

Dining, Living Room & Occasional Furniture Market Research & Analysis UK 2010

REPORT SAMPLE

Dining, Living Room & Occasional Furniture Market Size & Review 2004-2009; SWOT & PEST Analysis, Product Mix 2004-2013; Channel Mix 2004-2013; Market Leaders, Retailers' Profiles & Key Financials; Market Forecasts to 2013

January 2010

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Estimates Provided

In order to enable benchmarking, competitor analysis and facilitate further market research, MTW have provided estimates for turnover, profit before tax and number of employees for small, medium sized and other companies who are not obliged to submit this information to Companies House. As such, in the interests of clarity, all data relating to turnover, profit and number of employees provided in this report should be regarded as independent estimates by MTW. Whilst we endeavour to attain high levels of accuracy with these estimates, they may not reflect the actual figures of a company and should therefore be treated with caution.

1. Introduction to *Research & Analysis* Reports

1.1 Key Features & Benefits of this Research & Analysis Report

MTW's "*Research & Analysis*" market reports provide an independent, comprehensive review of recent, current and future market size and trends in an easy to reference format. Each report provides vital market intelligence in terms of size, product mix, distribution channel mix, SWOT, key trends and influences, supply and distribution channel trends. In addition, rankings by turnover, profit and other key financials for the market leaders are provided as well as a 1 page profile for each key player in the market. Contact, telemarketing & mailing details are also provided for each company to enable the reader to quickly develop sales leads.

Based on company sales returns which provide higher confidence levels and researched by market research professionals with experience in the industry, MTW's *Research and Analysis* reports are used as a foundation for coherent strategic decision making based on sound market intelligence and for developing effective marketing plans. MTW reports can also used as an operational sales and marketing tool by identifying market leaders, enabling the reader to quickly grow sales to new clients and focus marketing budgets.

This report includes:-

Market Size, PEST, SWOT & Trends – Historical, Current & Future

Based on sales data from a representative proportion of the industry, this report provides market size by value over a ten-year period. As they are based on quantitative data as well as qualitative input from the industry, our reports are more accurate than other qualitative based reports and offer better value for money. By combining the best of both quantitative and qualitative input, we offer our clients greater confidence in our market forecasts as well as discussing key market trends and influences from a qualitative perspective.

• Product Mix – Current & Future

This report identifies the key product sectors in the market and provides historical, current and forecast market share estimates for each, alongside qualitative discussion on key trends for each segment of the industry. With input for this report being both qualitative and quantitative we are able to offer an effective insight into the core components of the market, as well as forecasting future market shares.

Distribution Channel Mix – Current & Future

The report identifies the key distribution channels that drive demand for this market and provide a current, historical & future market share estimate for each. This enables the reader to identify the key driving forces behind current market demand and adapt business tactics accordingly. With forecasts of market share by key channels also provided, the reader is able to undertake strategic decisions with greater confidence as well as basing marketing strategies on solid market intelligence.

Market Leaders Ranking

This report identifies the key players in the market and ranks them by a number of criteria, including turnover and profitability. This enables the reader to identify the most relevant potential key customers in a market, understand their current position in the market and quickly identify new targets. Also, MTW provide a turnover estimate for every company included in the report, enabling the reader to develop market share estimates.

• Company Profiles & Sales Leads

This report includes a 1 page profile for each company including full contact details for developing fast sales leads; 4 years of the most recent key financial indicators; and MTW's '*at a glance'* chart, enabling the reader to quickly gauge the current financial health of a company.

Relevant Companies, Saving You Time

MTW Research have been researching and writing market reports in these sectors since 1999 and as such we are able to develop a company listing which is more relevant to the market, rather than automatically selecting companies to be included by industry code. Our reports represent excellent value for money and don't bombard you with irrelevant financial data; they are designed to enable you to engage in fast and effective market analysis. We focus on providing what's important in an easy to reference and use format.

2. UK DINING, LIVING & OCCASIONAL FURNITURE MARKET

2.1 EXECUTIVE SUMMARY & MARKET OVERVIEW

The UK Dining, Living Room & Occasional Furniture Market comprises of a wide range of products suitable for a variety of applications within a domestic environment. Specifically, this report reviews the UK domestic market between 2004 and 2010 with forecasts to 2013 for:-

- •Dining Tables wooden, metal, stone & other materials
- •Dining Chairs of all materials & styles
- •Display Units, Dressers & Sideboards
- •Shelf Units, Bookcases & Shelving
- •Coffee, Console & Lamp Tables
- •TV & Hi-Fi Entertainment Units
- •Bar Tables & Bar Stools used in Kitchens, diners, utility rooms etc

The UK dining, living & occasional furniture market is estimated to be worth just over £xxx million at retail selling prices in 2010, reflecting a market now

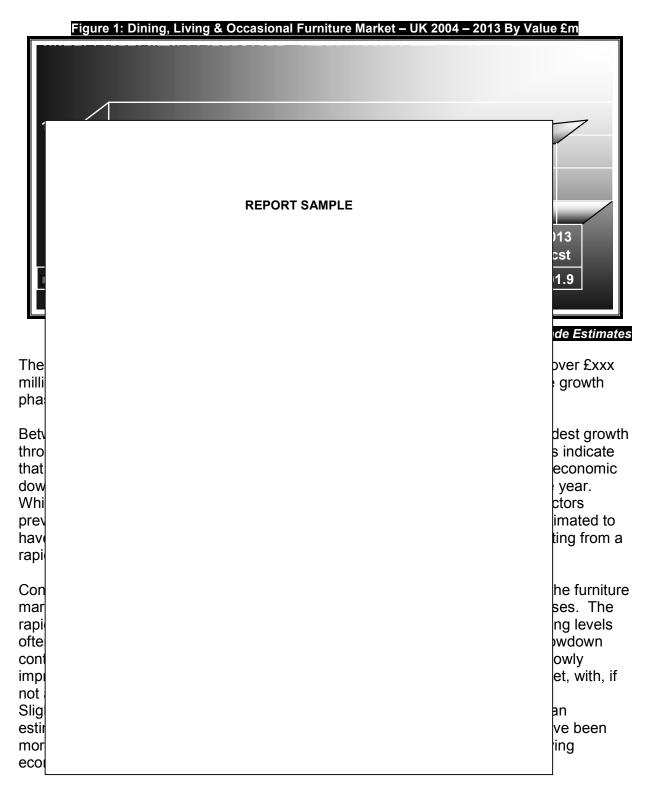
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2.2 DINING, LIVING & OCCASIONAL FURNITURE MARKET SIZE & TRENDS 2004-2013

