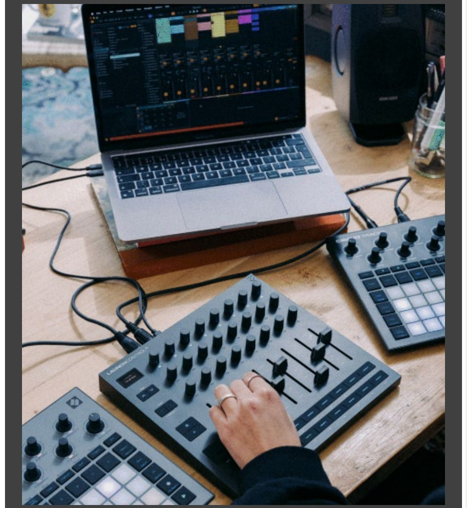
Focusrite plc

Results

for the 18 months to 28 February 2026

Platform for Sustainable Growth

Agenda



Focusrite plc

Tim Carroll
Chief Executive Officer

Sally McKone
Chief Financial Officer

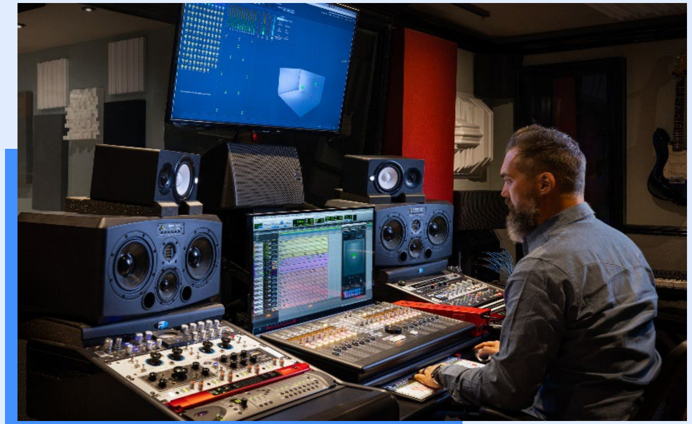
Focusrite plc

Summary and Highlights

Key takeaways from today

Resilient performance in line with expectations

Through peak of **investment cycle and challenges** of recent years



Profitable growth opportunity ahead by leveraging Focusrite's strengths

Current trading robust and FY26 results in line with expectations

Financial highlights: Resilient performance

12 months to February 2026

Focusrite plc

Revenue growth	Gross Margin	EBITDA[2]	Adj diluted EPS
2.7%	**45.1%**	**£24.7** million	**15.6p**
(12m to Feb OCC[1])	+1.7% points	6% growth	7.7% reduction

Revenue growth

- Content Creation growth of 3.6% (OCC): 9.5% after adjusting for tariff phasing
- Audio Reproduction growth of 0.5% (OCC) with 11% OCC growth in key American market

Gross Margin

- Improvement in Content Creation through pricing and cost reductions despite tariff backdrop in US

EBITDA

- Gross profit improvements supported by overhead cost reduction programme

Adj diluted EPS

- Operating profit growth offset by an increase in effective tax rate and increasing amortisation

Net debt reduction of £9.3m to £8.6m due to working capital improvements

1 The organic constant currency (OCC) growth rate is calculated by comparing 12m Feb 26 revenue to 12m Feb 25 revenue adjusted for exchange rates.

2 Comprising profit after tax adjusted for interest, taxation, depreciation, amortisation, goodwill impairment and non-underlying items.

Operational highlights: Platform for growth in place

12 months to February 2026

Focusrite plc

Ongoing portfolio development and market led innovation	New Platform development securing future innovation	Proactive management of routes to market	Continued investment in D2C channel
38 product launches	Proprietary chip	Direct in Japan	12% of CC sales
▪ New product launches across all brands ▪ 66 product updates securing our market leading position	▪ Improved future product functionality ▪ Enhanced margin development ▪ De risks supply chain for silicon	▪ Launch of direct to reseller route to market in key Japanese market driving sales growth	▪ Continued growth in this channel ▪ Margin enhancement and consolidate our position within eCommerce routes to market

Global growth[1] across both divisions

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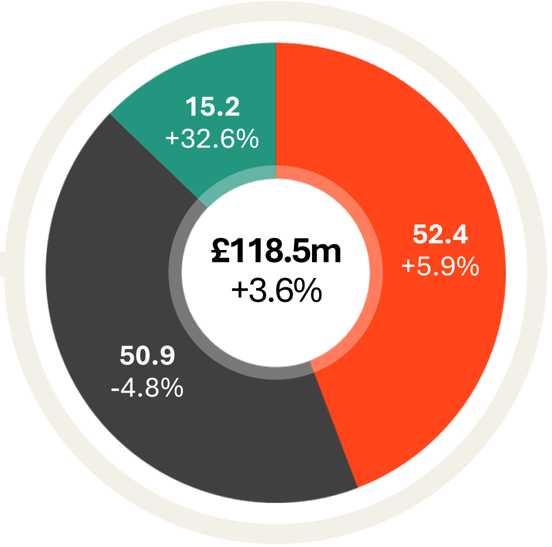
Content Creation

	12m Feb26 £m	12m Feb25 £m	18m Feb26 £m	Restated12m Aug24 £m
Revenue	**118.5**	116.2	**177.9**	110.8
Gross margin %	**45.9%**	42.8%	**45.2%**	43.0%

Revenue and growth by region
12m to Feb 26
organic constant currency

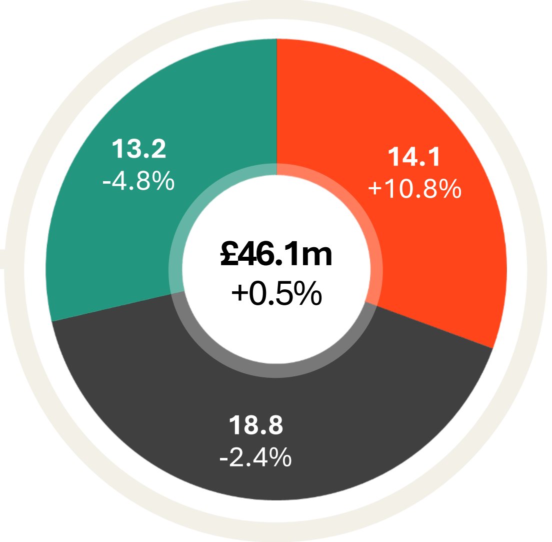


Americas EMEA APAC

Audio Reproduction

	12m Feb26 £m	12m Feb25 £m	18m Feb26 £m	Restated12m Aug24 £m
Revenue	**46.1**	46.4	**67.6**	47.7
Gross margin %	**43.1%**	45.1%	**43.1%**	47.1%

Revenue and growth by region
12m to Feb 25
organic constant currency



1 The organic constant currency (OCC) growth rate is calculated by comparing 12m Feb 26 revenue to 12m Feb 25 revenue adjusted for exchange rates.

