



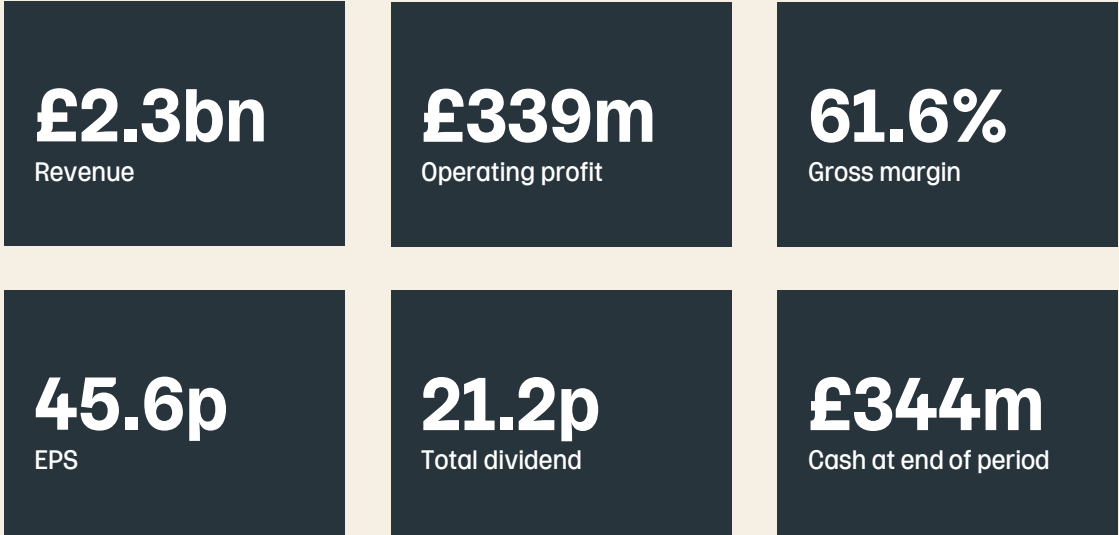
**The UK's #1 Specialist Kitchen  
and Joinery Supplier**

**An introduction to Howdens  
July 2025**

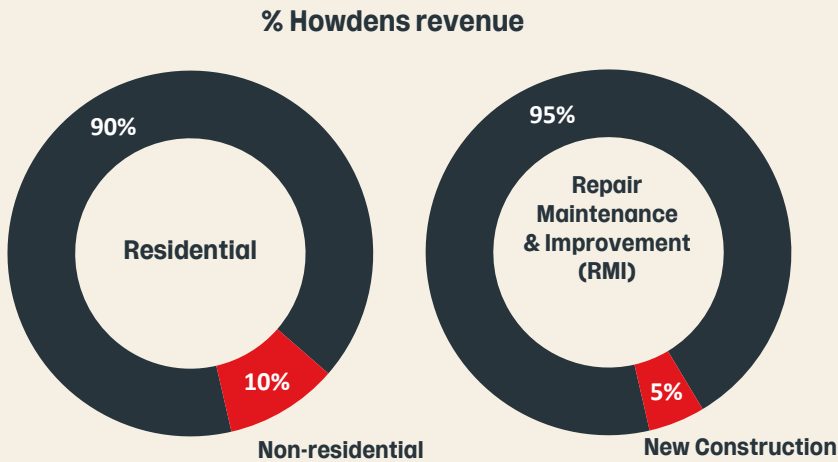
# We are the UK's leading specialist trade-only kitchen and joinery supplier



## 2024 FINANCIAL HIGHLIGHTS



## ATTRACTIVE END MARKETS



# Our business is about helping our trade customers achieve exceptional results



## CORE STRENGTHS

- Trade only focus and the best local prices.
- Local delivery model - 85% of customers are less than 5 miles from a Howdens depot.
- Product leadership - always in-stock and easy to fit to get the job done.
- Efficient UK based manufacturing, global sourcing and distribution.