2.2.1 Dining, Living & Occasional Furniture Market Size 2004-2013 – Current Prices

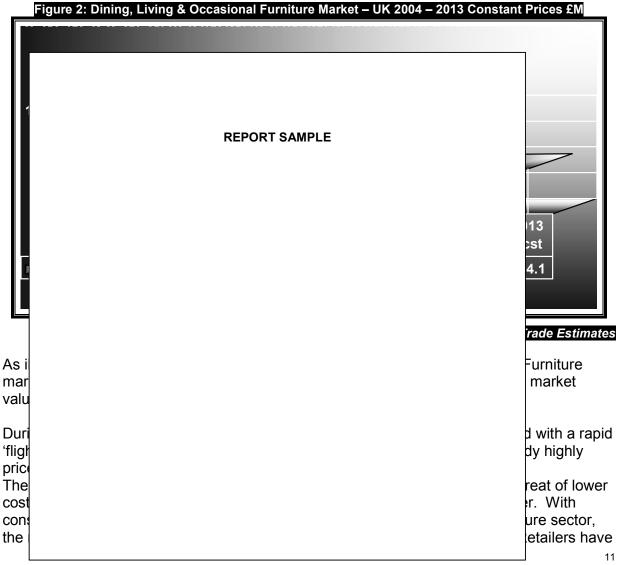
The UK Dining, Living & Occasional Furniture market encompasses a wide range of products and is estimated to be worth just under £xxx million in 2010 as illustrated in the following chart:-



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2.2.2 Dining, Living & Occasional Furniture Market Size 2004-2013 – Constant Prices

The following chart illustrates the performance of the market value with consumer price index inflation stripped out since 2004, with forecasts to 2013:-



	© MTW Research 2010	
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2.2.3 Future Prospects

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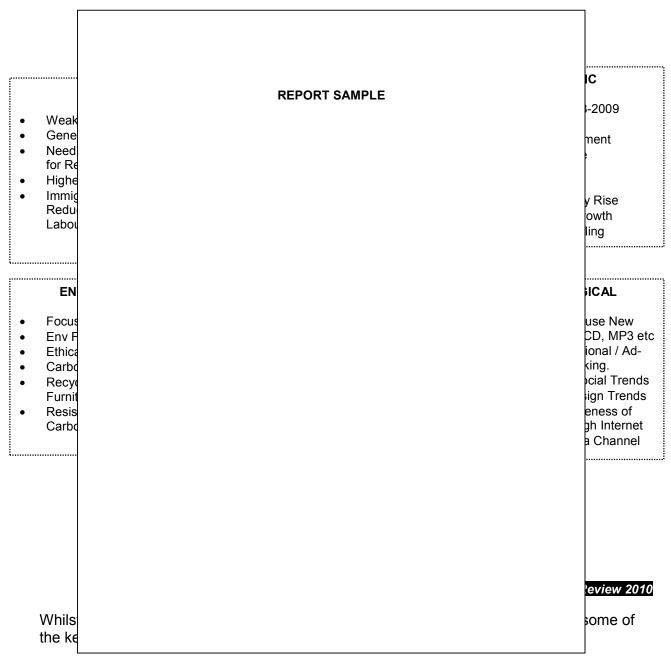
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2.3 KEY MARKET TRENDS IN THE DINING, LIVING & OCCASIONAL FURNITURE MARKET

2.3.1 PEST Analysis – Illustration of Key Market Forces

There are a large number of macro market issues and trends which directly or indirectly influence the UK Dining, Living & Occasional Furniture market. These issues typically relate to political, legal, economic, environmental, social and technological factors. The following diagram provides a brief overview of some of these key issues which are currently impacting the market at present and those which may stimulate or dampen market growth in the future:-

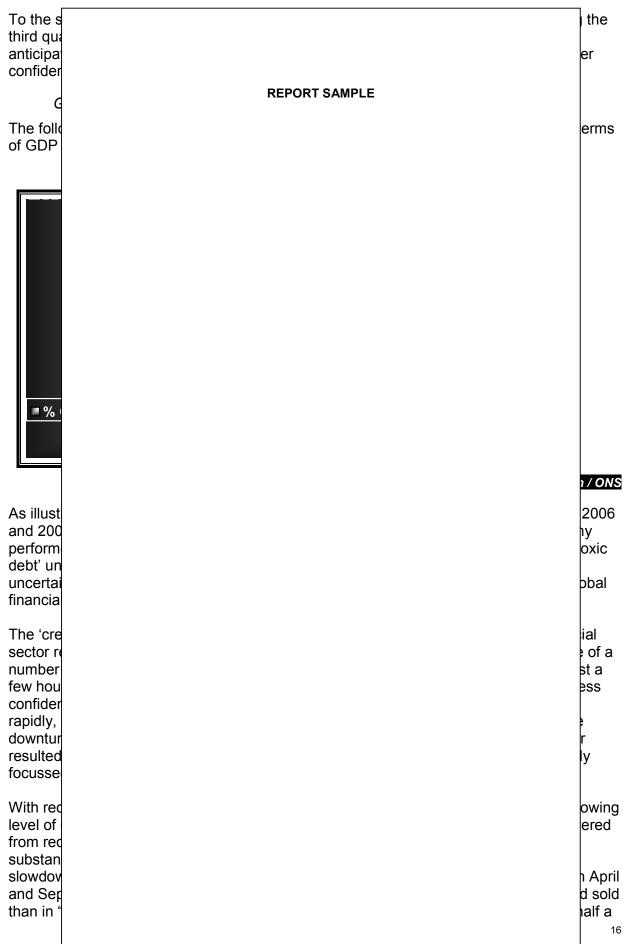
Figure 3: PEST Analysis for UK Dining, Living & Occasional Furniture Market in 2009



