

MARKET SHARE 2022

Stelrad operates in ten core steel panel radiator markets:

52% share France #1 1 31% share 35% share Belgium #1 Netherlands #1 44% share Ireland 48% share Denmark #1 47% share Poland #2 1 11% share Sweden #2 23% share Germany #3 ↑ 10% share Turkey #5 8% share

LEADING PLAYER IN THE HEAT **EMITTER MARKET, WITH AN EFFECTIVE** MULTIBRAND STRATEGY











Source: BRC Building Solutions, October 2023: Europe, the UK & Turkey

RESILIENT PERFORMANCE, STRATEGICALLY POSITIONED FOR MARKET IMPROVEMENT

REVENUES ADJUSTED OPERATING PROFIT (1) **LEVERAGE** DIVIDEND

£308.2M

£29.3M

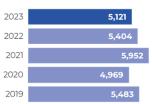
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STRONG GROWTH IN CONTRIBUTION PER RADIATOR

Radiator volumes sold

5,121k units



Premium panel radiator volumes sold

289k units

	289	2023
	304	2022
46	34	2021
	300	2020
	282	2019

Contribution per radiator

£18.09

2023	18.09
2022	16.01
2021	13.74
2020	13.19
2019	11.16

DELIVERING A RESILIENT PERFORMANCE

	FY 2023	FY 2022	Increase/(decrease) %
Revenue, £m	308.2	316.3	(2.6)
Adjusted operating profit, £m ⁽¹⁾	29.3	34.0	(13.8)
Adjusted profit for the year, £m (1)	17.3	24.3	(28.7)
Adjusted earnings per share – basic, pence ⁽¹⁾	13.62	19.11	(28.7)

A BUSINESS WITH A NEAR 100-YEAR TRACK RECORD

1960s

Manufacture of Steel Panel radiators commences at Nuth (Netherlands) and Mexborough

1998/99

Caradon PLC simplifies its portfolio to focus on 4 divisions: Boilers, Radiators, Bathrooms and Showers

2001

Disposal of Twyford Bathrooms and Mira showers reflecting strategy to focus on Boilers and Radiators

2013

Leveraged buyout of Ideal Stelrad Group led by Bregal Capital

2018

Acquisition of Hudevad a designer radiator manufacturer based in Denmark

2022

Italian radiator producer and manufacturer, DL Radiators

1936

column radiators commences at Southall (UK)

1991

Manufacture of Steel Panel radiators commences at Çorlu (Turkey)

2000

Leveraged buyout of Caradon Plumbing from Caradon PLC led by HSBC Private Equity

2005

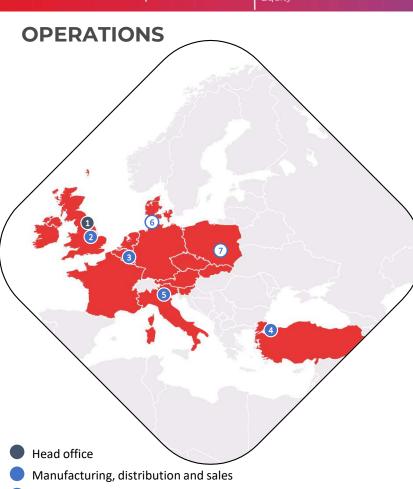
Leveraged buyout of Ideal Stelrad Group (boilers and radiators) led by Warburg Pincus

2015

Beginning of capital investment programme.
Disposal of Ideal Boilers

2021

Stelrad Group plc floated on the London Stock Exchange



FOUR KEY STRATEGIC
OBJECTIVES CONTINUE TO
DRIVE PROGRESS

Growing market share

Improving product mix

ix

Optimising routes to market



Positioning 4
effectively
for decarbonisation

SUSTAINABILITY FRAMEWORK

- · Fit for the Future sustainability framework
- Stelrad's core purpose: helping to heat homes sustainably
- Sets out Stelrad's approach to delivering both our business strategy and our sustainability commitments to stakeholders and the environment
- Reflects Stelrad's vision of the significant role the Group can play in the transition to a low – and ultimately zero – carbon heating industry

LEADERSHIP TEAM

Distribution warehouse

Sales presence



BOB ELLIS Chair

- Joined Stelrad as a Non-Executive Director in 2009 and became Chair in 2013
- A chartered management accountant with over 40 years of industry experience



TREVOR HARVEY
Chief Executive
Officer

- Joined Stelrad in 2000
- A graduate engineer with over 40 years of industry experience
- Previously Managing Director at Myson from 1986 - 2000 before leading the management buyout of Caradon Plumbing



ANNETTE BORÉNChief Financial
Officer

- Joined Stelrad in 2023
- Highly experienced CFO
- Proven track record in delivering financial leadership, operational excellence, and strategic growth, across different geographies and sectors