**12k**

Employees

**20k**

Kitchen and joinery products

**11m** ft<sup>2</sup>

UK footprint

**99.99%**

Availability from primary distribution to depots

## Empowered depot teams support the needs of the local builder

**948**

Local depots

**500k+**

Local customers



## Backed by UK manufacturing, global sourcing and an efficient distribution network

**c.36%**

Volume of products manufactured as % of COGs

**+300**

Global suppliers





# A unique business model focused on long-term customer relationships and exceptional service



Market leading Kitchen and Joinery product ranges



Trade only: focused on our customers' needs



An empowered, depot-led business, close to the trade



Products immediately available locally

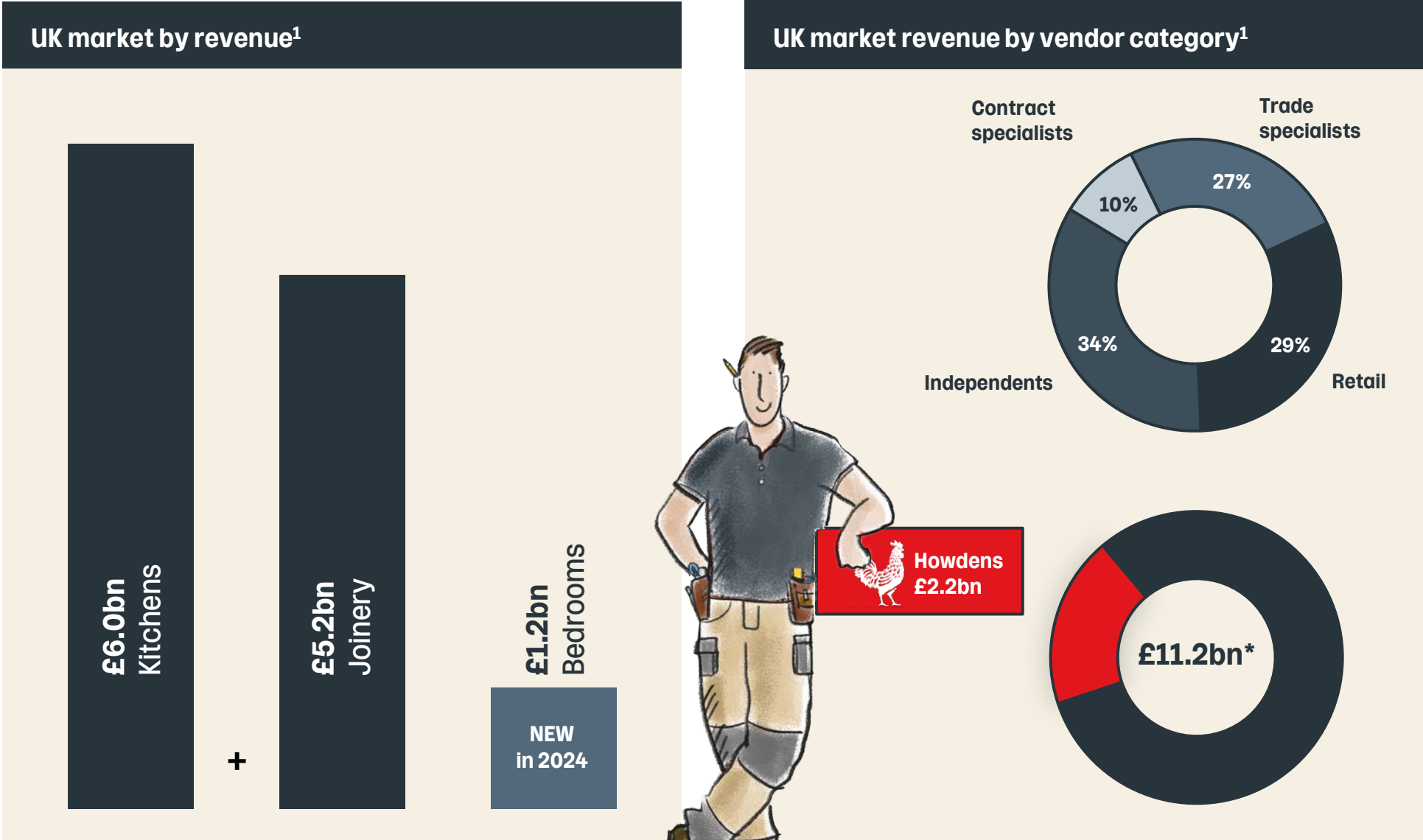


Competitive confidential pricing



Knowledgeable depot teams to support the builder

# Our markets are large and attractive with significant future growth potential



¹ Howdens' estimates based on proprietary data

\* Established Kitchens and joinery markets only (excludes bedrooms)

# The long-term drivers of the kitchen and joinery market support continued growth

## Structural drivers

- The UK population could reach nearly 74 million by 2036 with net migration fuelling the rise. The UK population will increase by 6.6 million people (9.9%) between 2021 and 2036 - ONS).
- Ageing UK housing stock will drive renovation - (Ave. age of UK stock is 70 years - ONS).
- Increased end user interest in sustainable products (44% of households are switching off or moving to more energy efficient appliances - NatWest).
- Entrepreneurial builders are well placed to win kitchens and joinery work as part of wider home refurbishment projects. They are supported by Howdens' in-stock, trade-only business model.



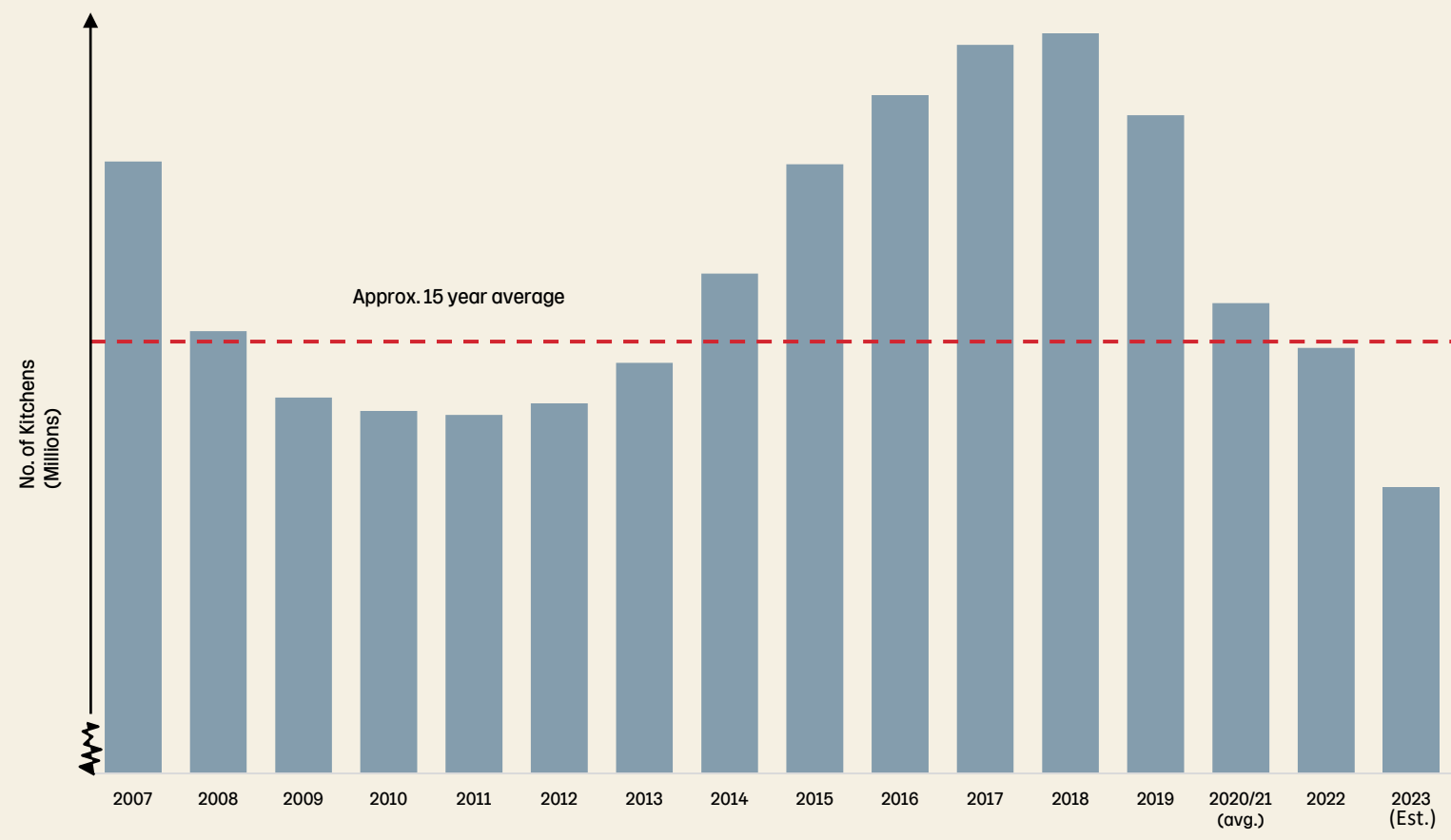
## Recent trends

- More than a quarter of working adults in Great Britain (28%) were hybrid working in the autumn of 2024. (ONS) This leads to greater wear and tear on kitchens and appliances with people spending more time in their homes.
- Consumer mindset more focused on design and use of kitchen space to maximise flexibility (Howdens' proprietary data).
- Ageing population - by 2066 there will be a further 8.6 million projected UK residents aged 65 years and over, taking the total number in this group to 20.4 million and making up 26% of the total population. Increasingly this will drive renovation activity as many opt to age in their place of residence.