2.3.2 Political & Legal Influences & Trends

The current UK political landscape is presently determined by the results of the last general election which was held in early May 2005. The Labour party was returned in 355 seats,

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2.4 SWOT ANALYSIS – Strengths, Weaknesses, Opportunities, Threats

Following a strategic review of the Dining, Living & Occasional Furniture market, the following table identifies some of the key strengths & weaknesses evident in the UK Dining, Living & Occasional Furniture market at present:-

Figure 8: Key Strengths & Weaknesses in the Dining, Living & Occasional Furniture Market 2009-2013

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Source: MTW Research Strategic Review 2010

The following table identifies some of the key opportunities and threats evident in the market at present:-

Figure 9: Key Opportunites & Threats in the Dining, Living & Occasional Furniture Market 2009-2013

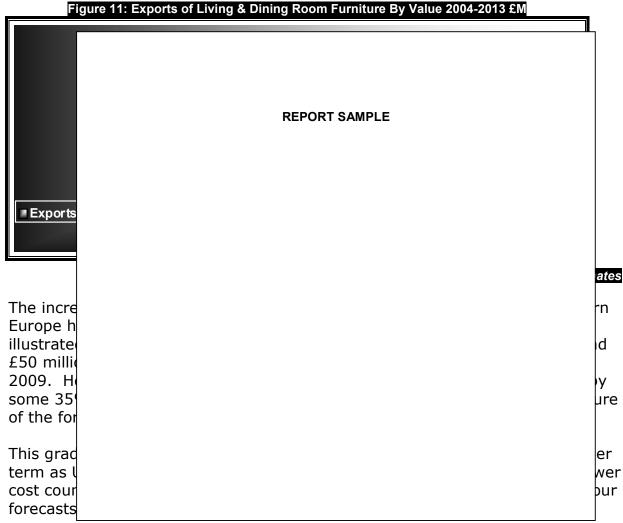
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2.5 IMPORTS & EXPORTS OF FURNITURE 2004-2013

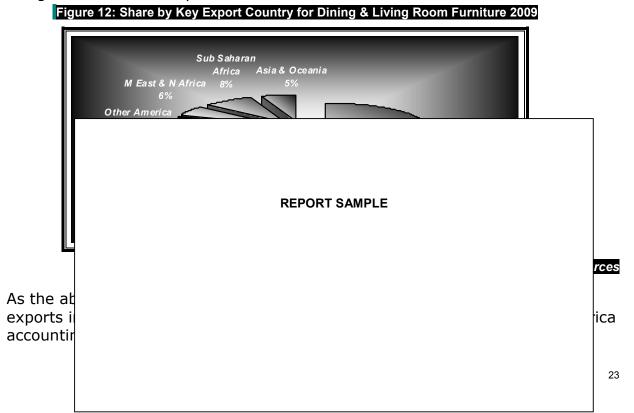
The following chart illustrates the level of imports of wooden dining and living room furniture since 2004 and forecasts to 2013 in value terms:-

Figu	ure 10: Imports of Living & Dining Room Furniture By Value 2004-2013 £M	
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Figure 10: Imports of Living & Dining Room Furniture By Value 2004-2013 £M



The following chart illustrates the share by key target countries for dining and living room furniture exports in 2010:-



3. PRODUCT TRENDS & SHARES

3.1 Share by Key Product Sector – 2010, 2004 & 2013

The share accounted for by each of the key sectors within the UK dining, living and occasional furniture market in 2010 is illustrated in the following chart:-

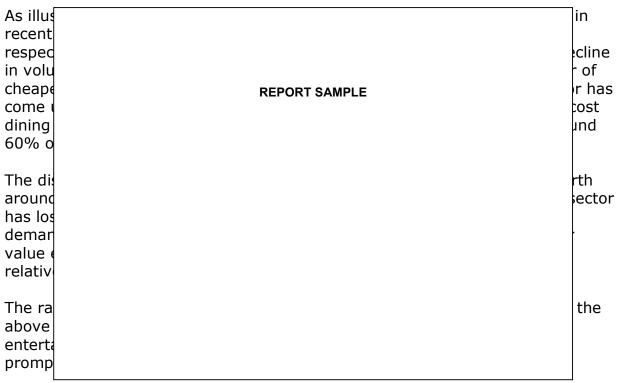
Fig	ure 13: Share by Product in Dining, Living & Occasional Furniture Market 2010	
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In order to illustrate historical trends, the following chart illustrates the share by key product sector in 2004:-

T1////	Bar Tables & Stools	Dining Tables 25°∕	
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Source: MTW Research / Trade Sources

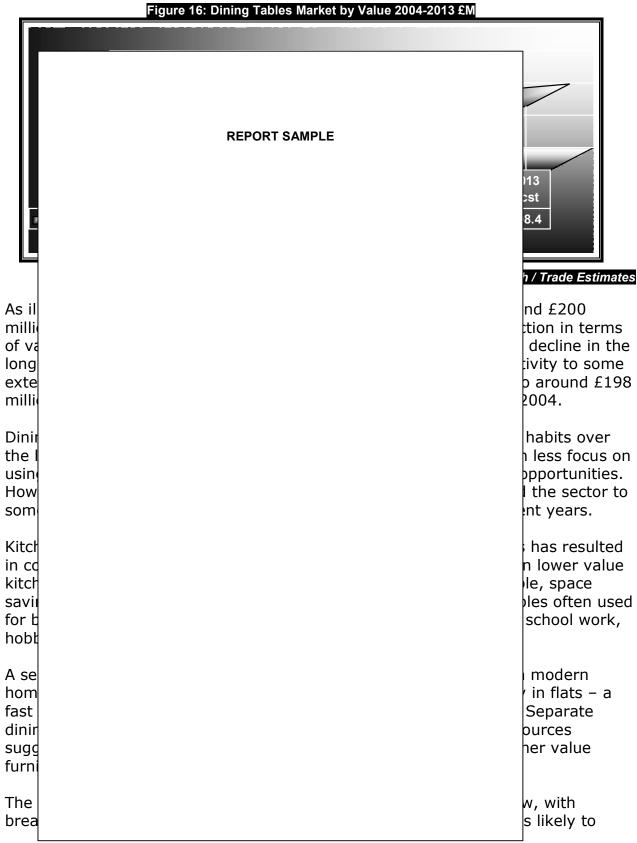


The following chart illustrates the forecast share for each key product sector within the dining, living and occasional furniture market in 2013:-Figure 15: Forecast Share by Product in Dining, Living & Occasional Furniture Market 2013