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Financial

Review

Income statement: progress against key metrics

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	Proforma Unaudited 12m Feb26 £m	Proforma Unaudited 12m Feb25 £m	18m Feb26 £m	Restated[1] 12m Aug24 £m
Revenue	**164.6**	162.5	**245.5**	158.5
Cost of sales	**(90.3)**	(91.9)	**(135.9)**	(88.3)
Gross profit	**74.3**	70.6	**109.6**	70.2
Administrative expenses	**(49.6)**	(47.3)	**(74.7)**	(45.3)
Adjusted EBITDA[2]	**24.7**	23.3	**34.9**	24.9
Depreciation & amortisation	**(9.6)**	(8.4)	**(14.1)**	(8.4)
Adjusted Operating profit	**15.1**	14.9	**20.8**	16.5
Adjusting items	**(16.2)**	(10.9)	**(18.7)**	(11.0)
Operating (loss)/profit	**(0.9)**	4.0	**2.1**	5.5
Net financing charge	**(3.3)**	(2.9)	**(4.3)**	(3.2)
(Loss)/profit before tax	**(4.2)**	1.1	**(2.2)**	2.3
Tax	**0.2**	0.8	**(0.1)**	0.2
(Loss)/profit after tax	**(4.0)**	1.9	**(2.3)**	2.5
Gross margin %	**45.1%**	43.4%	**44.7%**	44.3%
Adjusted EBITDA as % of sales	**15.0%**	14.4%	**14.2%**	15.7%
Adjusted Op profit as % of sales	**9.2%**	9.2%	**8.5%**	10.4%

1 Restated due to adjustments in the prior year

2 Defined as Adjusted Operating profit excluding depreciation and amortisation.

- Revenue increased 1.3% (Organic Constant Currency (OCC) of 2.7%): underlying 6.9% (OCC) after adjusting for tariff phasing in prior year
- Gross margin improvement of 1.7% points
- Adjusted EBITDA of £24.7m, (+5.7%) margin improving to 15.0%
- Adjusting item increase due to £9.8m impairment of Sequential
- EPS impacted by higher tax and amortisation
- FY24 restated due to prior year's adjustments to inventory and amortisation in subsidiaries: minimal impact to profit

Commentary relates to 12 months to February 2026 and 2025

Pricing power supporting resilient gross margins

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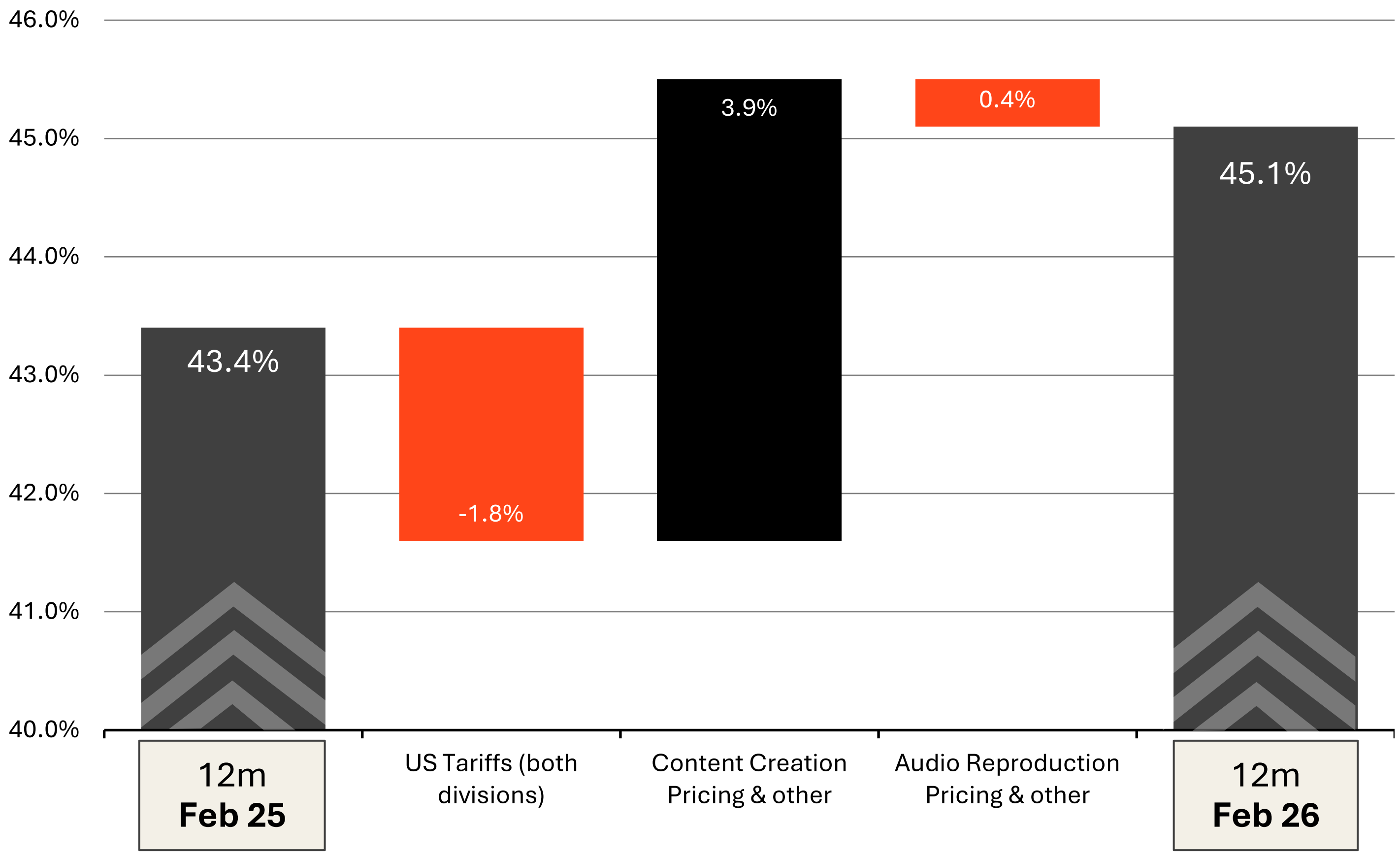

- Gross margin increased by 1.7% points over prior year
- Tariff costs increased significantly with overall -1.8% point impact
- Targeted pricing across both divisions, together with inventory phasing, more than offsets tariff costs
- Exceptional Audio Reproduction prior year margins due to China royalty mix now normalised
- No impact in period to Feb 26 for potential tariff refunds

Commentary relates to 12 months to February 2026 and 2025

Cash flow: solid cashflow generation

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	Proforma Unaudited 12m to Feb 26 £m	Proforma Unaudited 12m to Feb 25 £m	18m to Feb 26 £m	Restated[2] 12m to Aug 24 £m
Adjusted EBITDA	24.7	23.3	34.9	24.9
Non cash	(0.2)	(0.4)	(0.6)	(0.5)
Movement in working capital	8.7	9.2	5.0	(8.6)
Operating cashflow	33.2	32.1	39.3	15.8
Interest paid	(2.8)	(1.9)	(3.6)	(2.4)
Tax paid	(2.4)	(0.7)	(2.7)	(1.8)
Net operating activities	28.0	29.5	33.0	11.6
Fx	1.1	(0.8)	0.8	(0.6)
Investing	(15.9)	(13.1)	(22.8)	(14.2)
Leases	(1.2)	(1.5)	(1.9)	(1.4)
Free cashflow	12.0	14.1	9.1	(4.6)
M&A	(0.6)	(0.2)	(0.6)	(2.5)
Dividends	(2.5)	(3.9)	(5.1)	(3.9)
Change in cash	8.9	10.0	3.4	(11.0)
Opening net debt	(17.9)	(27.6)	(12.5)	(1.3)
Foreign exchange	0.4	(0.3)	0.5	(0.3)
Closing cash	(8.6)	(17.9)	(8.6)	(12.6)
Free cashflow[1]	12.0	14.1	9.1	(4.6)
Adjusting items	0.7	(0.0)	0.7	0.1
Underlying free cashflow	12.7	14.1	9.8	(4.5)
Underlying free cashflow as % of EBITDA	51.6%	60.5%	28.2%	-18.1%