# Estimated UK kitchen market volumes in 2023 were at the lower end of the longer-term cycle



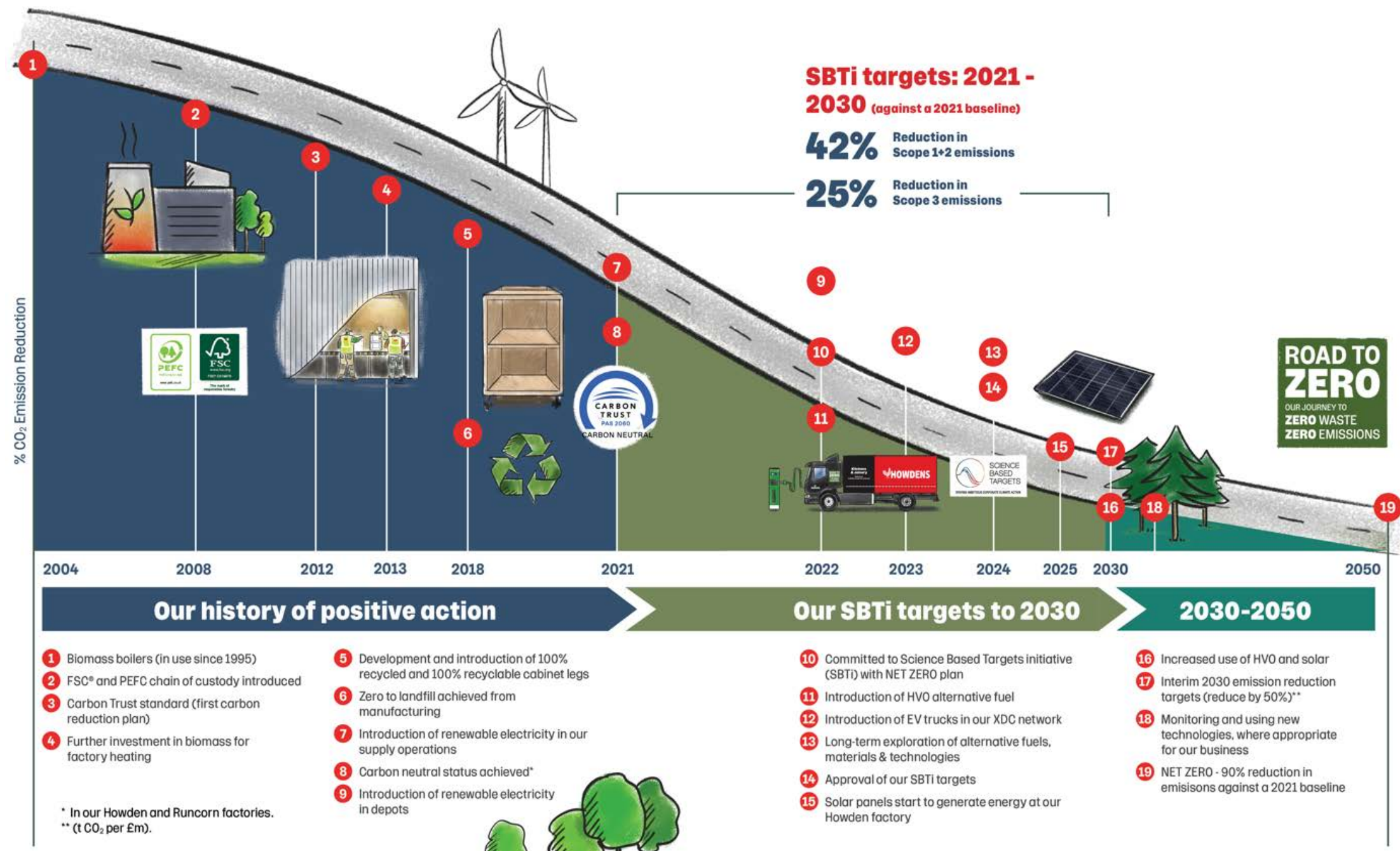
- Howdens has gained market share through the economic cycle
- Macroeconomic headwinds are persisting into 2025
- Howdens' strategic initiatives continue to increase our market share



Sources: Management estimates based on: JKMR, Mintel, ONS, Companies House, annual reports, supplier intel, government sources  
2020 and 2021 average is shown to smooth the volatility in sales of COVID-19 pandemic

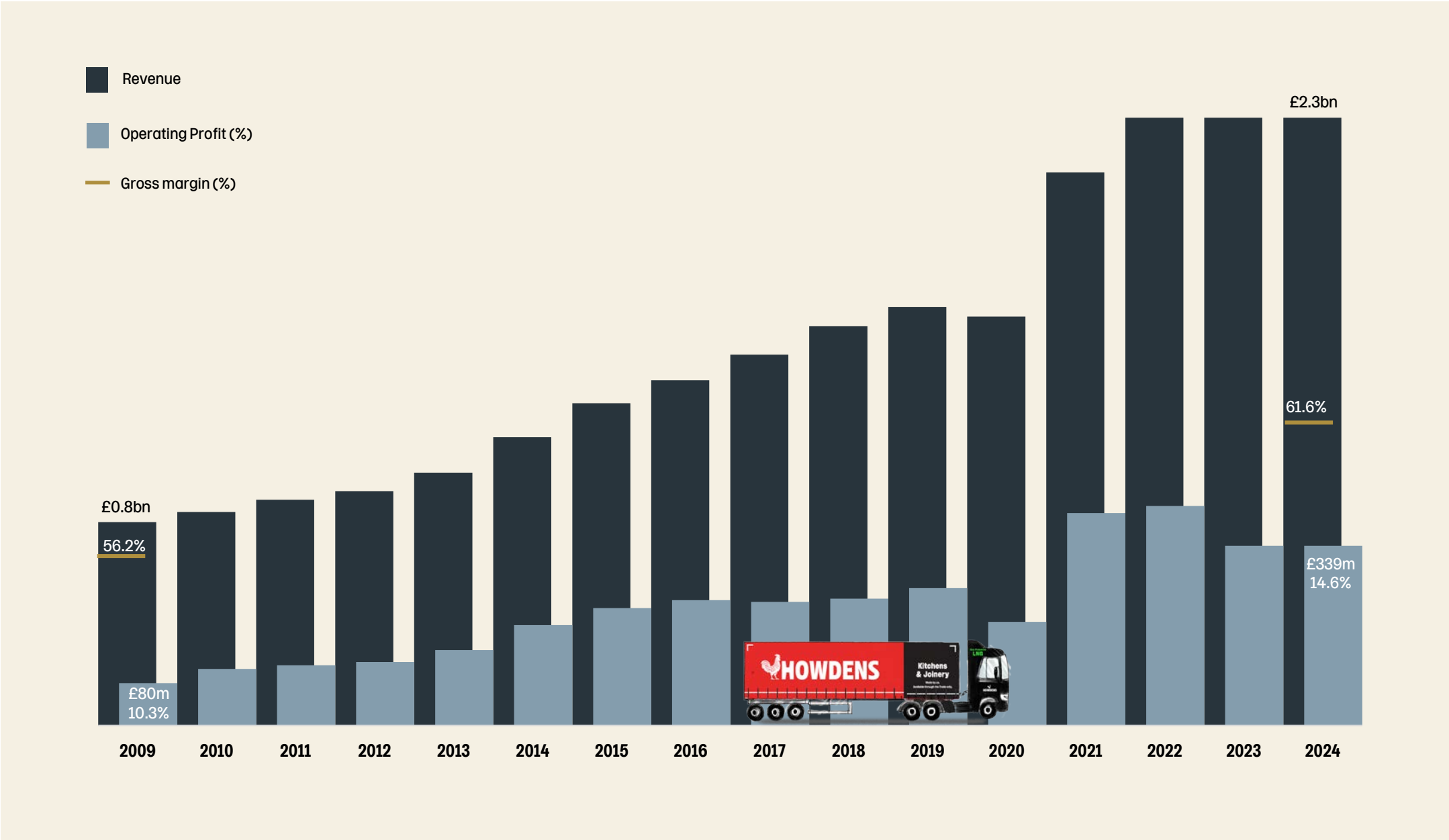
Not to scale & for indicative purposes only