	Bar Tables & Stools	Dining Tables	
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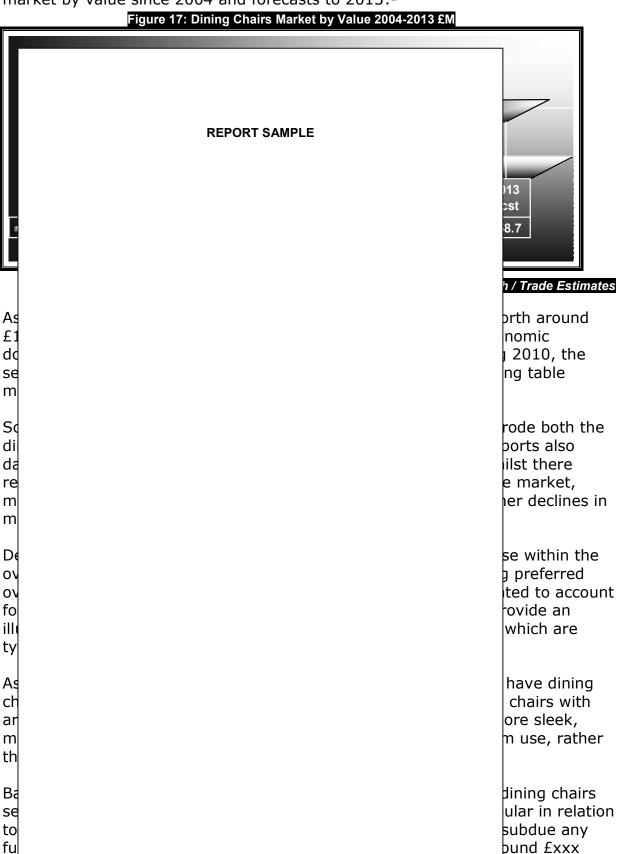
3.2 Dining Tables Market 2004-2013

The following chart illustrates the performance of the domestic dining tables market by value since 2004 and forecasts to 2013:-



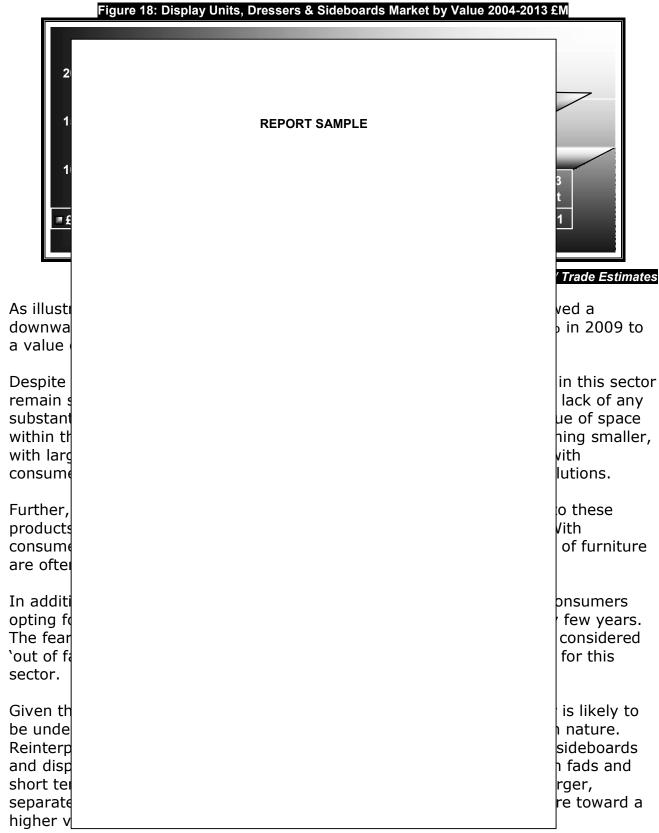
3.3 Dining Chairs Market 2004 – 2013

The following chart illustrates the performance of the domestic dining chairs market by value since 2004 and forecasts to 2013:-



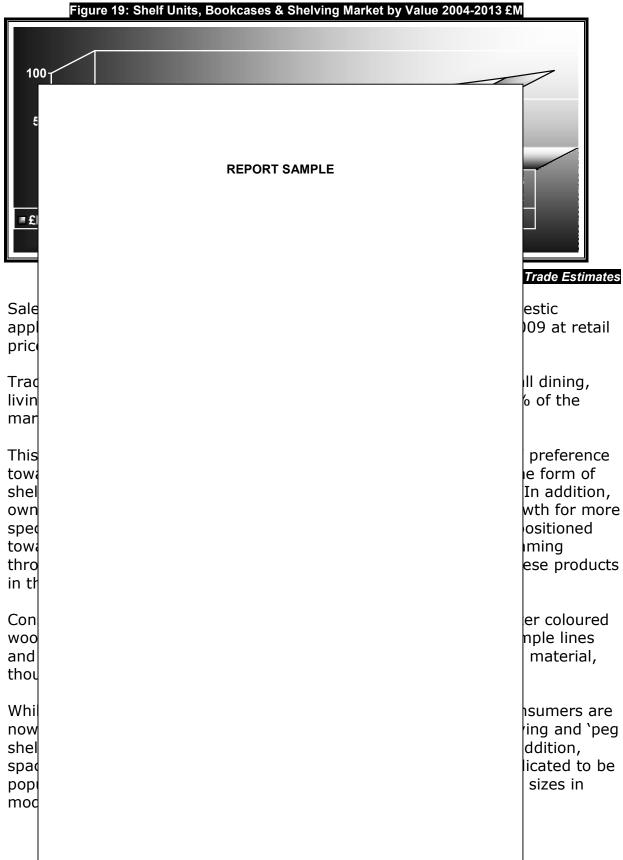
3.4 Display Units, Dressers & Sideboards Market 2004-2013