- Net debt reduced from £17.9m at Feb 25 to £8.6m at Feb 26
- Final dividend increased slightly to 6.74p for the 12 months to Feb 26
- Cash conversion > 50% of EBITDA
- Investing to support new platform development, now launched and able to drive sustained product leadership

Commentary relates to 12 months to February 2026 and 2025

1 Free cashflow: net cash from operating activities less net cash used in investing and financing activities, excluding dividends paid

2 Restated due to adjustments in prior years

Balance sheet
Disciplined working capital management, reduction in net debt

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	Feb26 £m	Proforma Unaudited Aug25 £m	Proforma Unaudited Feb25 £m	Aug24 [1] £m
Intangible assets	76.2	84.0	84.4	**83.9**
Tangible assets	11.6	10.5	10.3	**11.1**
Total non current assets	**87.8**	**94.5**	**94.7**	**95.0**
Inventories	44.1	40.8	47.5	**48.3**
Debtors	32.0	42.8	38.8	**37.4**
Total current assets	**76.1**	**83.6**	**86.3**	**85.7**
Current liabilities	(27.4)	(33.4)	(31.6)	**(34.5)**
Net current assets	**48.7**	**50.2**	**54.7**	**51.2**
Net debt	(8.6)	(10.8)	(17.9)	**(12.5)**
Non current liabilities	(16.9)	(15.4)	(16.2)	**(17.4)**
Net assets	**111.0**	**118.5**	**115.3**	**116.2**
Working capital	48.7	50.1	54.7	**51.2**
Working capital as % sales	29.6%	29.7%	33.6%	**32.3%**

- Non current assets reduction of £6.9m
- Significant working capital reduction
  - Stock reduction despite targeted increase to support Audio Reproduction in the US
  - Debtors reduction across all regions
- Working capital 29.6% of sales down from 33.6% at Feb 25

Commentary relates to 12 months to February 2026 and 2025

1 Restated due to adjustments in prior years

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Operational

Review

Content Creation

Strong underlying demand supporting growth

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Content Creation	12m Feb 26 £m	12m Feb 25 £m	Reported growth	OCC[1] growth
Americas	52.4	51.6	1.5%	5.9%
EMEA	50.9	52.5	-3.2%	-4.8%
APAC	15.2	11.9	27.3%	32.6%
	118.5	**116.1**	**2.0%**	**3.6%**

	12m Feb 26 £m	12m Feb 25 £m	Reported growth	OCC[1] growth
Focusrite Novation	84.5	80.6	4.6%	6.3%
ADAM Audio	24.3	25.0	-2.5%	-1.4%
Sequential (inc. Oberheim)	9.7	10.4	-7.3%	-5.5%
	118.5	**116.1**	**2.0%**	**3.6%**

1 The organic constant currency (OCC) growth rate is calculated by comparing 12m Feb 26 revenue to 12m Feb 25 revenue adjusted for exchange rates.

Global growth

- Strong underlying demand, EMEA impacted by channel consolidation, offset by growth in US and APAC
- Phasing of sales into US to mitigate tariffs in 2025 has strengthened comparators, after adjusting, divisional growth of 9.5% (OCC)
- Successful launch of 22 products and 58 updates reflecting commitment to market-led innovation

Diverse portfolio

- Focusrite Novation growth supported by new product introductions and ongoing strength of Scarlett range
- Sequential repositioning with newer lower priced ranges
- Actions taken to simplify portfolio and leverage our intellectual property

Audio Reproduction
Taking share in key markets

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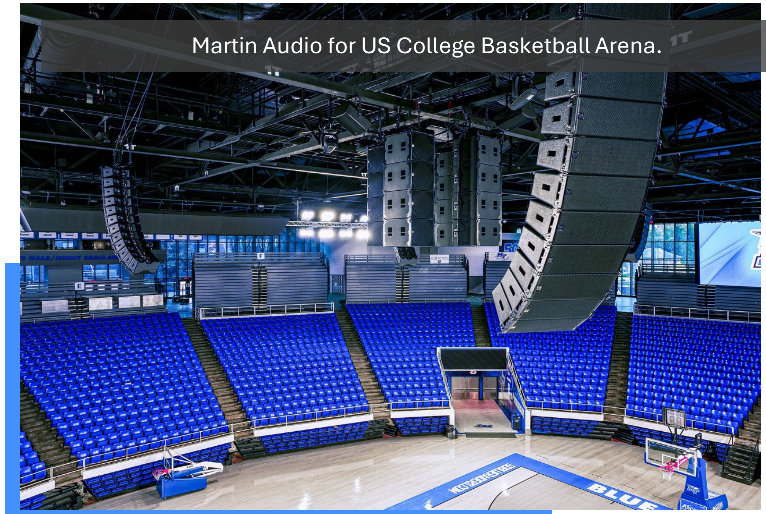
Audio Reproduction	12m Feb 26 £m	12m Feb 25 £m	Reported growth	OCC[1] growth
Americas	14.1	13.3	6.2%	10.8%
EMEA	18.8	19.1	-1.8%	-2.4%
APAC	13.2	14.0	-5.3%	-4.8%
	46.1	**46.4**	**-0.6%**	**0.5%**

1 OCC (organic constant currency growth). This is calculated by comparing 12m Feb 26 revenue to 12m Feb 25 revenue adjusted for 12m Feb 26 exchange rates and the impact of acquisitions.


Martin Audio for US College Basketball Arena.

Focus on US

- Investment in inventory in the US has supported sales growth with significant project wins in new sectors
- Additional sales heads to increase sales pipeline

Expanded range

- TiMax spatial offering has broadened, leading to increase in opportunities and outperformance of peers in these markets
- Ongoing development to keep ranges refreshed, improve functionality and enhance user experience for ease of use
- Robust order book with new opportunities to grow pipeline

