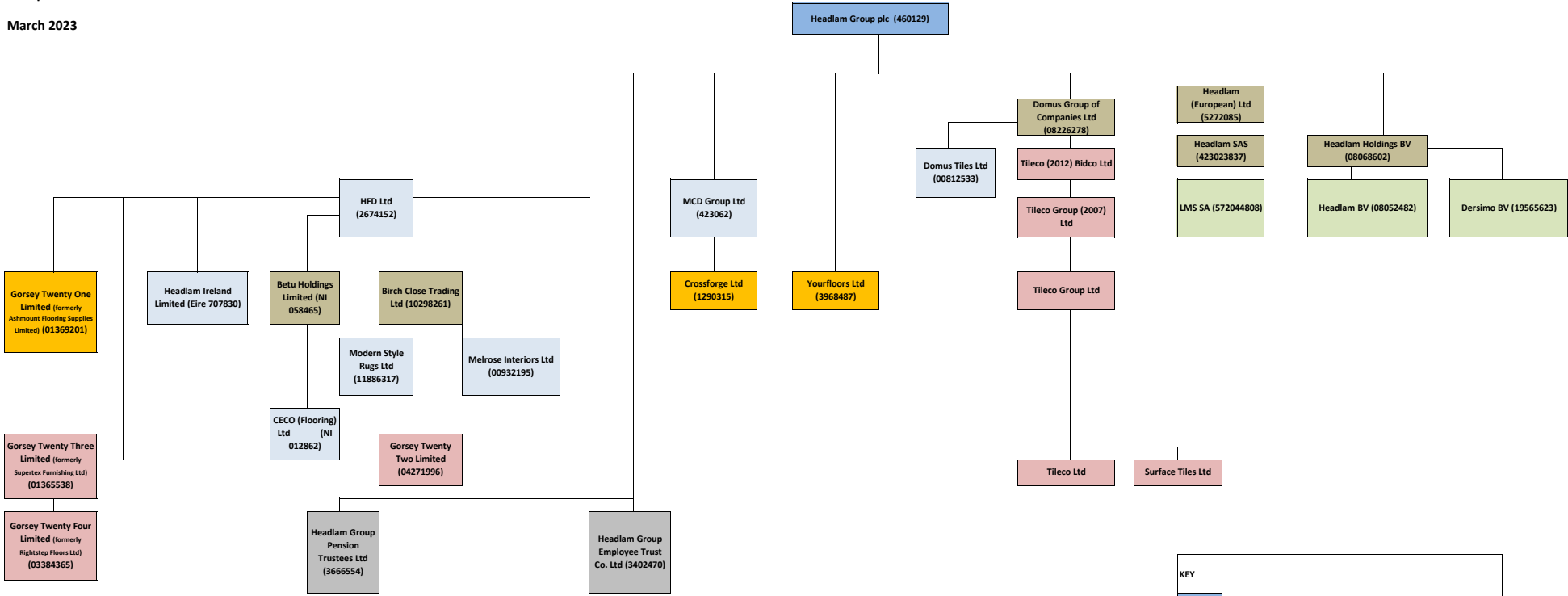


**Headlam Group plc**  
Group Structure

March 2023



All subsidiaries are 100% owned

KEY	
<span style="background-color: #4a86e8; color: white; padding: 2px;"> </span>	Ultimate Holding Company
<span style="background-color: #cfe2f3; color: black; padding: 2px;"> </span>	UK Trading Company
<span style="background-color: #d9ead3; color: black; padding: 2px;"> </span>	Continental European Trading Company
<span style="background-color: #f4cccc; color: black; padding: 2px;"> </span>	Non-trading Holding Company
<span style="background-color: #fff2cc; color: black; padding: 2px;"> </span>	Dormant company
<span style="background-color: #f4cccc; color: black; padding: 2px;"> </span>	Dormant company in liquidation or strike-off
<span style="background-color: #d9d2e9; color: black; padding: 2px;"> </span>	Trustee company