The following chart illustrates the performance of the display units, dressers and sideboards market by value since 2004 and forecasts to 2013:-



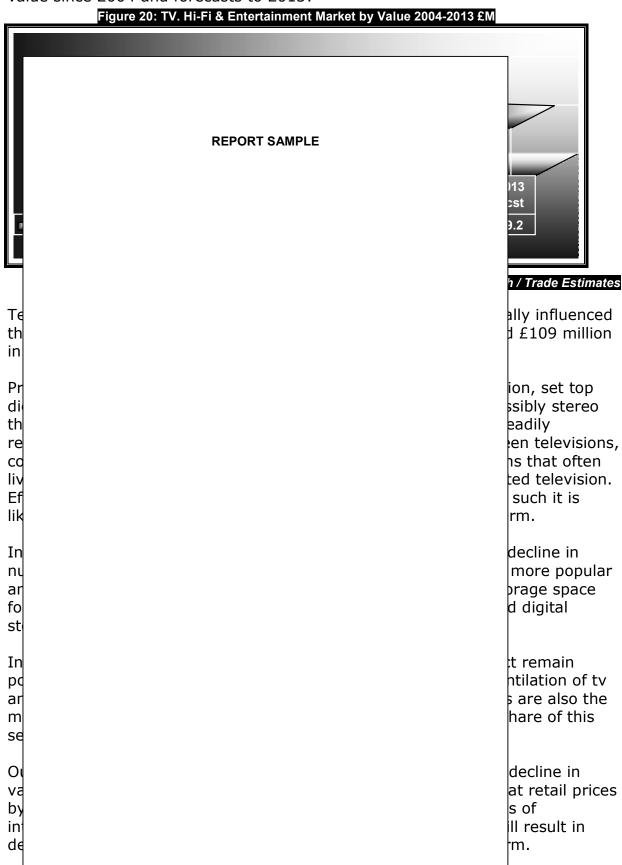
3.5 Shelf Units, CD/DVD Racks, Bookcases / Shelving Market 2004-2013

The following chart illustrates the performance of the shelf units, bookcases and shelving market by value since 2004 and forecasts to 2013:-



3.6 TV, HI-FI & Entertainment Units Market 2004 – 2013

The following chart illustrates the performance of the TV & Hi-Fi unit market by value since 2004 and forecasts to 2013:-



31

3.7 Bar Tables & Stools Market 2004 - 2013

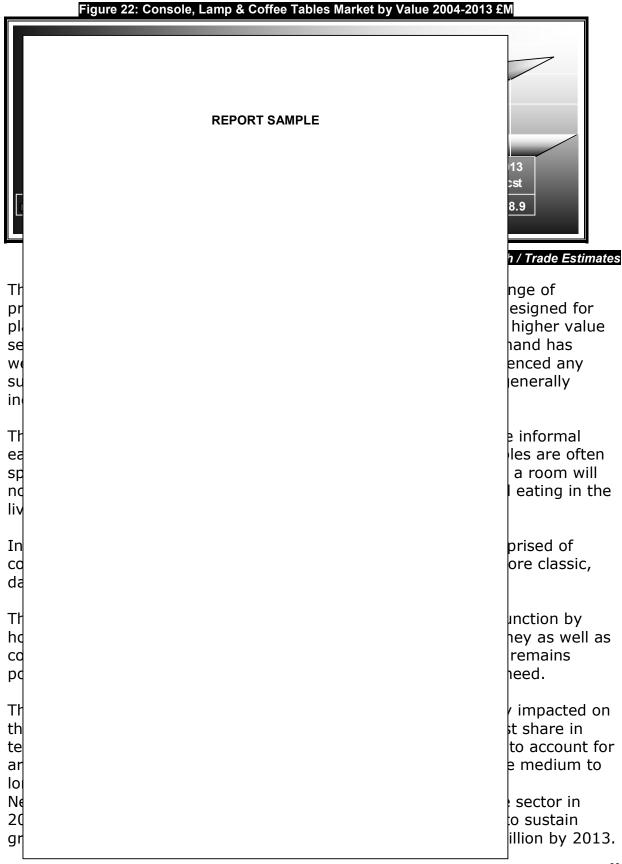
The following chart illustrates the performance of the bars and stools market by value since 2004 and forecasts to 2013:-



	Figure 21. Bar Tables and Stools Market by Value 2004-2013 £M	
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3.8 Console, Lamp & Coffee Tables Market 2004-2013

The following chart illustrates the performance of the Console, Lamp & Coffee Tables market by value since 2004 and forecasts to 2013:-



4. FURNITURE MANUFACTURER PROFILES

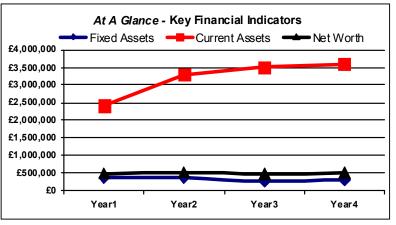
The following section identifies some of the key UK manufacturers and provides a 1 page profile with key performance indicators for each. It should be noted that whilst we endeavour to include all the major players in the market, inclusion or otherwise in the following section does not necessarily indicate a company's relevance in the market.

4.1 Furniture Manufacturers Profiles & KPIs

Sample Ltd - Company Overview & 'At a Glance'

Sample Address Sample Address Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on 18 July 1973. The company's main activities are recorded by Companies House as "The manufacture and wholesale of furniture." In early 2010, the company has an estimated 129 employees.