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Strategic
Update

Our growth opportunity

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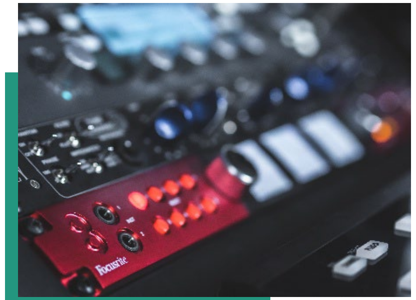
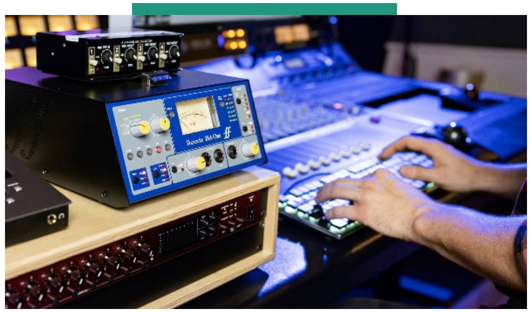
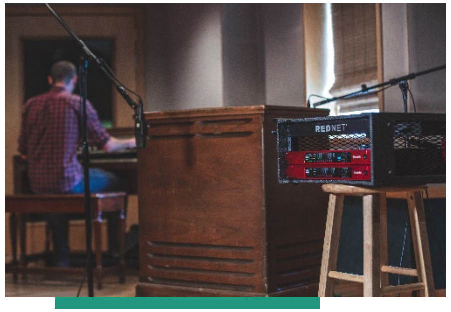
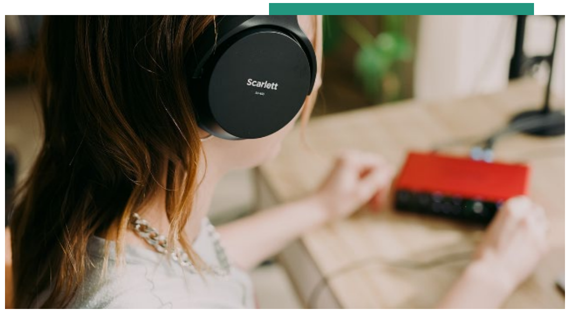
A diverse portfolio
of world leading brands

In a £6.3 billion global market
with structural growth drivers

A proven history
of innovation and delivery

Delivering through diverse routes
to market supported by our own D2C channel



Evolving our strategy to support profitable growth

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Grow	**Grow the Core Customer Base** Strengthen leadership in existing markets through product and service excellence, world-beating customer experience	▪ Organic sales growth ▪ NPS ▪ Market position
Expand	**Expand into New Markets** Drive growth through new segments and evolving routes to market, complemented by strategic accretive acquisitions and partnerships	▪ Market position ▪ NPS
Deliver	**Deliver Operational Excellence** Leverage our innovative R&D teams for efficient delivery of new product. Convert industry leading scale into sustainable profit growth and cash generation	▪ Gross margin % ▪ Operating margin % ▪ Cash conversion %
Create	**Create a Great Place to Work** Build a high-performance culture that attracts and retains best available talent, develops capability and creates value for our customers	▪ eNPS

Metrics

Grow the Core

Consistently highly ranked across all regions

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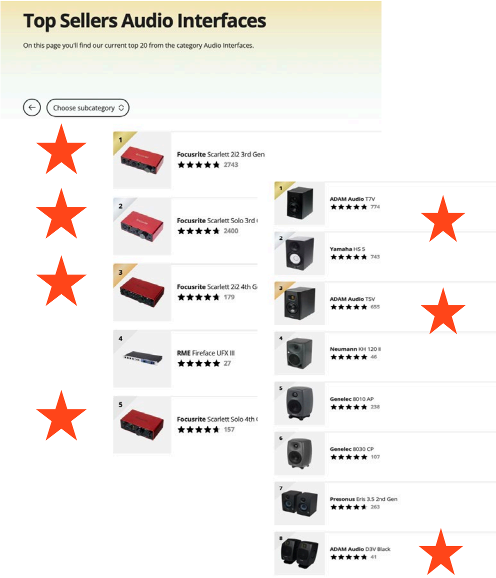
Market leading products consistently ranked highly with resellers

Thomann
(large EU online retailer)

Regularly top performer in audio interface and monitor categories

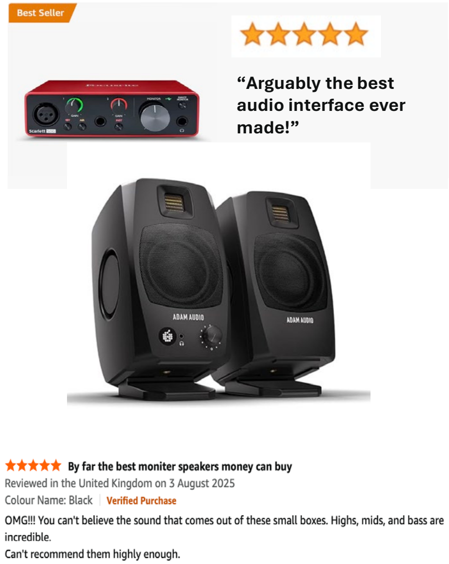


Sweetwater
(large US online retailer)

Top rankings and customer feedback scores in numerous categories

Amazon

Best seller/recommended categories



- Consistently in top 5 most popular products across main resellers in the US and EU
- Focusrite leads the way with opportunities for Novation, ADAM and Sequential to gain market share
- High technical functionality is supported by intuitive onboarding and 24/7 customer support
- Resulting in industry leading Trustpilot reviews and NPS scores (12m to Feb 26 NPS: 70)

Grow the Core

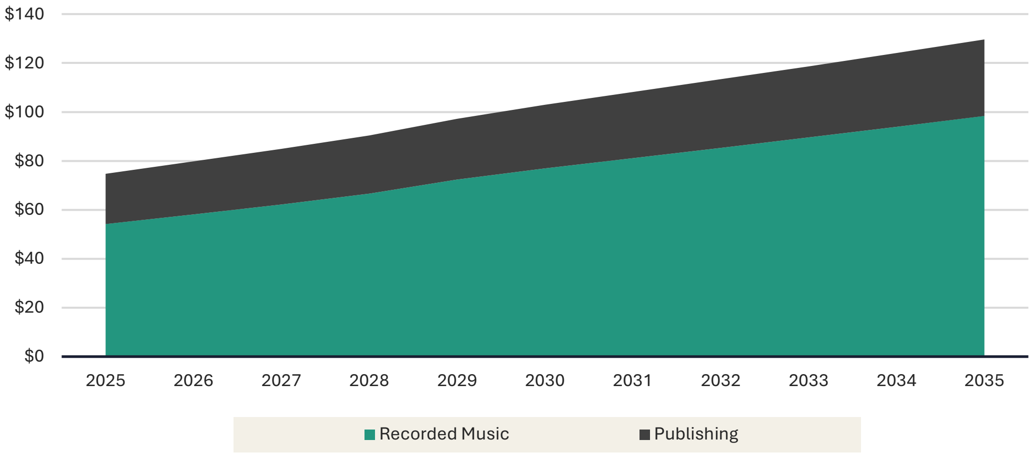
A structurally growing global market

Music creation and desire for live experiences continues to grow

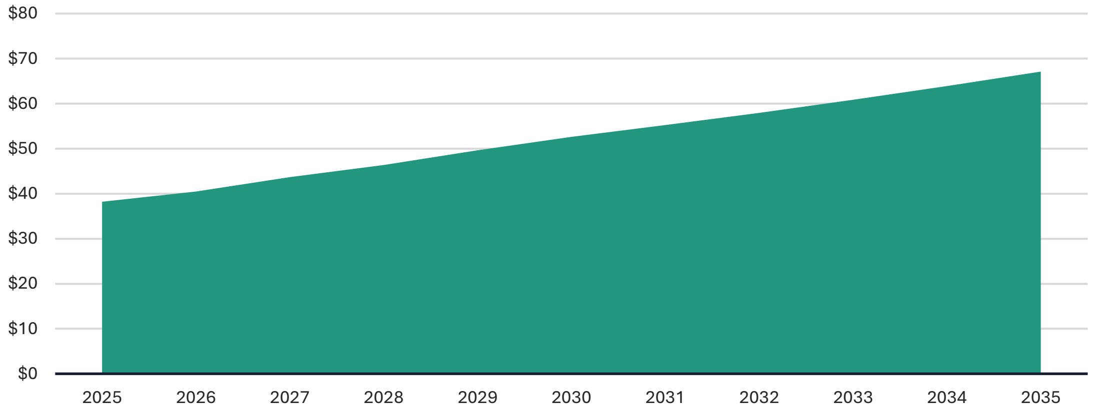
- Ever greater funnel of beginners and hobbyists introduced through AI tools (eg Suno)
- Ever easier access to publication through Apple, Spotify
- Ever greater sophistication of tools available to create and listen to music