# We have identified the major steps to achieve net zero emissions





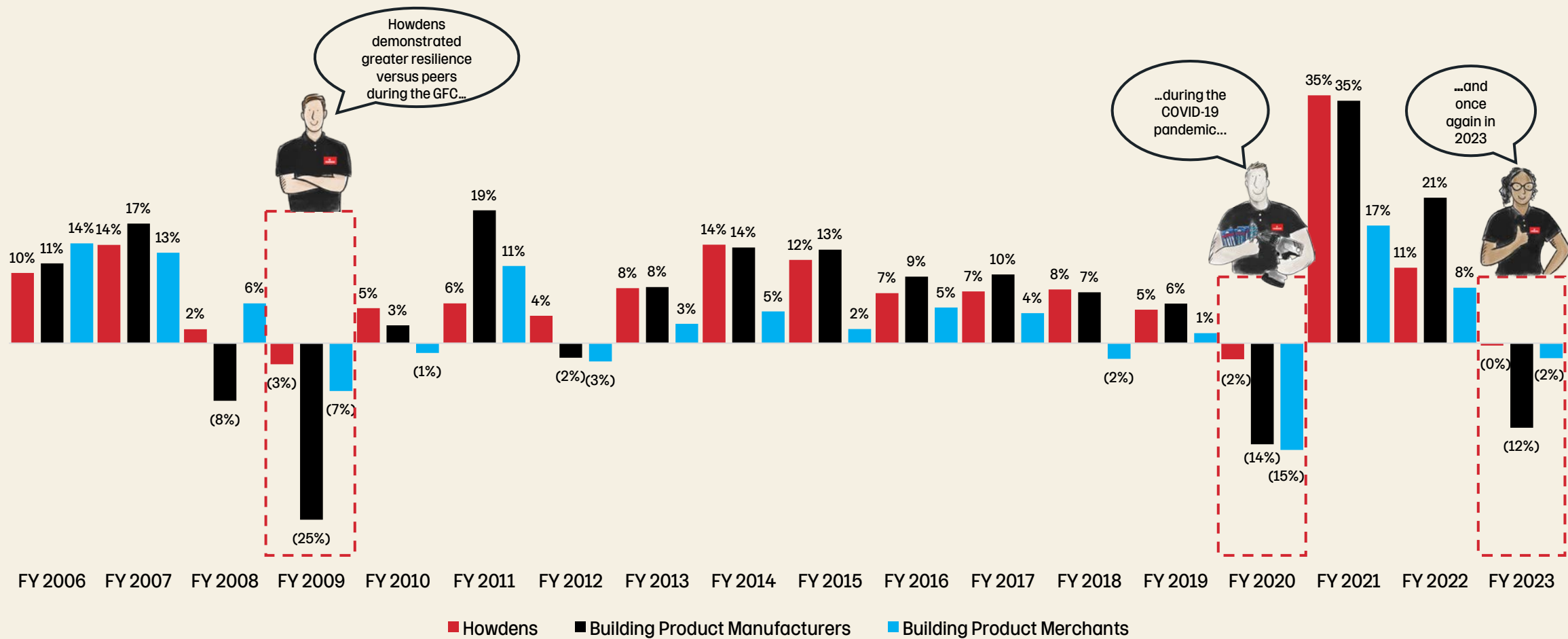
# We have delivered revenue growth and sector leading margins



# Sales performance has been robust versus peers



Year over year revenue growth (%)



Source: FactSet as of 17 February 2025

Building Product Manufacturers: Genuit Group, Ibstock, Marshalls, Kingspan and Forterra.  
Building Product Merchants: Grafton, SIG, Travis Perkins, Wickes, Kingfisher and Nobia.

# Initiatives to increase market share and profits



Depot Evolution



Range and Supply Management



Digital Development



International



## Extending the UK footprint



- Modern working and trading environment
- Cost effective updated format
- Scope for around **1,000** depots in the UK
- versus the **869** trading at year-end
- Plan to open around c**25** new depots in 2025

In 2018, Howdens developed an updated depot format. It provides an attractive space for us to do business with our trade customers, a place for them to bring their customers to see our product range and to work with our kitchen designers, and an improved warehouse space that makes space utilisation and productivity gains in a cost-effective way, by using vertical racking.

# Converting more depots to the updated format



**~61%+**

of depots opened  
in the old format  
revamped by end  
of 2025

**~71%+**

of all depots trading  
in the updated format  
by end of 2025



- Positive feedback from depot teams and customers

**76** depots reformatted by end of 2024

- Investment to be recouped in less than four years
- Depots motivated to deliver incremental sales (local P&L charged for revamp costs)
- Around **60** revamps planned in 2025