To year end 31/07/2008, Sample Ltd is

estimated to have achieved a turnover of around £11 million. Pre-tax profit for the same period is estimated at around £30,000.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	The manufacture and wholesale of furniture.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	129
Senior Decision Maker / Director	Sample Sample

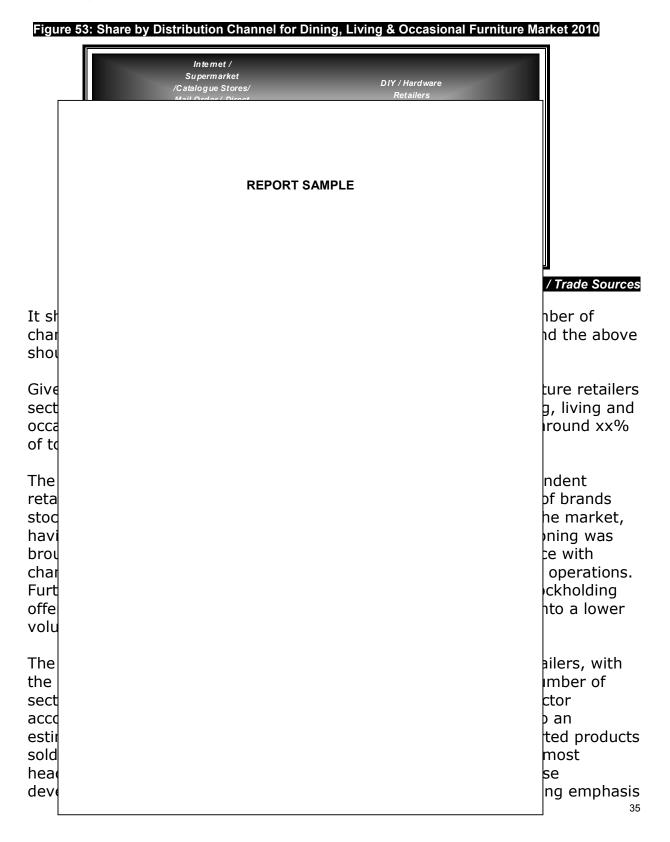
The following table illustrates the company's key performance indicators for the last 4 years:-

Figure 27: Sample Ltd - 4 Year KPIs to Year End 31/07/2008					
Key Indicator £	Year End 31/07/2005 (Year1)	Year End 31/07/2006 (Year2)	Year End 31/07/2007 (Year3)	Year End 31/07/2008 (Year4)	
Fixed Assets	£370,000	£355,000	£264,000	£318,000	
Current Assets	£2,406,000	£3,287,000	£3,507,000	£3,599,000	
Current Liabilities	£1,748,000	£2,556,000	£2,757,000	£2,963,000	
Long Term Liabilities	£543,000	£561,000	£534,000	£458,000	
Net Worth	£485,000	£525,000	£480,000	£496,000	
Working Capital	£658,000	£731,000	£750,000	£636,000	
Profit per Employee	-£1,868	£217	£2,102	£233	
Sales per Employee	n/a	n/a	n/a	n/a	

5. DISTRIBUTION CHANNELS SHARE & TRENDS

5.1 Share by Key Distribution Channel 2010, 2004 & 2013

The share accounted for by each of the key distribution channels within the UK dining, living and occasional furniture market in 2010 is illustrated in the following chart:-



In order to provide a historical context, the 2004 share for each of the key channels illustrated in the following chart:-

Figure 54: Share by Distribution Channel for Dining, Living & Occasional Furniture Market 2004

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In terms of future prospects, the following chart illustrates the forecast share for each key channel in 2013:-

Figure 55: Share by Distribution Channel for Dining, Living & Occasional Furniture Market 2013

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	/ Trade Sources
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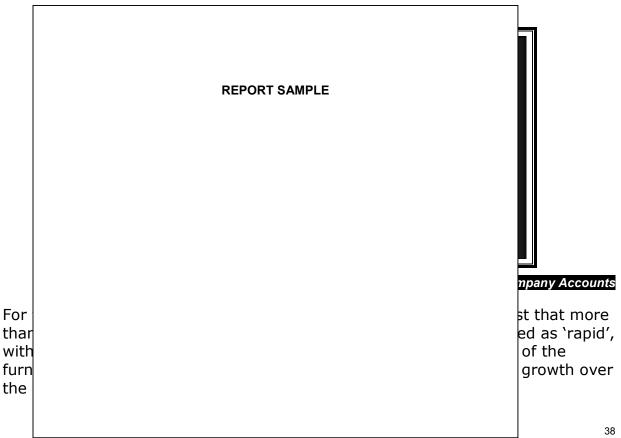
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5.3 Furniture Retailers Market – Industry Structure

The following section reviews the UK furniture retail market in 2010 in terms of industry structure and provides key performance indicators for the largest channel of the UK dining, living and occasional furniture market.

3.1.1 Market Mix by Growth/Decline Over Last 12 Months

The following chart illustrates the share accounted for by the number of companies reporting either a rise, contraction or static sales during the last 12 months:-

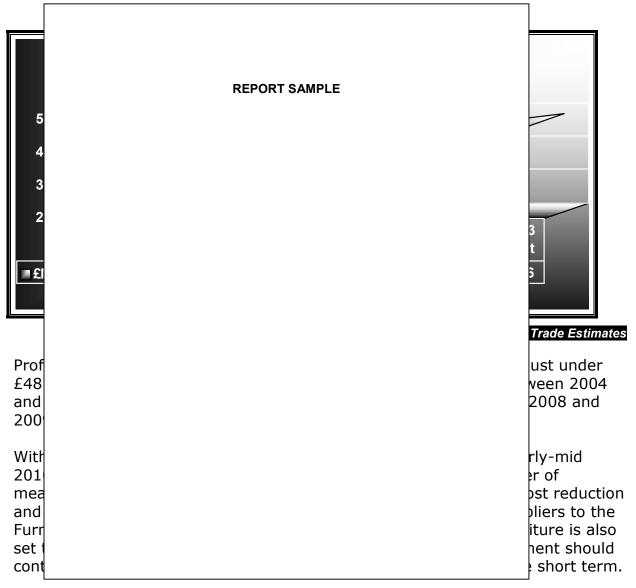


5.4 Key Market Trends in the Furniture Retailers Industry 2004-2013

The following section reviews some of the key trends in terms of financial performance of the UK Furniture Retail market since 2004, and forecasts to 2013.

