46.9)
Net debt (excluding leases)	(23.6)	(22.9)
Lease liabilities	(12.4)	(15.6)
Net debt	(36.0)	(38.5)

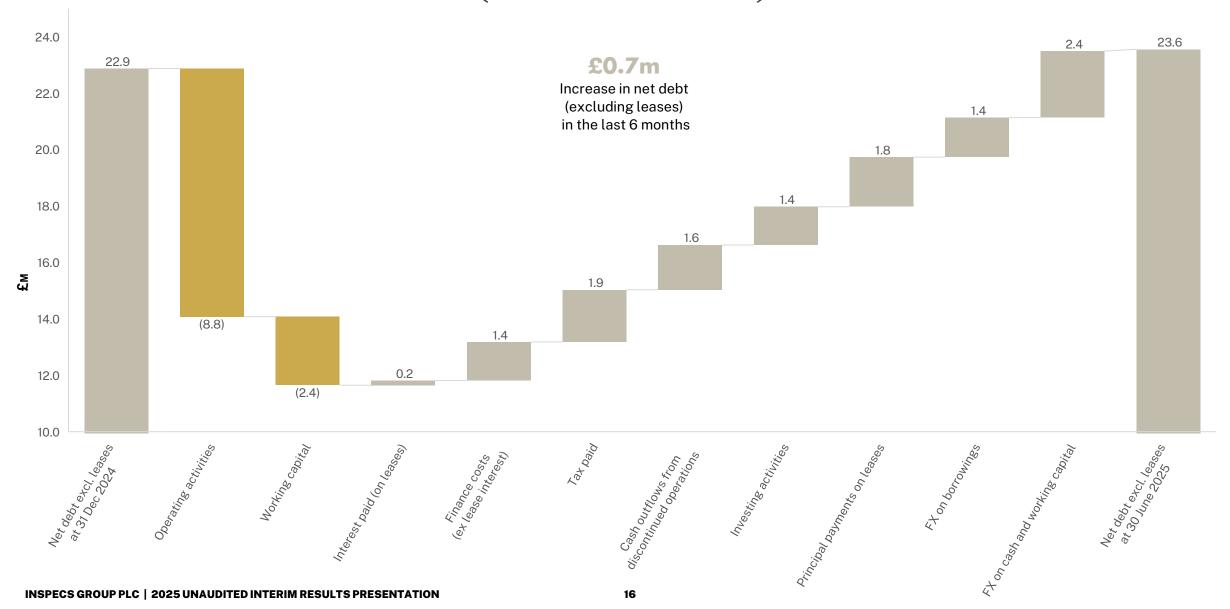
FINANCING	EXPIRES	30 JUNE 2025 £m	31 DEC 2024 £m
Group revolving credit facility	December 2027	29.1	28.2
Term loans	December 2027	9.0	9.9
Revolving credit USA	One-year rolling	6.7	7.5
Invoice discounting	One-year rolling	2.0	1.7
TOTAL		46.8	47.3

20 ILINE 2024

<sup>1.</sup> Based on six months revenue

<sup>2.</sup> Leverage is calculated on a rolling 12-month historical EBITDA against net debt

# NET DEBT (EXCL. LEASES) BRIDGE



### GROUP CASH FLOW

### **OVERVIEW**

### OPERATING ACTIVITIES £6.2M (H1 2024<sup>1</sup> £9.2M)

Decrease in working capital £2.4m (H1 241: decrease of £2.0m)

Interest paid £1.6m (H1 24<sup>1</sup>: 2.0m)

Cash outflow from discontinued operations £1.6m (H1 24<sup>1</sup>: £0.6m)

### INVESTING ACTIVITIES £1.4M (H1 2024<sup>1</sup>: £2.6M)

Purchase of intangible fixed assets £0.5M (H1 24<sup>1</sup>: £0.6m)

Purchase of plant and equipment £0.6M (H1 24<sup>1</sup>: £0.9m)

Cash paid in relation to deferred consideration £0.7m (H1 24: £0.7m)

### FINANCING ACTIVITIES £3.6M (H1 2024: £1.6M)

Proceeds from borrowings £nil (H1 24: £1.3m)

Bank loan principal repayments £1.5m (H1 24: £1.7m)

Transaction costs on debt refinancing £0.6m (H1 24: £0.2m)

Movement in invoice discounting facility £0.2m inflow (H1 24: £0.9m inflow)

Principal payments on leases £1.8m (H1 24: £1.8m)

Closing cash £22.8m (H1 24: £24.6m)

	6 MONTHS ENDED 30 JUNE 2025 £M	6 MONTHS ENDED 30 JUNE 2024 <sup>1</sup> £M
Cash generated from operations	11.2	12.5
Interest paid	(1.6)	(2.0)
Tax paid	(1.9)	(0.8)
Cash outflows from discontinued operations	(1.6)	(0.6)
Net cash from operating activities	6.2	9.2
Net cash flow from investing activities	(1.4)	(2.6)
Net cash flows from financing activities	(3.6)	(1.6)
Net change in cash	1.2	5.0
Effect of FX rate changes	(2.4)	(0.4)
Cash & cash equivalents at start of the period	24.0	20.1
Cash & cash equivalents at end of the period	22.8	24.6

<sup>1.</sup> The results for the period ended 30 June 2024 have been re-presented to reflect the classification of Norville as a discontinued operation.