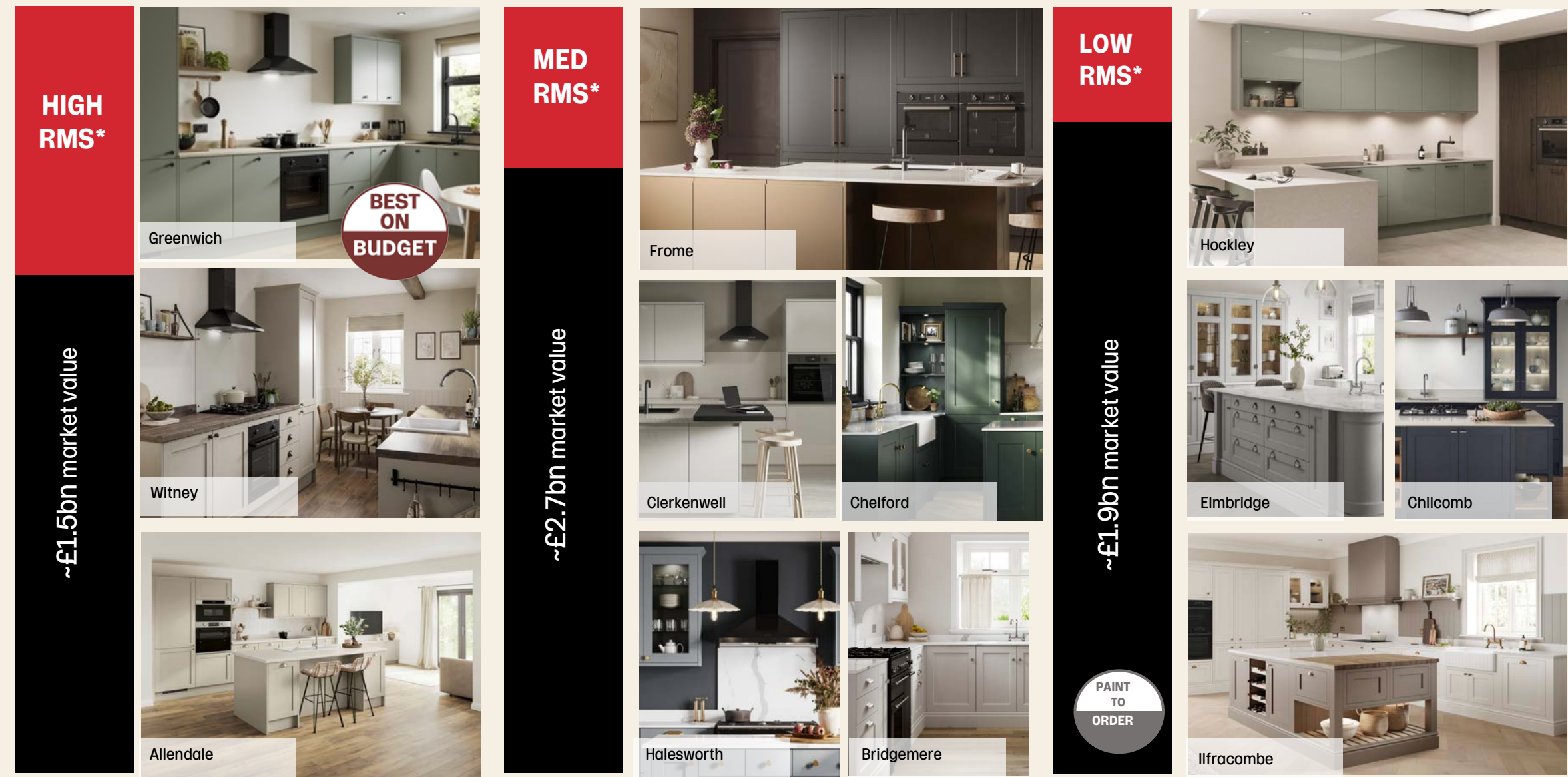
# A significant opportunity to win market share in kitchens



**'Good'** Entry level (0-£4k)

**'Better'** Mid-ranges (£4-8k)

**'Best'** Higher price £8k+



\* Relative Market Share



**Good ( £0 - £4k)**

**NEW**

**Colours for our entry and mid-level ranges**

  
**HOWDENS**

**Allendale**  
Pebble

**Better ( £4 - £8k)**  
**NEW** Mid-level family

  
**HOWDENS**



**Frome**  
Ash Green



**Best ( £8k plus)**

**NEW** Extended palette of colours for modern style premium family



**Ilfracombe**  
Mist & Dove Grey



**Best ( £8k plus)**

**NEW** Extended palette of colours for modern style premium family



**Hockley**  
Reed Green &  
Textured Dark Oak

## Growth initiatives: Premium kitchen paint to order capability



- Purpose built factory with capacity for 5,000 kitchens a year
- Facilitates our paint to order initiative for our premium kitchens, now marketed under a single banner, "Classic Timber Kitchens"
- Industry leading capability for these products
- Range of **15** colour choices with a short delivery lead time with refreshed palette to suit latest consumer trends

## A market leading solid work surface capability

- Solid worktops often associated with sales of higher priced kitchens
- Our manufacturing capacity for these products is now amongst the largest in UK
- Sales increased again in H1 2025
- In 2025 adding further decors with total offering of 60 in place well ahead of peak Autumn trading





## Growth initiatives:

### Fitted bedrooms available nationwide with expanded range

- Suits skills of customers who fit kitchens
- High cabinetry content, matching our manufacturing capabilities
- Developed in-house utilising existing manufacturing and supply infrastructure

#### New for 2025 :

- Offering increased to 29 bedrooms
- Ten new kitchens launched
- + Clerkenwell family added in four colours



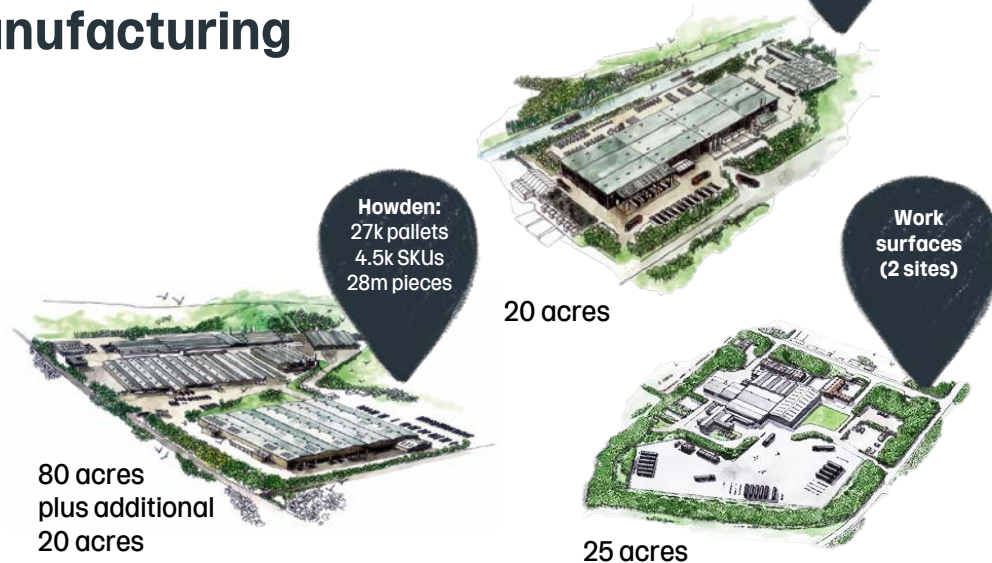
# We are investing in manufacturing and more vertical integration