5.4.1 Furniture Retail Market Profitability 2004-2013

The following table illustrates the performance of the Furniture Retail market in terms of profitability between 2004 and 2009 and provides forecasts to 2013:-



5.4.2 Furniture Retail Industry Assets 2004-2013

The following table illustrates the Furniture Retail market in terms of current and fixed assets between 2004 and 2009 and forecasts to 2013:-

5.5 Furniture Retailers Industry Ranking & Turnover Estimates

5.5.1 Furniture Retailers Listing

The list below illustrates the key players active in the market at present:-Figure 71: Furniture Retailers Company Listing

Alan Ward	Futon	Oldrid & Co. (Downtown)
And So To Bed	Gatenby	R & M Deluxe Holdings
Anderson House Furnishers	George Smith	Reid Furniture
Ardis Living	Glasswells World Of Furniture	Reid Furniture (Ireland)
Bannons	Graham & Green	Rolfe Carpets
Barker & Stonehouse	Habitat	Shackletons
Bart 221 (Cotswold)	Hafren Furnishers	Sharps Bedrooms
Beaumont Beds	Harding & Sons	Skan-Dansk Design
Better Choice	Hatfields Furnishers	Smallbone (Mark Wilkinson)
Browns York	Heals & Sons	Sofa Workshop
CDS	High Seat Limited	Space Solutions
C S Lounge Suites	Highly Sprung	Steinhoff UK Retail
Camp Hopson Furniture Centre	e Hilco UK	Sterling Furniture Group
Castlewarehouse	Hills Office Furniture	Stollers Furniture World
Clement Joscelyne	Homeform Group	Stone Dam Mills
Cloham	Hopewells Furnishers	Sturtons & Tappers Furniture
Cookes Furniture	House Of Holland	Take
Cousins Furniture Stores	Housing Units	Textiles Direct (Holdings)
Creations Interiors	Ikea	The Cotswold Co
Cw Barsley & Son	JH Haskins And Son	The Furniture Factory Shop
Delcor Furniture	Joysleep	The House Shop
Derryvale Furniture	Kingcome Sofas	The Sofa Workshop
Dunelm Group Plc	Kirkdale Mail Order	The Suite Superstore
Feather & Black	Lenleys Furnishers	Vale Upholstery
Fenwick (Bentalls)	Levines	Vasey W & Sons (Carlisle)
Fishpools	Lombok	Walmsley Furnishing
Forrest Furnishing	Maskreys	Wesley Barrell
Full Circle Future (DFS)	Montgomery Tomlinson	Whitfield & Lindsay
Fultons	Multiyork Furniture	WJ Aldiss
Furniture 123	Natuzzi Services	
Furniture Village	Oka Direct	

Source: MTW Research / Trade Sources

The following section ranks the companies identified above by various key financial indicators. It should be noted that each company will have varying degrees of activity within this sector and will include an element of variation in terms of product and service portfolio.

Where possible, we have used the financial information reported by each company. However, for small and medium sized companies reporting obligations are less strict and these companies are not obliged to disclose turnover, profit before tax and other information such as number of employees etc. Where this data does not exist, MTW have provided an estimate based on previous performance, industry averages, other financial indicators and background knowledge of the industry.

Whilst we endeavour to attain high levels of accuracy, it should be borne in mind, therefore, that the rankings and other information provided within this report may contain an element of estimation.

5.5.2 Furniture Retailers Ranking By Turnover

The table illustrates our estimates of the turnover rank for each company:-

Figure 72: Furniture Retailers Ranked By Turnover 2009	
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47	
Source: MTW Resear	rch / Company Accounts

Figure 72: Furniture Retailers Ranked By Turnover 2009

5.5.3 Furniture Retailer Turnover Estimates 2009

The following table illustrates the estimated turnover for each company for 2009:-Figure 73: Furniture Retailer Sales Estimates 2009 £M

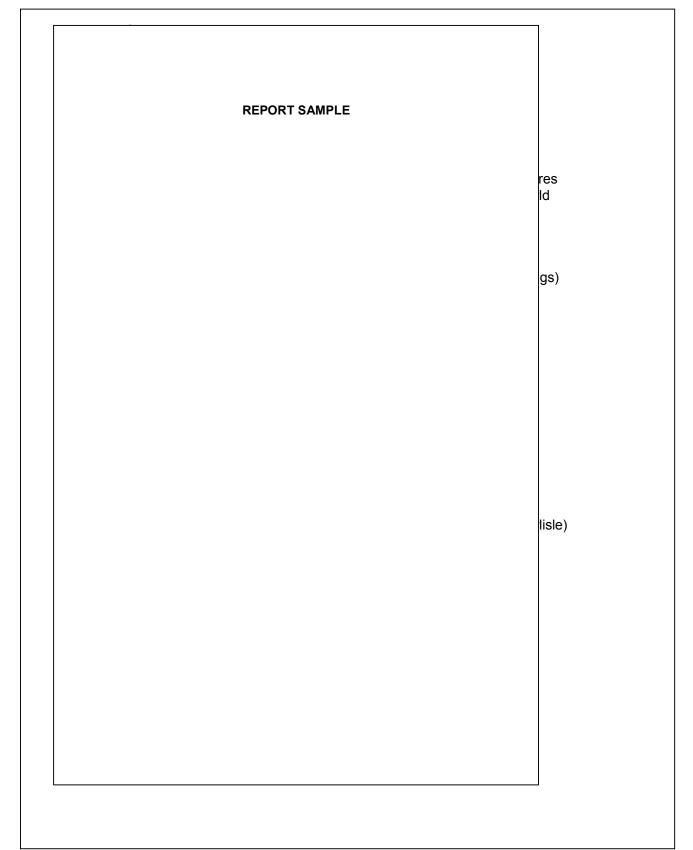
Trading Name	Turnover 2009	Trading Name	Turnover 2009
II			10.0
F			10.0
F S C F			10.0
9			10.0
			9.0
q	REPORT SAMPLE		9.0
Н F F E S T			8.0
F			8.0
H			8.0
F			8.0
Ę			8.0
9			7.0
Т			7.0
S N			6.5
N			6.5
4			6.0
d			6.0
V			6.0
Н			6.0
н F S T			6.0
g			5.5
Т			5.0
N			5.0
N F H			5.0
Н			5.0
d			4.0
d			4.0
т			4.0
J			3.5
V			3.5
F			3.5
L L			3.0
d			3.0
Т			3.0
d			3.0
9			2.8
Т			2.0
A			2.0
A E			2.0
А			1.5
AN			0.8
s			0.4
d			0.3
d			0.3
F			0.2
			0.1
			_