04

# CURRENT TRADING AND OUTLOOK

Richard Peck

**Group Chief Executive Officer** 

# CURRENT TRADING AND OUTLOOK

- Current trading in the first two months of H2 are slightly behind expectations, however, the growth in our order books and increased cost savings are expected to result in a stronger performance in the next four months
- The Vietnam manufacturing facility is gaining momentum, with expectations of stronger throughput and sales in H2
- Successful launch of Tom Tailor on 1 July 2025, with sales ahead of target for H2 to date
- Amalgamation of European sales subsidiaries on track to be completed by the end of 2025, with associated cost savings expected to be delivered from Q4 2025
- Net finance costs expected to be lower than H2 2024, in line with H1 2025 (£1.5m), with an interest rate swap taken in H2 on circa 50% of the Group's borrowings
- A resumption in net debt reduction is forecast for the second half of the year
- Despite ongoing macroeconomic challenges (e.g. inflationary pressures, tariff uncertainty and competitor consolidation), the optical market remains resilient
- Following an extensive recruitment process, Andrea Davis has been chosen to be the Company's next Non-Executive Chair with effect from no later than 31 December 2025
- Order book growth of 3.3% (August 2025 vs August 2024) and increased cost savings are expected to deliver a stronger performance in the remainder of the year. The Board, therefore, has a reasonable expectation of meeting full year guidance of Underlying EBITDA of £18.7m, excluding Norville
- The management team remains focused on the delivery of medium-term targets.





# VERTICALLY INTEGRATED BUSINESS MODEL

### INSPECS

Vertically integrated frame design, manufacturing, marketing and distribution of branded and OEM products



KUDOS

Eyewear manufacturing

**≍**ESCHENBACH

Manufacturing, design, sales & distribution

INSPECS

Design, sales & distribution

**≒**TURA

Design, sales & distribution

**EGO EYEWEAR** 

Design, sales & distribution

BO BE a-optik

Sales & distribution

## COMPETITIVE EDGE

# MANUFACTURING CAPABILITY

Adds an additional layer of transparency and provides greater control over quality and production timelines as well as margin

# LONG-STANDING RELATIONSHIPS

Relationships spanning over three decades with major eyewear retailers

# DIVERSE EYEWEAR PORTFOLIO

Offering a mix of proprietary and licensed brands demonstrates a strategic approach to our diversified product offering

# INTERNATIONAL DESIGN PRESENCE

Key design studios in the UK, Germany, USA, Scandinavia, China and Vietnam enables us to offer a diverse range of designs tailored to different market preferences

# ACQUISITIONS FOR GROWTH AND SYNERGIES

Growth through acquisitions and synergies reflects a forward-looking approach to expanding market presence and enhancing competitive advantages

# GLOBAL SALES PRESENCE

Large global sales force comprising over 250 representatives worldwide

# GROUP BALANCE SHEET

	AS AT 30 JUNE 2025 £ <sub>M</sub>	AS AT 30 JUNE 2024 £ <sub>M</sub>	AS AT 31 DECEMBER 2024 £ <sub>M</sub>
Assets			
Non-current assets	103.6	120.1	113.6
Current assets (excluding assets held for sale)	97.8	97.3	106.6
(Cash and cash equivalents)	22.7	24.6	24.0
Assets held for sale	2.4	0.8	-
Total assets	203.8	218.2	220.2
Net current assets	30.4	30.0	31.5
Equity			
Total equity	89.1	101.9	98.7
Liabilities			
Non-current liabilities	45.6	49.0	46.5
(Current and non-current Interest-bearing loans and borrowings)	58.6	61.7	62.5
Current liabilities (excluding liabilities held for sale)	67.4	67.3	75.1
Liabilities held for sale	1.7	-	-
Total liabilities	114.7	116.3	121.6
Total equity and liabilities	203.8	218.2	220.2

# DISCONTINUED OPERATIONS - NORVILLE (20/20) LIMITED

### **HEADLINE PERFORMANCE**

- Revenue £2.4m (H1 2024: £2.4)
- Underlying EBITDA loss £0.7m (H1 2024: £0.9m loss)
- Gross profit margin of **32.6%** (H1 2024: 43.6%)
- Operating loss £0.9m (H1 2024: £1.2m)