## Distribution



Raunds:  
145k pallets  
17k SKUs  
44m pieces

## Manufacturing

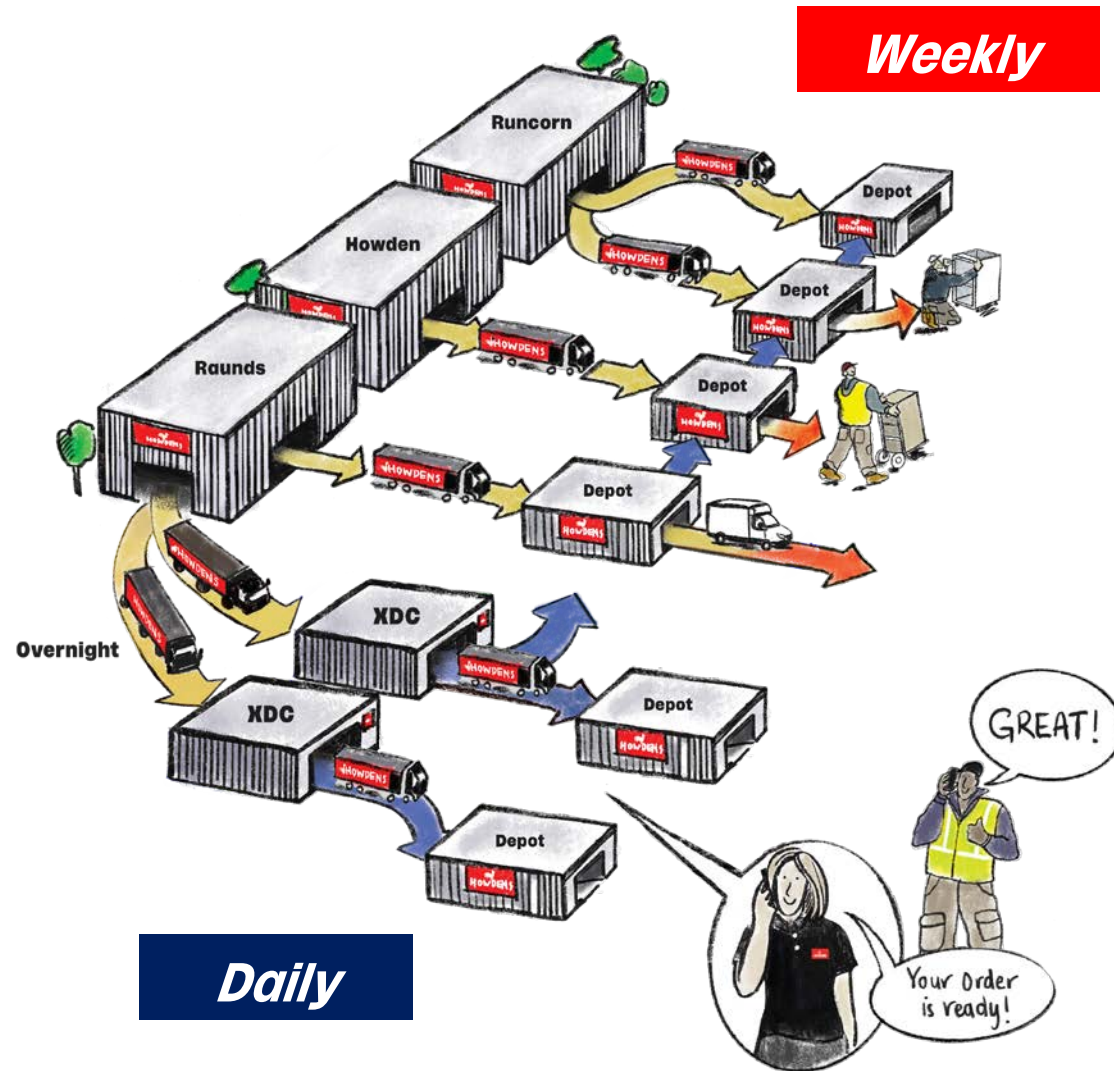


Howden:  
27k pallets  
4.5k SKUs  
28m pieces

Runcorn:  
6k pallets  
120 SKUs  
3m pieces

- Increased manufacturing volume
- Investment in additional capacity including door frontals, laminated worktops, skirting and architraves
- Expanded new solid surface capacity to support growth in higher priced kitchen volumes
- Efficient distribution: delivery to UK depots from primary was **99.99%** in H1 2025
- Total: 216K pallets, 2.6m SQFT, 21k SKUs and 75m outbound pieces

# XDC: Balancing stock levels and the delivery pattern of some lines for best availability



- Depots can hold deeper stocks of faster selling lines
- Simpler and more efficient for depots to:
  - deliver superior service
  - improve availability of all products
- Frees up time and resources spent on stock management
- Using third party logistics partners and in the main their infrastructure
- Now operating across all UK mainland regions (supplied by 12 XDCs)
- Focus is now on using these assets most efficiently
- Annualised capacity reduced (enabled by adoption of new re-ordering system and Daily Traders initiative)



H1 2025:

## Increased usage of on-line trade account facilities



c. 44k new account registrations

c. 58% of customers had an online account at the year-end

- Total user views of trade platform +34%
- 84% of users looking at their individual and confidential prices
- Online account holders trade with us more frequently
- Spending more than non-users



H1 2025:

**Increased usage of upgraded “Click and Collect” service for “every day” products, backed by real time stock surety**

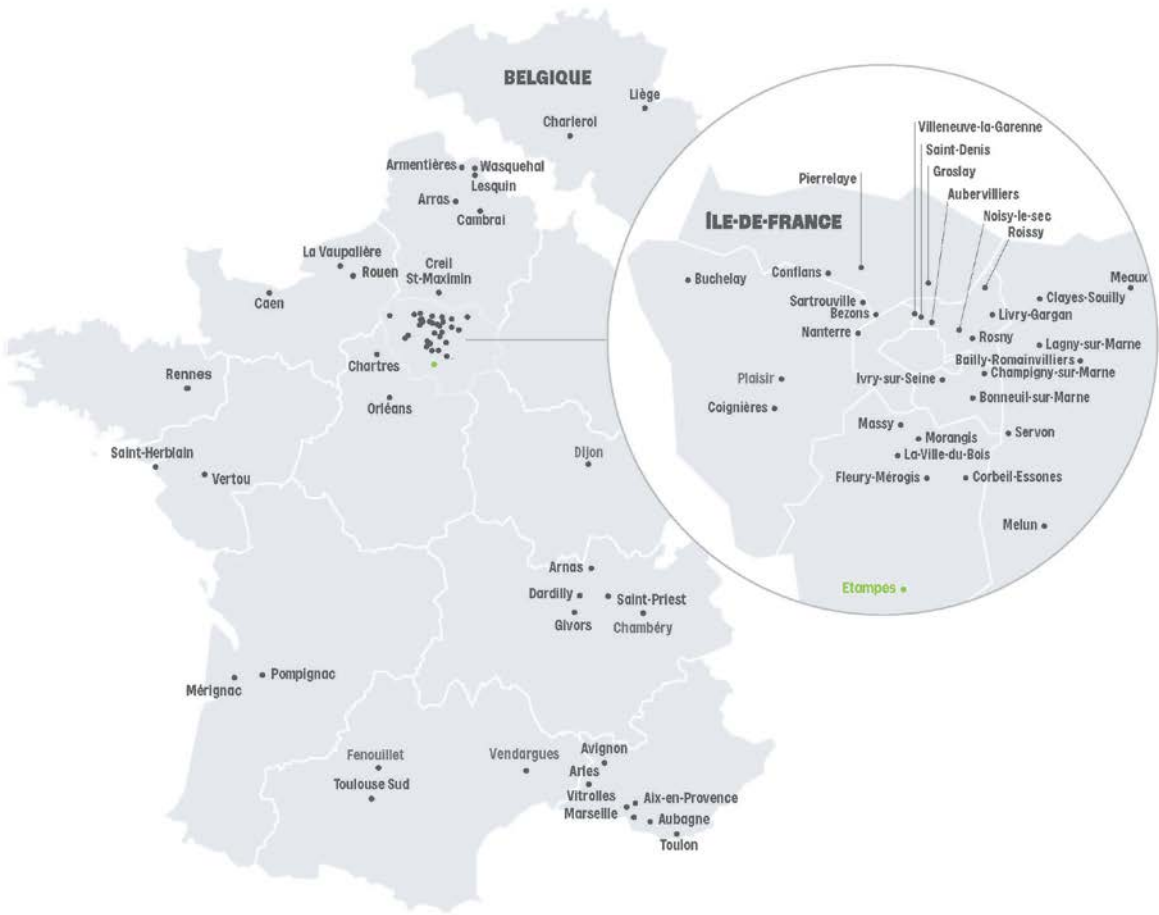


**Available to all online account holders**

- Check real time availability of stock on a depot-by-depot basis
- Review their individual and confidential prices at their selected depot at any time
- Place orders for collection at a time of their choosing

H1 2025:

# Sales in France increased, following a significant rise in the 2<sup>nd</sup> half of 2024



Business responding positively to the measures taken to improve existing depot sales performance

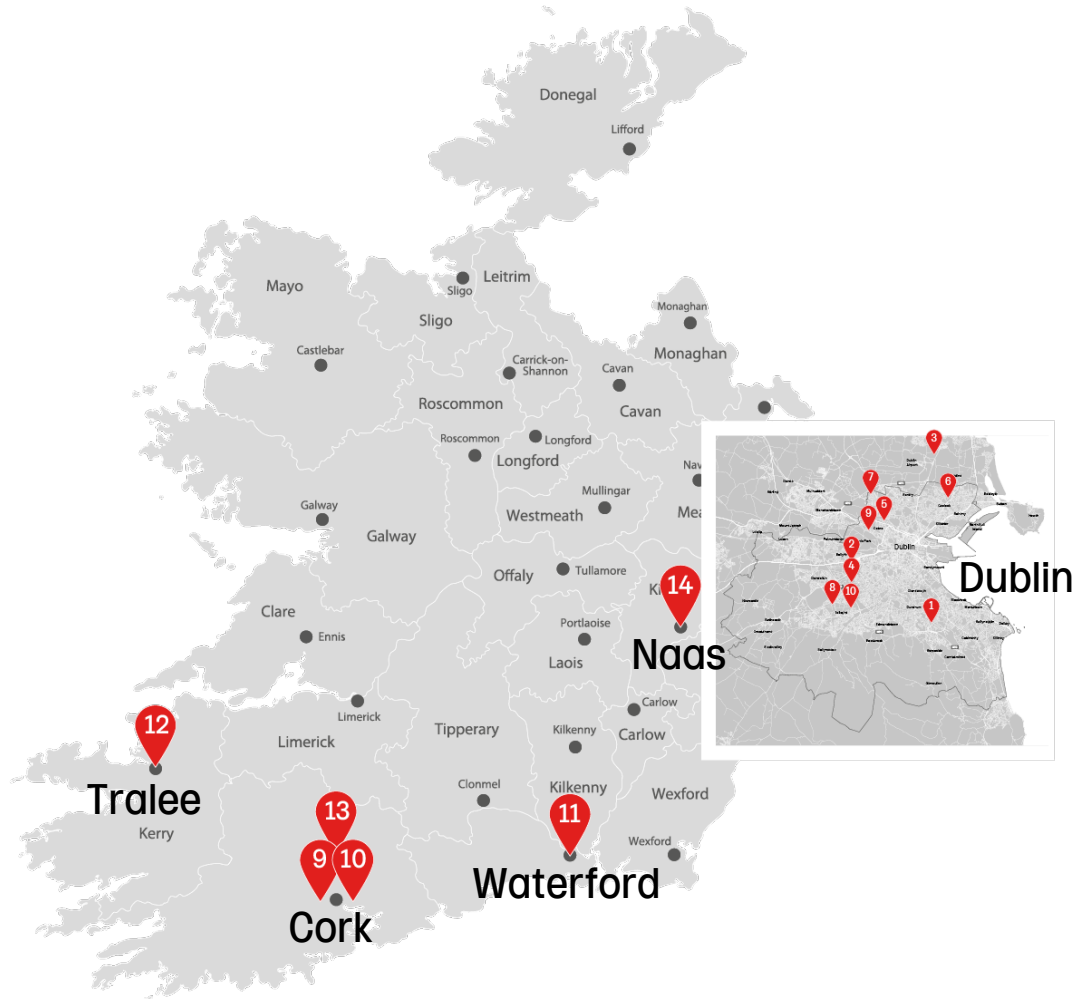
- New highly experienced leadership team
- Focus on team development
- Invested in business with enhanced offerings of footfall promoting products, alongside other initiatives

For 2025, focus is on building out our depot teams' capabilities, particularly account management, as we look to build on the progress made

