

Directors' report

The Directors have pleasure in submitting their report and the audited financial statements for the 52 week period ended 24 December 2016. Comparative figures relate to the 52 weeks ended 26 December 2015.

In order to make our Annual Report and Accounts more accessible a number of the sections traditionally found in this report can now be found in other sections of this Annual Report and Accounts where it was deemed that the information would be presented in a more connected and accessible way. The Directors' report comprises the sections detailed below, including the statement on political donations.

Any sections that have been moved have been cross-referenced below for ease of reference:

Located in the Strategic Report:

Principal Group activities, business review and results:

The principal activities of Howden Joinery Group Plc and its subsidiaries can be found on pages 3 to 41.

Dividend: Information about the final dividend can be found in the Chairman's Statement on page 5 and the Review of Finance and Operations on page 14

Going Concern, Viability and other Statements of the Directors: These statements may be found on pages 20 to 21.

Located in the Nominations Committee Report:

Directors: Information with regard to the appointment and replacement of Directors is located on page 59.

Employees: Information about the total number of employees and gender diversity statistics are located on page 57. The average number of employees and their remuneration are shown in note 7 to the financial statements.

Located in the Corporate Social Responsibility Report:

Greenhouse Gas Emissions: Details of the Group's greenhouse gas emissions, as required by Schedule 7 of the Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulation 2008 (SI 2008/410) as amended by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 (SI 2013/1970), are set out on page 39.

Employees: Information about employee participation in the Howden Joinery Share Incentive Plan can be found on page 33.

Located in the Corporate Governance Report:

Share capital, substantial shareholdings and acquisition of the Company's own shares: Information in this regard can be found on page 51.

Directors: Details of Directors and their interests are on pages 44 to 45 and details of Directors' Indemnity and Insurance on page 44.

Annual General Meeting: Information about the Annual General Meeting, including reappointment of the Group's auditor, can be found on page 51. A copy of the UK Corporate Governance Code can be accessed at www.frc.org.uk.

POLITICAL DONATIONS

The Group made no political donations during the current and previous period.

By order of the Board

Forbes McNaughton
Secretary

22 February 2017