### **GROUP LIKE FOR LIKE PERFORMANCE**

H1 2025 £M	TOTAL (CONTINUING)	DISCONTINUED OPERATION	TOTAL (LIKE FOR LIKE)
Revenue	97.6	2.4	100.0
Operating profit	2.7	(0.9)	1.8
Depreciation and Amortisation	6.0	0.3	6.3
Share based payments	0.3	-	0.3
Underlying EBITDA	9.0	(0.7)	8.3

### **DISPOSAL GROUP HELD FOR SALE**

- Expected to be sold within the next 12 months
- Assets and liabilities measured at a fair value of £0.7m
- Remeasurement charge of £3.8m on fair value remeasurement
- Deloitte engaged to assist with sale

	Н1 2025 £м
Assets held for sale	2.4
Liabilities held for sale	1.7

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE

PILLARS	OUR COMMITMENT	OUR TARGET
People	We invest in our people to drive performance, inclusion, and long-term growth. By equipping teams with skills and fostering transparent leadership, we strengthen capability across the business. Our community engagement allows employees to give back, while strengthening connections with the communities where we operate.	<ul> <li>Provide 12,500 hours of training and mentorship annually, building skills that enhance productivity and retention.</li> <li>Ensure each major operation delivers community impact projects annually.</li> <li>Increase engagement through Focus Groups and open dialogue, improving culture and reducing attrition.</li> </ul>
Planet	We are reducing our carbon footprint through transparent data collection, collaboration, and targeted initiatives across operations and supply chains. This not only focuses us on emissions but also drives efficiency and strengthens long-term resilience.	<ul> <li>Achieve a 40% reduction in Scope 1 &amp; 2 emissions by 2040 (vs. 2023 baseline), aligning growth with sustainability and operational efficiency.</li> <li>Note - Our baseline year may be revised in the future to reflect further improvements in data quality and coverage</li> </ul>
Product	We embed sustainability into design and innovation, expanding the use of low-impact materials to meet growing consumer demand, strengthen brand differentiation, and ensure regulatory readiness.	<ul> <li>By 2030, establish a sustainable materials hierarchy to guide product design and sourcing.</li> <li>By 2030, ensure 50% of eyewear frames use bio-based or recycled materials, including bio-acetate, recycled acetate, Acetate Renew, and recycled metals</li> <li>Note: Target excludes frames where customer-driven design specifications limit material choice.</li> </ul>
Packaging	We are reviewing our packaging to prioritise recyclable, reusable, biodegradable, and bio-based materials. We want to reduces waste, improve efficiency, strengthen brand reputation, and ensure readiness for evolving regulations.	By 2030, ensure 100% of packaging is recyclable, reusable, biodegradable, or bio-based, demonstrating our commitment to waste reduction and environmental impact.
Procurement	We are committed to working with suppliers who share our ESG standards, driving responsible practices across the supply chain. By embedding ESG into procurement, we reduce risk, improve transparency, and strengthen long-term resilience.	<ul> <li>Maintain 100% Tier 1 suppliers reporting environmental to include their social impact.</li> <li>By 2030, ensure all supplier agreements and contracts align with ESG values to safeguard responsible sourcing.</li> <li>By 2030, implement a comprehensive Responsible Sourcing Code, embedding ESG principles into procurement and supplier relationships.</li> </ul>

### BRAND MAP



# DESIGN, BRANDS, MARKETING, DISTRIBUTION (UK)

# INSPECS LIMITED

### Founded in 1988

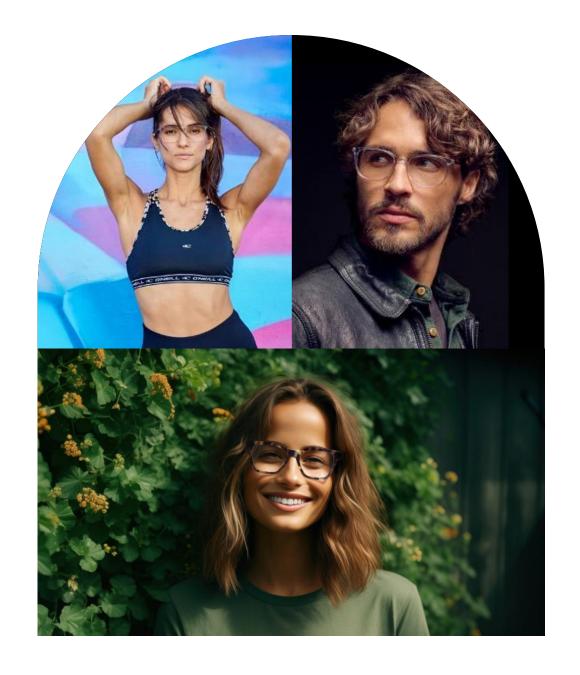
Winner of two Queen's awards for International trade

