

Our market



The kitchen market

- 29 million homes in the UK. 18 million owned and 11 million rented
- The kitchen remains the heart of the home
- The market continues to shift from DIY to "Do It For Me"
- Howdens sells to the Trade sector, who supply a broad range of markets, including owner-occupied homes, private rentals and social housing
- Our Contracts division supports the increasing demands of the new build market

Trusted by the trade

Highest Net Promotor Score® with the Trade for the past 3 years¹



Universal Brand Awareness by the Trade¹



Market leaders in key metrics that are important to the Trade¹



Lowest Price



Quality



Customer Service



Stock Availability

Growing our market

- Product to compete at all price points. Take more market share
- Continue excellent customer satisfaction with both builders and end-users

Reach More Builders

With 450K+ customer accounts Howdens supply to 1 in 3 tradespeople. Opportunity to grow customer base further.



¹ Source: Brand Tracker (Nov 2020)
² Office of National Statistics

Our strategy



Our purpose

To help our trade customers achieve exceptional results for their customers and to profit from doing so.

Achieved via:

Our long-term strategic objectives

Reach more builders

Grow market share. Increase trade convenience.



Product innovation

The right amount of the best product, at the best price.



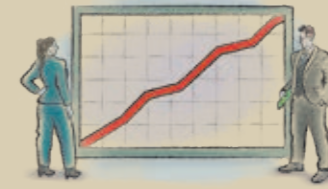
Operational excellence

Increase customer service, efficiency, trade value and profitability.



Prudent financial management

Giving us the tools to do the job.



Measured by:

KPIs

- Sales growth
- Profit before tax
- Cash
- Depot openings
- Health & Safety
- FSC® or PEFC certified raw materials
- Waste recycling

Underpinned by:

Our strategic initiatives

- Evolving our depot model
- Improving our product range and supply management
- Developing our digital platforms
- Expanding our international operations