Global growth rates estimated at GDP+

Global Recorded Music & Publishing Revenues $bn



Global Live Music Revenues $bn



Source: Goldman Sachs "Music Is In The Air" 2025 - Music and Copyright, company data, Goldman Sachs Research, IFPI Global Music Report 2025

Expand : New Markets

Operating in diverse global markets

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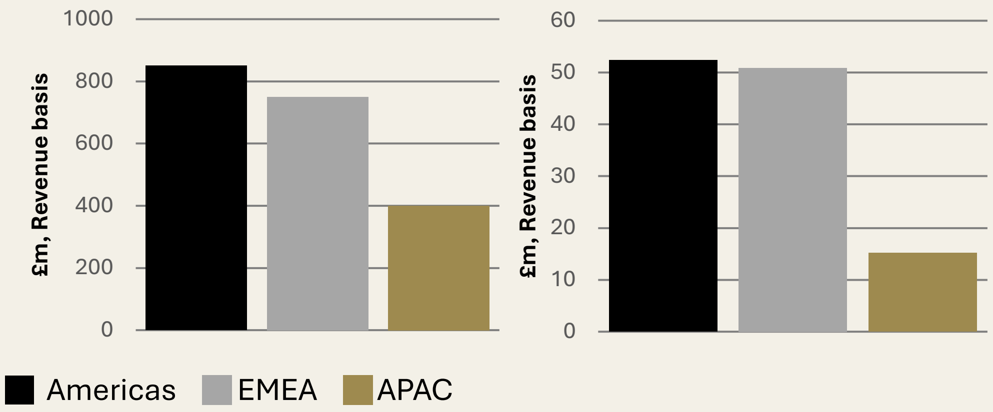
Content Creation

- Focus on increasing market share in APAC and the US across our newer brands by optimising our route to market channels
- Launch of new direct to market approach in Japan in 2025

Content Creation

Global market **FY Feb26 regional split**



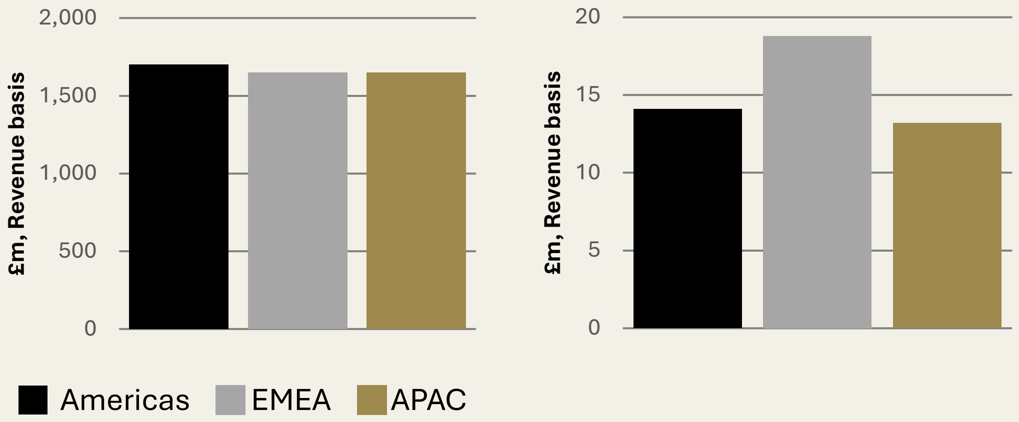
Source: US Music Trades and Management estimates

Audio Reproduction

- Investing in US and APAC to increase market share in line with EMEA market share
- 10.8% revenue growth in Americas in 12m to Feb 26

Audio Reproduction

Global market **FY Feb26 regional split**



Source: US Music Trades and Management estimates

Expand :Investing in Innovation to drive sales

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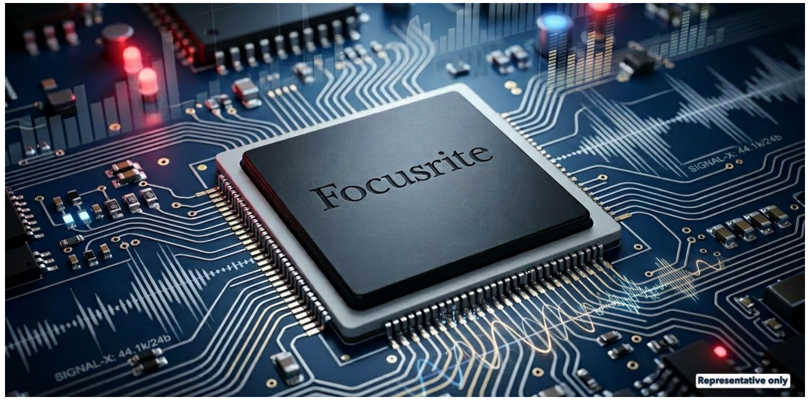

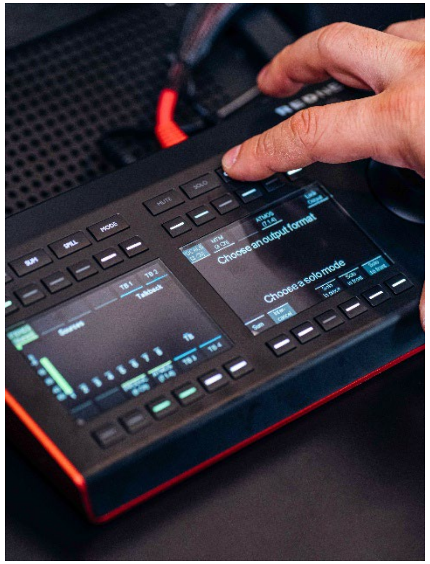

- New cross brand technology platform established, including the development of the Group’s proprietary silicon chip
- £6m spend across 4 years now ready for launch
  - Common platform enabling more rapid and efficient future product development
  - Allows large scale re-use of IP across brands and products
  - Enables greater product functionality
  - De-risks key part of our supply chain
- Margin benefits realised with introduction of new ranges going forward