Head office, design studio and showroom in Bath, UK

In-house Licensed Brand Management working with the UK's leading brands

Trend forecasting team travelling globally

International design team experienced delivering fashion forward designs from the high street to the catwalk



#### **MANUFACTURING**



**40 years experience** in OEM, design and technological products.

Killine's team of **50+ technicians** and engineers from multi-national backgrounds are dedicated to being first to market with new innovations.

State-of-the-art factories in **China and Vietnam** produce high-end frames using premium materials and innovative patented techniques.

International team of designers are based in Portugal and China.



### **DISTRIBUTION**

# **ESCHENBACH**

JOINED GROUP IN 2020

**No.1 in Germany** for prescription frames

### **Engineering DNA and Expertise in design**

Strong consumer recognition— 'Made in Germany'
Premium quality and optical engineering

### **Award Winning designs**

Red Dot Award Winner 2022, 2023 and 2024 Silmo d'Or 2021



#### **DISTRIBUTION**

# ESCHENBACH OPTIK

**JOINED GROUP IN 2020** 

Optical precision for **more than 100 years** with discerning design & technical know-how

### Vision Technology

Readers & filters, magnifiers, easy and low vision aids – building on expertise in product specification and lens design (e.g. diffractive optics)

### **Consumer Optics**

Binoculars with outstanding optics, high level of functionality and exceptional design

Magnifiers and low vision products are a **growing sector** across the United Kingdom

Eschenbach Optik are the market leaders in Europe



### **DISTRIBUTION - USA**



### Founded in 1938

**85 employees** + 110 sales representatives

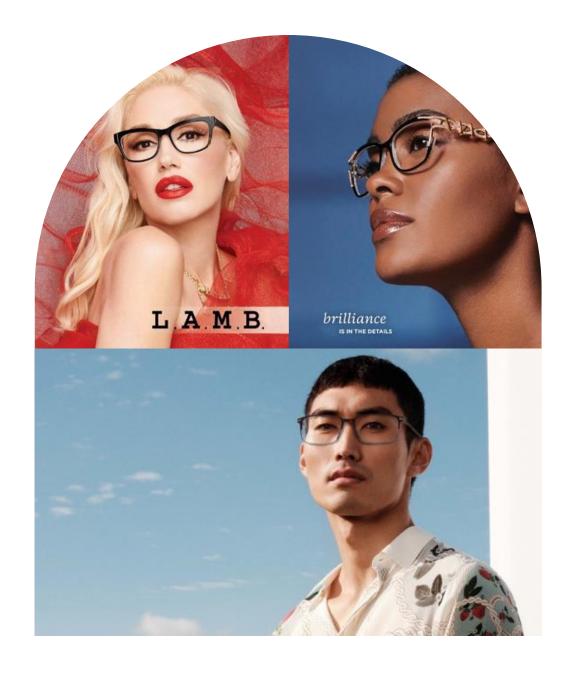
Head office, design studio and showroom in **New York** 

### **Distribution**:

USA, Canada & Mexico

40,000 sq ft distribution centre in Muncy,

Showroom and design space in New York.



#### **NORDIC DISTRIBUTION + BRANDS**

# EGO EYEWEAR

JOINED GROUP IN 2021

EGO EYEWEAR design and distribute beautiful Eyewear around the world under license agreement for some of the world's most famous and prestigious Fashion brands including Barbour, Barbour International, Joseph, Viktor & Rolf, Lyle & Scott And Liberty London

EGO EYWEAR is based in Stockholm where their design studio is located, they also have a quality control team based in Hong Kong



### **GERMAN REGIONALS**

# BODE DESIGN

**JOINED GROUP IN 2021** 

BoDe have been our **long-term partner** in Germany, distributing to chains and online retailers

This energetic team's focus compliments the Eschenbach business, which primarily sells to independent opticians



### DISCLAIMER

This presentation and information communicated verbally to you, may contain certain projections and other forward-looking statements, with respect to the financial condition, results of operations, businesses and prospects of INSPECS Group plc.

These statements are based on current expectations and involve risk and uncertainty as they relate to events and depend upon circumstances that may, or may not, occur in the future. There are a number of factors which could cause actual results or developments to differ materially from those expressed, or implied, by these forward-looking statements. Any of the assumptions underlying these forward-looking statements could prove inaccurate, or incorrect, and therefore any results contemplated in the forward-looking statements may not actually be achieved.

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