We expect to maintain the number of depots trading at c.65

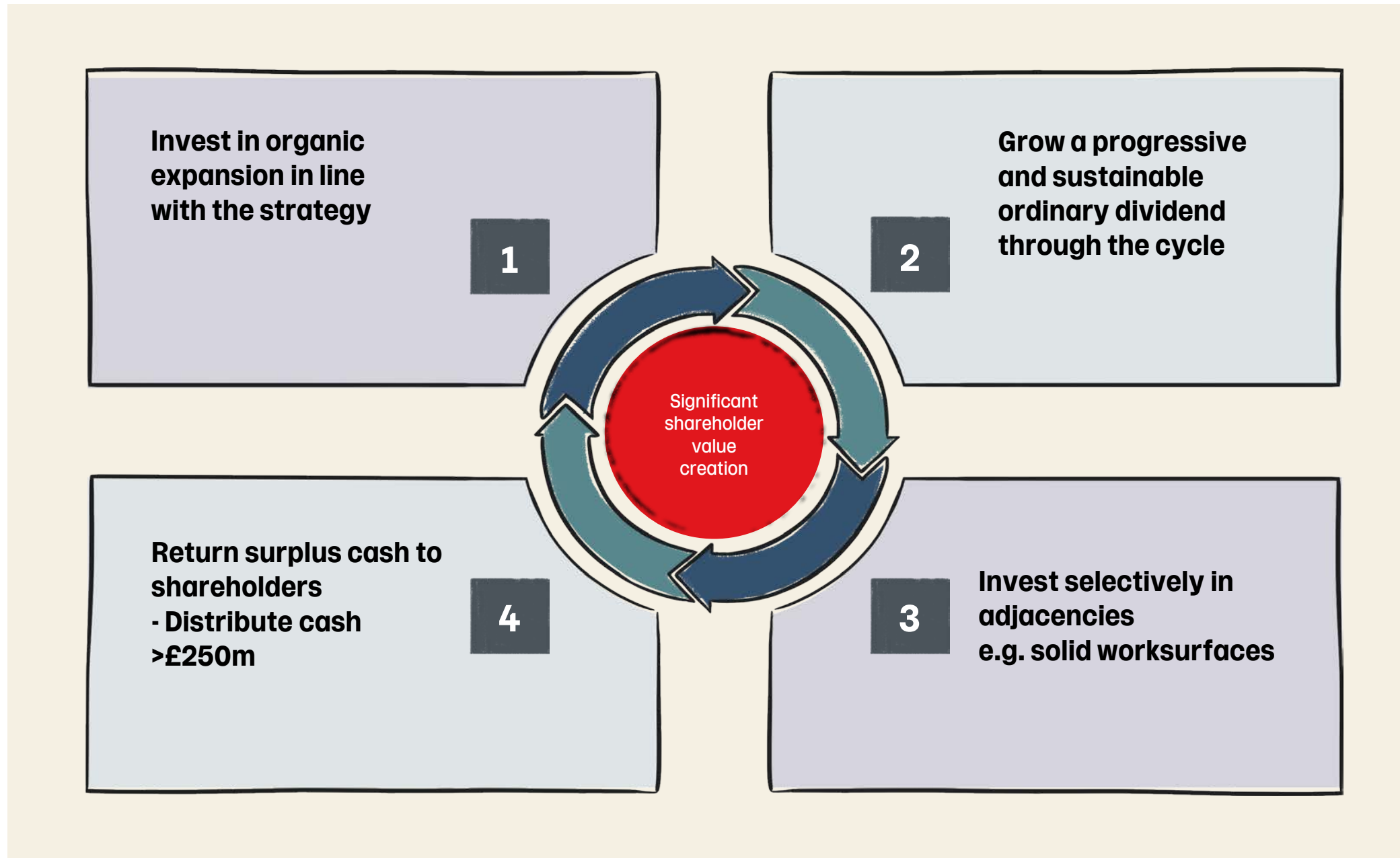
H1 2025:

## Sales well ahead of last year in the Republic of Ireland; opening more depots in 2025



- Market suits our differentiated model
- Opened for business in 2022, using a similar location strategy to France
- Supported by UK infrastructure and group digital platform
- 13 depots trading by end of 2024 (including eight serving Dublin and three around Cork)
- New depot recently opened serving Naas
- c. Five depot openings in 2025
- Around 18 depots trading by end of 2025

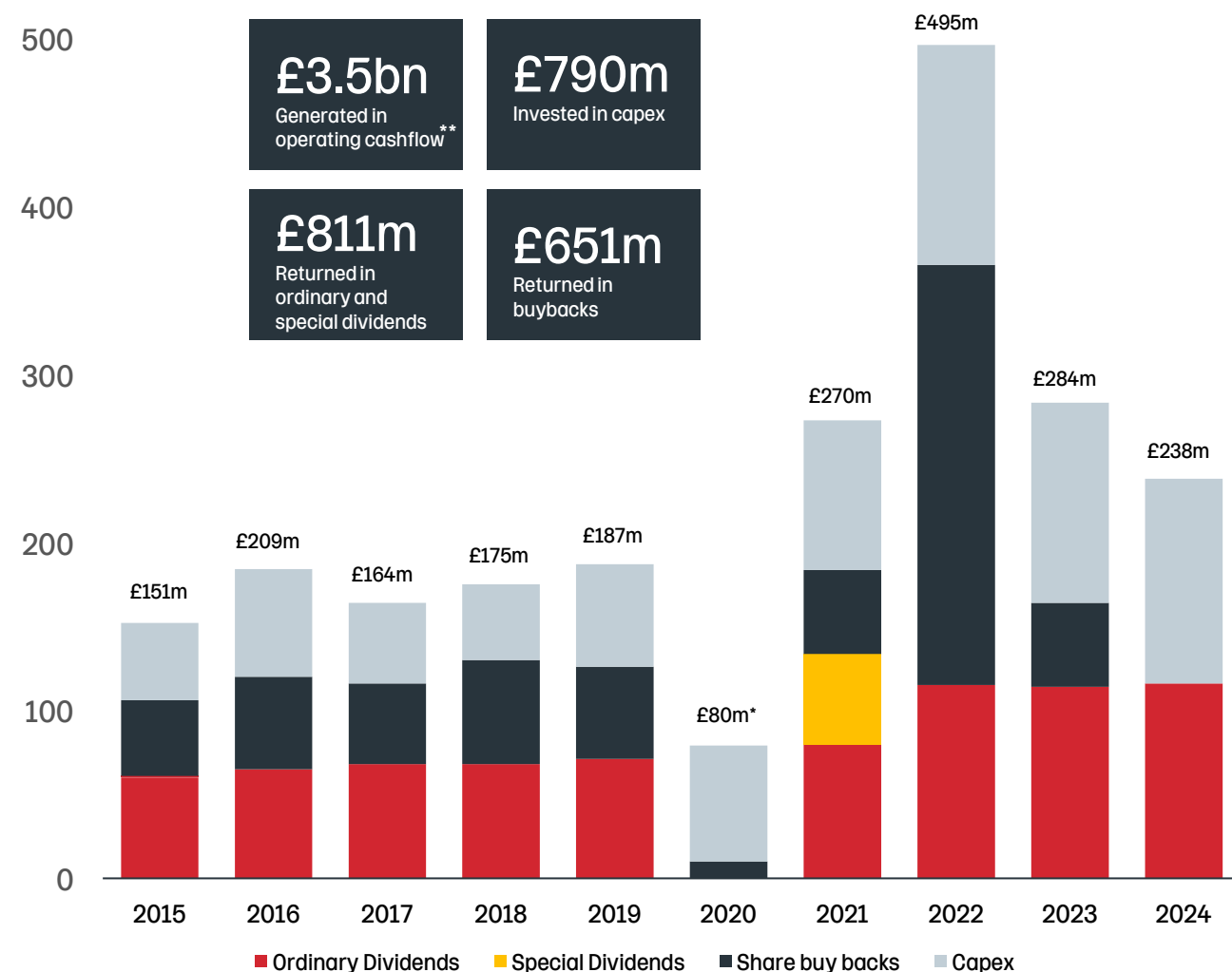
# We have a strong balance sheet and clear capital allocation priorities





## Uses of cash - last 10 years

Howdens has a strong track record of cash generation, investment and capital returns



\* 2020 final dividend was paid as a special dividend in 2021 due to pandemic

\*\* after working capital

- Strong cash generation while investing for future growth
- Established capital allocation policy
- Progressive dividend policy with successive dividend increases\* over last 12 years
- Total dividend of 21.2p up 1% in 2024
- £100m share buy back completed by end of 2025



**HOWDENS**