Expand :Investment into Opportunistic Markets

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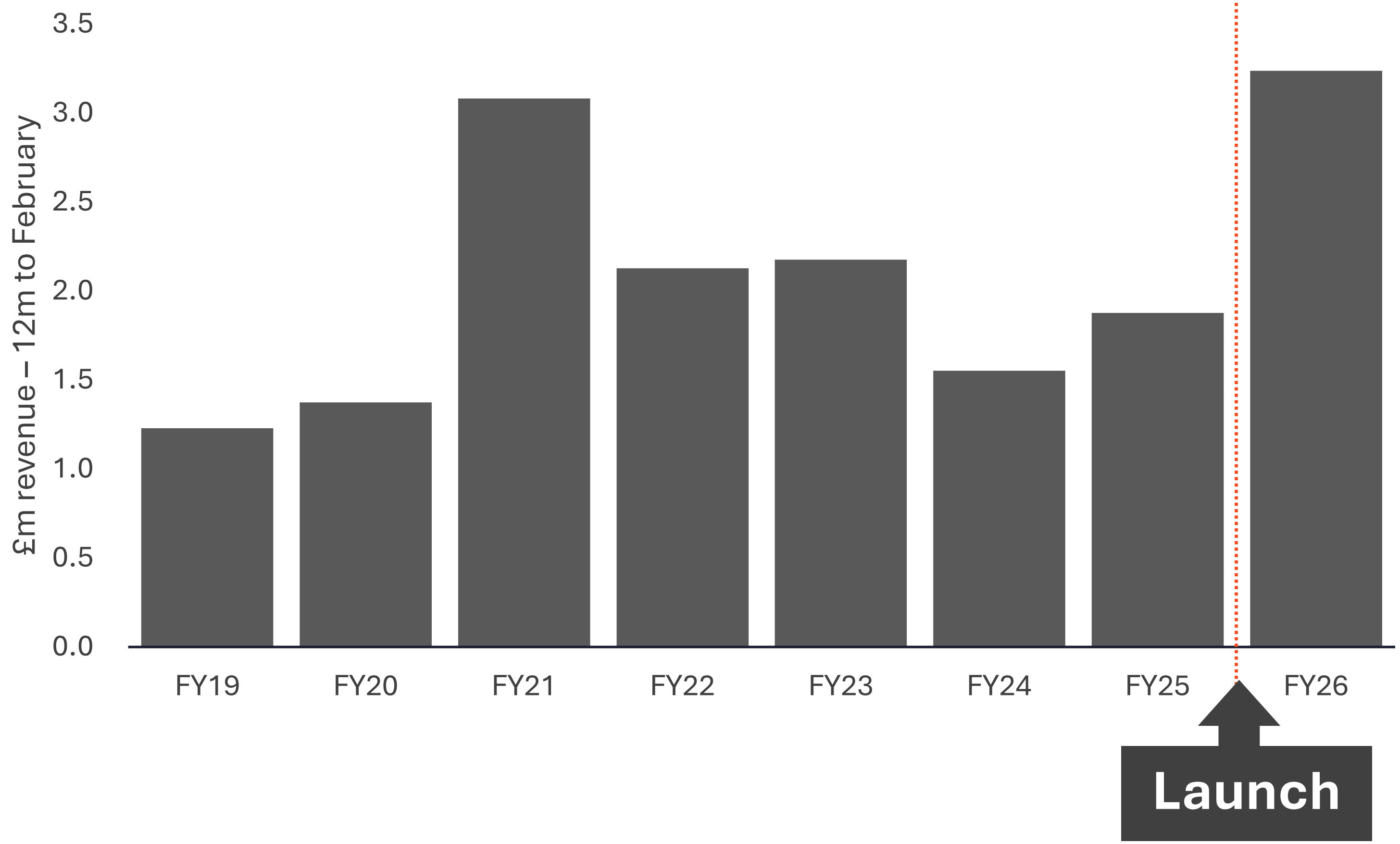
New direct to market channel successfully launched in Japan

Group Revenue: Japan



- 2nd largest market in the world for recorded music[1] and music instruments[2]
- All Content Creation brands available to customers through one entity – with localised marketing and service to support
- Gross margin enhancement with initial investment in fixed overhead base from 1 March 2026

1. IFPI Global Music Report 2026
2. Music Trades 2025 International Dealer Sales Report

Deliver Operational Excellence

Growing D2C channel driving profitable growth

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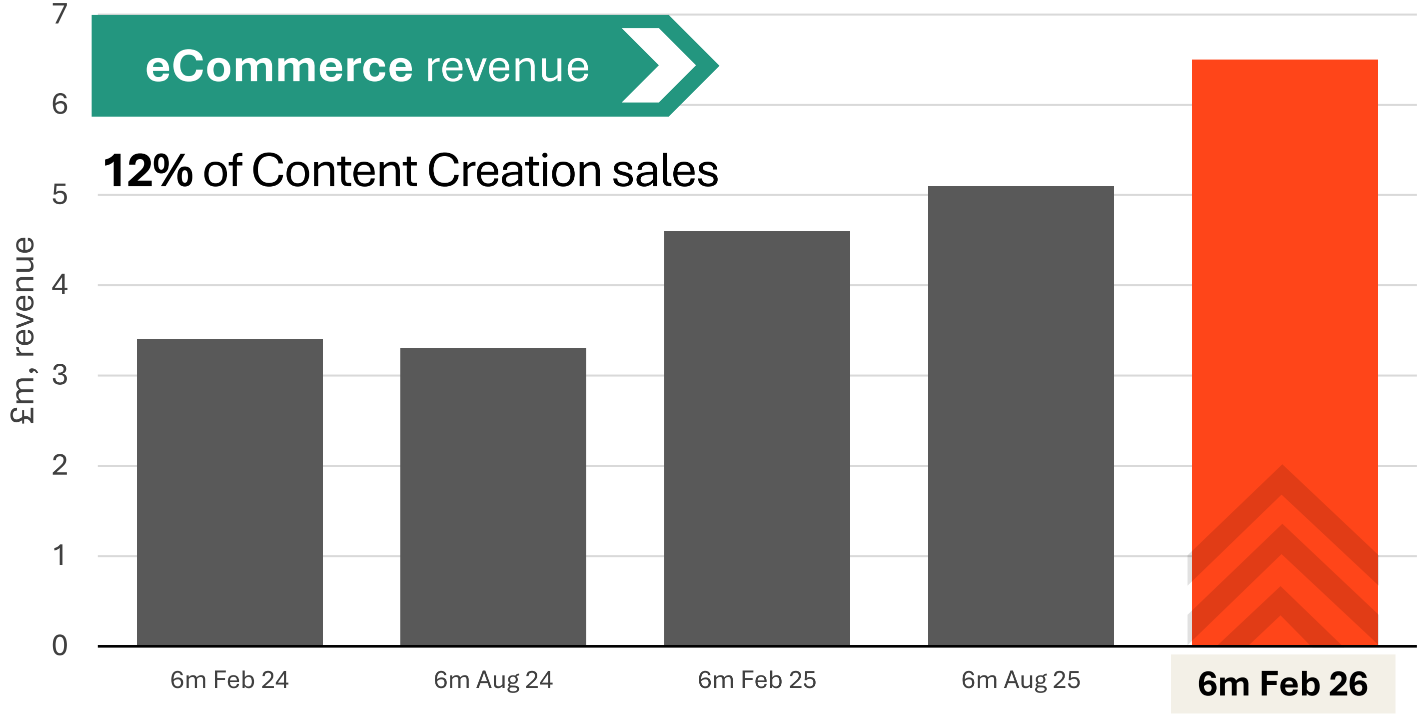

