

11 November 2025

Headlam Group plc
('Headlam', the 'Company', the 'Group')
Update on transformation plan

Headlam (LSE: HEAD), the UK's leading floor coverings distributor, provides the following update on its transformation plan to return the Group to profitability.

The highlights of our action plan are:

- Refocus on independent retailers and contractors, whilst eliminating loss-making revenue
- Consolidating our purchases and leveraging our scale as UK and Europe's largest purchaser of flooring
- Reduce footprint further reflecting revised business model
- Improve stock turn
- Reduce SKUs

The Board believes that delivering successfully upon these actions will return the Group to profitability and provide a sustainable financial position.

The key action plan outcomes include:

- A return to profitability in 2027
- Surplus properties disposed
- Materially lower inventory

We are hosting an analyst presentation at 9am, which will be recorded and made available to view on our website from 3pm today. The slide deck used in the presentation will be available on our website at 9am.

Enquiries

Headlam Group plc

Stephen Bird, Interim Executive Chairman
Adam Phillips, Chief Financial Officer

Tel: 01675 433 000

Email: headlamgroup@headlam.com

Panmure Liberum Limited (Corporate Broker) Tel: 020 3100 2000

Tom Scrivens / Atholl Tweedie

Peel Hunt LLP (Corporate Broker)

George Sellar / Finn Nugent

Tel: 020 7418 8900

Notes to Editors

Operating for over 30 years, Headlam is the UK's leading floorcoverings distributor. The Group works with suppliers across the globe manufacturing the broadest range of products, and gives them a highly effective route to market, selling their products into the large and diverse trade customer base. The Group has an extensive customer base spanning independent and multiple retailers, small and large contractors, and housebuilders. It provides its customers with a market leading service through the largest product range, in-depth knowledge, ecommerce and marketing support, and nationwide next day delivery service. To maximise customer reach and sales opportunity, Headlam operates businesses, trade brands and product brands across the UK and Continental Europe (France and the Netherlands), which are supported by the group's network, central resources and processes.

This information is provided by RNS, the news service of the London Stock Exchange. RNS is approved by the Financial Conduct Authority to act as a Primary Information Provider in the United Kingdom. Terms and conditions relating to the use and distribution of this information may apply. For further information, please contact rns@seg.com or visit www.ms.com.

RNS may use your IP address to confirm compliance with the terms and conditions, to analyse how you engage with the information contained in this communication, and to share such analysis on an anonymised basis with others as part of our commercial services. For further information about how RNS and the London Stock Exchange use the personal data you provide us, please see our [Privacy Policy](#).

END

UPDDGBDBUXBDGUG