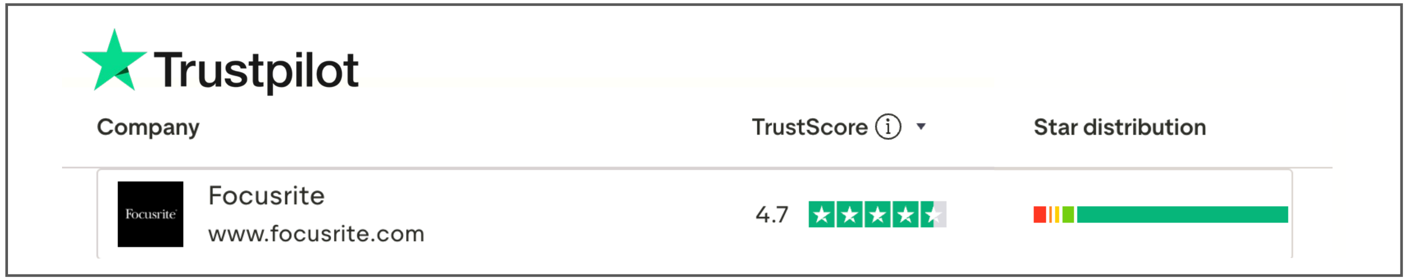

- Growth across all brands
- Growth across all regions
- Ecommerce platform development ongoing
  - Wider expansion with new third-party marketplaces
  - Increase efficiency in our cost-to-fulfil, further driving profitability
  - targeted portfolio cross-selling to drive customer life time value

Driving enhanced profitability through disciplined cost control

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Gross profit maximisation

- **Pricing:** annual pricing reviews in both divisions in place supported by rigorous promotional reviews
- **Cost downs:** working with key partners to deliver ongoing product cost downs over time
- **Fulfillment efficiency:** Working with logistics providers to optimise fulfilment routes across all our regions in FY27

Overhead control

- **AI:** beginning to integrate AI to improve operational efficiency
- **Targeted markets:** focus on sales and marketing in key geographies following restructuring
- **Back office centralisation:** centralised management of IT/Finance/HR now in place

Create a Great Place to Work

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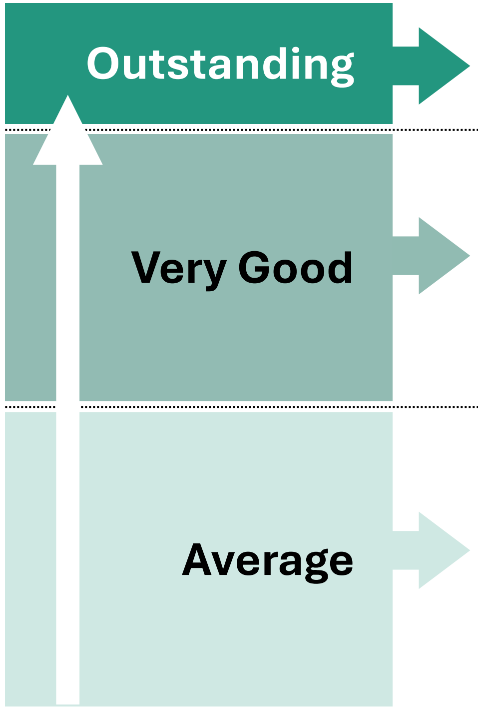
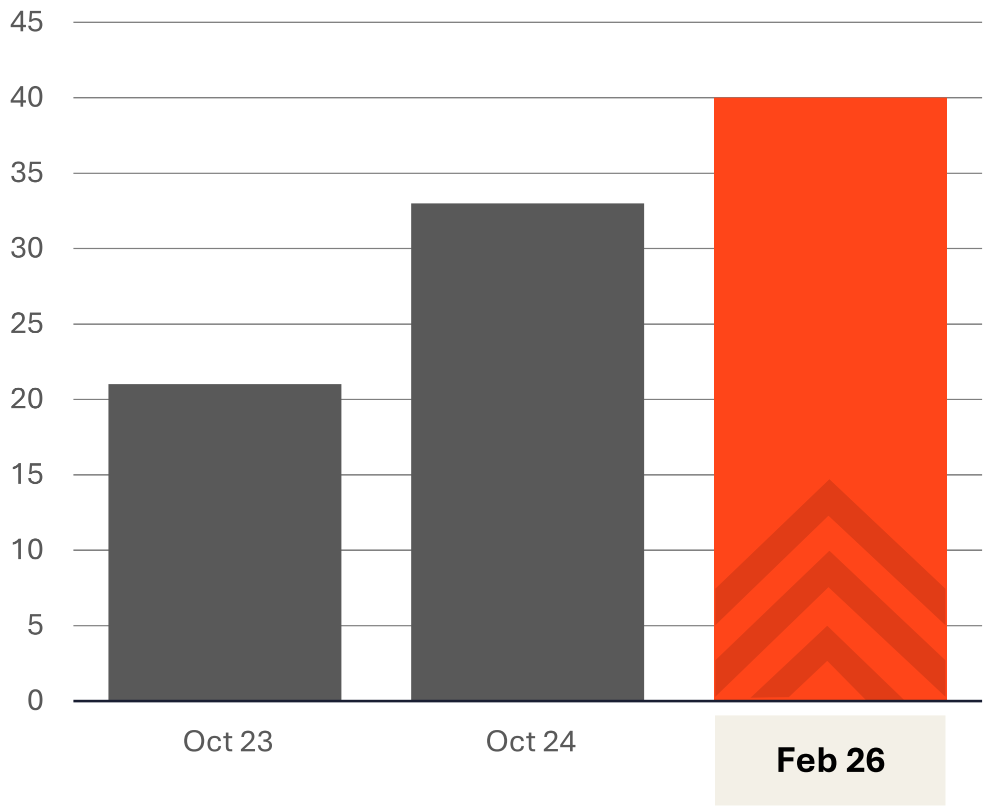
Attracting and retaining talent to deliver on our strategy

Engagement score: industry rankings



Employee net promoter score from annual survey



- A team of passionate individuals committed to music creation
- Building a high performance culture to attract and retain world class talent and drive value
- Improving engagement scores leading to increased retention and promotion from within to support product development

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Summary & Outlook

Review

Current trading and outlook

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Current Trading

***Trading in the first quarter has been ahead of the prior year**, with underlying demand remaining healthy across both Content Creation and Audio Reproduction*

Outlook

*Whilst remaining mindful of the broader macro-economic environment, **the Board expectations for the year to 28 February 2027 remain unchanged**, and the Group enters the new financial year with improving operational momentum, a strengthened product portfolio and a growing direct-to-consumer presence that continues to support both revenue growth and margin progression*

Summary

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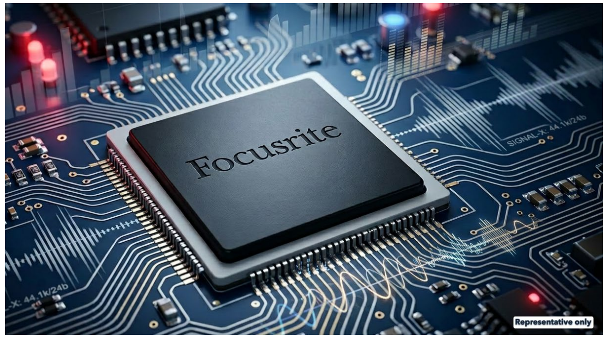

Resilient performance in line with expectations

- Global sales growth, gross margin expansion and growth in EBITDA
- Strong cash generation: net debt down £9.3m

Through peak of investment cycle and challenges of recent years

- New technology platform built utilising proprietary silicon
- Enabling faster product development, margin benefits and derisking supply chain

Profitable growth opportunity ahead leveraging on our strengths

- Portfolio and routes to market in place to support future growth, delivering on track record of innovation and delivery

Capital Markets Day planned for end of year

Thank you

Q&A

focusriteplc.com






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Additional Information

Change to February year end

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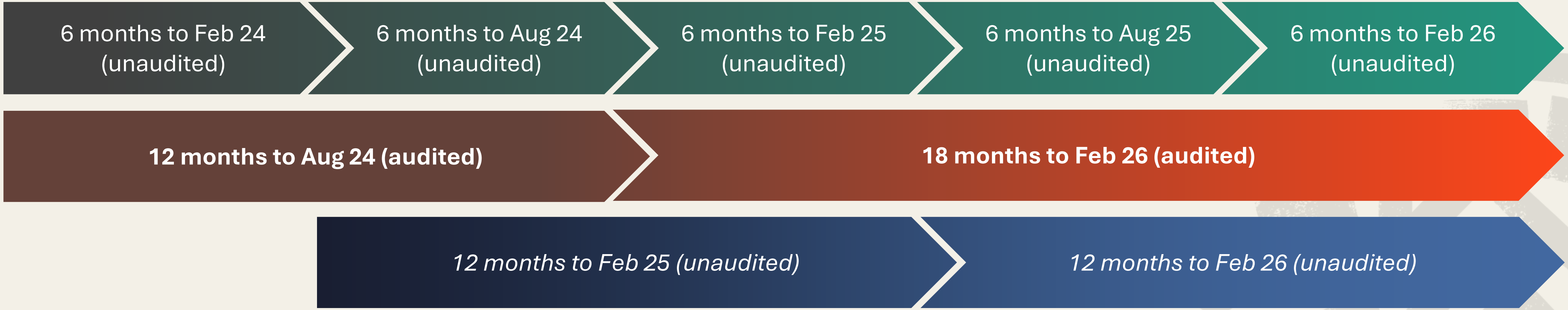
- The decision taken in October 2024 to move to a February year end
- This aligns reporting better with industry cycles, especially around the key Christmas holiday season sales
- Historic financial half year reports will remain comparable with future reporting
- This reporting period will include the statutory reporting periods of 18 months to February 2026 with the prior year comparator of 12 months to August 2024
- To provide greater understanding of the performance of the Group we have also provided proforma results for the 12 months to February 2026 with the comparable prior 12 months to February 2025
- A reconciliation of the previously reported results to these proforma results is provided as an Appendix



Income statement: By half year restated

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	6m to Feb-24 £m	6m to Aug-24 £m	6m to Feb-25 £m	6m to Aug-25 £m	6m to Feb-26 £m	12 to Feb-25 £m	12m to Feb-26 £m	18m to Feb-26 £m
Revenue	76.9	81.6	80.9	88.0	76.6	162.5	164.6	245.5
Cost of sales	(42.0)	(46.3)	(45.6)	(48.5)	(41.8)	(91.9)	(90.3)	(135.9)
Gross profit	34.9	35.3	35.3	39.5	34.8	70.6	74.3	109.6
Administrative expenses	(23.1)	(22.2)	(25.1)	(25.3)	(24.3)	(47.3)	(49.6)	(74.7)
Adjusted EBITDA[1]	11.8	13.1	10.2	14.2	10.5	23.3	24.7	34.9
Depreciation and amortisation	(4.5)	(3.9)	(4.5)	(4.5)	5.1	8.4	9.6	14.1
Adjusted Operating profit	7.3	9.2	5.7	9.7	5.4	14.9	15.1	20.8
Adjusting items	2.8	8.2	2.7	3.2	12.8	10.9	16.0	18.7
Operating profit	4.5	1.0	3.0	6.5	(7.4)	4.0	(0.9)	2.1
Net financing charge	(1.2)	(2.0)	(0.9)	(1.7)	(1.7)	(2.9)	(3.3)	(4.3)
Profit/loss before tax	3.3	1.0	2.1	4.8	(9.1)	1.1	(4.2)	(2.2)
Tax	(0.9)	1.1	(0.2)	(1.1)	1.2	0.9	0.2	(0.1)
Profit after tax	2.4	0.1	1.9	3.7	(7.9)	2.0	(4.0)	(2.3)
Gross Margin %	45.4%	43.3%	43.6%	44.9%	44.7%	43.4%	45.1%	44.6%
Adj EBITDA as % of sales	15.3%	16.1%	12.6%	16.1%	16.2%	14.3%	15.0%	14.2%
Adj Op Profit as % of sales	9.5%	11.3%	7.0%	11.0%	7.0%	9.2%	9.2%	8.5%

1 Defined as Adjusted Operating profit excluding depreciation and amortisation.

Foreign exchange

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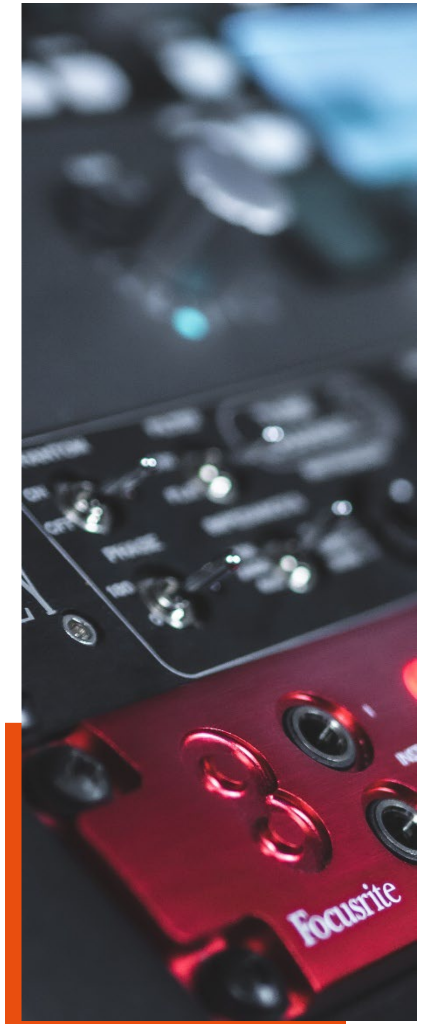
Exchange Rates	12m Feb 26 £m	12m Feb 25 £m	**18m Feb 26 £m**	12m Aug 24 £m
Average				
US$:£	1.33	1.28	1.32	1.26
€:£	1.16	1.19	1.18	1.17
Year end rate				
US$:£	1.35	1.26	1.35	1.31
€:£	1.14	1.21	1.14	1.19



Natural hedge for USD

- US and ROW revenue.
- Total c50% of revenue but almost all cost of sales so minor impact overall

Euro hedged

- c75% of major Euro flows hedged for year
- 50% for the following year

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Focusrite plc

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