Source: MTW Research / Company Accounts

5.5.4 Furniture Retailers Ranking by Profitability

The following table illustrates our estimates of the rank by profit for each of the furniture retailers in 2009:-

Figure 74: Furniture Retailers Ranked By Profit 2009



5.5.5 Furniture Retailers Ranking by Assets

The following table illustrates our estimates of the rank by total fixed and current assets for each company in 2009:-

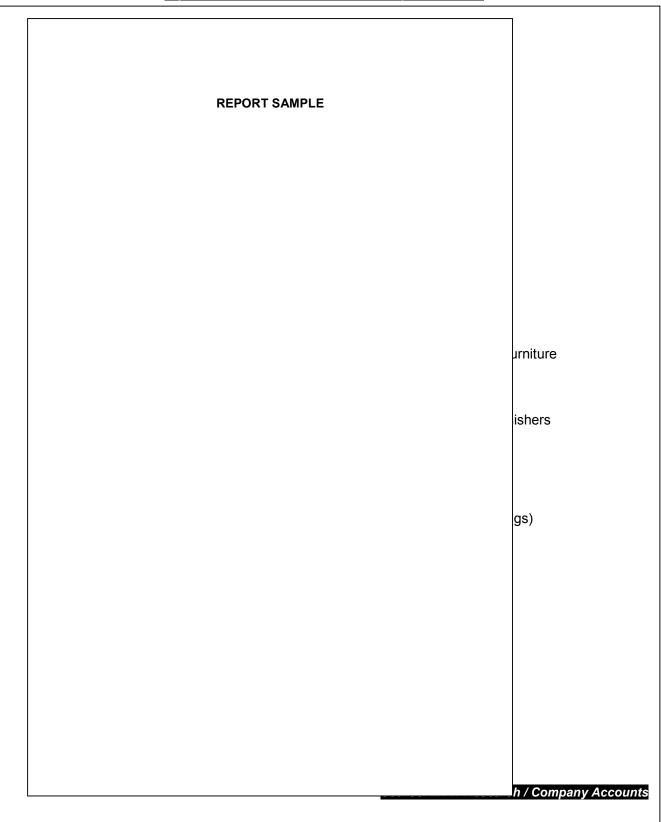


Figure 75: Furniture Retailers Ranked By Assets 2009

5.5.6 Furniture Retailers Ranking by Debt

The following table illustrates the rankings by total debt for each company in 2009:-

	Figure 76: Furniture Retailers Ranked By	7 Debt 2009
--	------------------------------------------	-------------

7.Browns York		h / Company Ac
		urniture
		lisle)
		ishers
	REPORT SAMPLE	

5.5.7 Furniture Retailers Ranking by Net Worth

The following table illustrates the ranking for each company by net worth in 2009:-

Figure 77: Furniture Retailers Ranked B	y Net Worth 2009
-----------------------------------------	------------------

	ld
REPORT SAMPLE	ishers
	gs)
	urniture
Source: MTW Research / Company Accounts	47

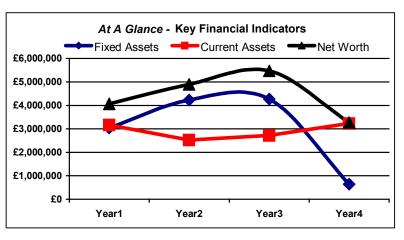
5.6 Furniture Retailers Profiles, KPIs & 'At a Glance'T

The following chapter illustrates the key financial indicators for the key players active in the UK FM industry, along with an 'at a glance' chart, illustrating the recent performance of each company. Turnover and profit estimates are also provided for each company alongside a brief description of activities, estimate of number of employees and contact details.

Sample Ltd - Company Overview & 'At a Glance'

Sample Street Sample Address Sample Postcode Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on February 26, 1951. The company's main activities are recorded by Companies House as "Retail trading and the provision of financial services." In early 2010, the company has an estimated 70 employees.



To year end 28/01/2009, Sample Ltd is estimated to have achieved a turnover of around £13.0 million. Pre-tax profit for the same period is estimated at around £0.50 million.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	Retail trading and the provision of financial services.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	70
Senior Decision Maker / Director	T Sample

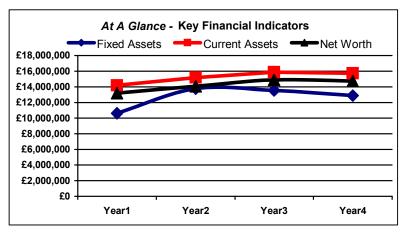
The following table illustrates the company's key performance indicators for the last 4 years:-

Sample Ltd - 4 Year KPIs to Year End 28/01/2009				
Key Indicator £	Year End 25/01/2006 (Year1)	Year End 31/01/2007 (Year2)	Year End 30/01/2008 (Year3)	Year End 28/01/2009 (Year4)
Fixed Assets	£3,039,000	£4,232,000	£4,271,000	£646,000
Current Assets	£3,164,000	£2,523,000	£2,713,000	£3,232,000
Current Liabilities	£1,005,000	£1,264,000	£842,000	£542,000
Long Term Liabilities	£1,128,000	£589,000	£666,000	£69,000
Net Worth	£4,070,000	£4,902,000	£5,476,000	£3,267,000
Working Capital	£2,159,000	£1,259,000	£1,871,000	£2,690,000
Profit per Employee	£5,846	£9,072	£10,574	£7,246
Sales per Employee	n/a	n/a	n/a	n/a

Sample Ltd - Company Overview & 'At a Glance'

Sample Street Sample Park Sample Sample Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on August 20, 1968. The company's main activities are recorded by Companies House as "A group engaged in the retail of furniture." In early 2010, the company has an estimated 370 employees.



To year end 31/03/2008, Sample Ltd is estimated to have achieved a turnover of around £60.0 million. Pre-tax profit for the same period is estimated at around £0.03 million.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	A group engaged in the retail of furniture.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	370
Senior Decision Maker / Director	Peter Sample

The following table illustrates the company's key performance indicators for the last 4 years:-

Sample Ltd - 4 Year KPIs to Year End 31/03/2008				
Key Indicator £	Year End 31/03/2005 (Year1)	Year End 31/03/2006 (Year2)	Year End 31/03/2007 (Year3)	Year End 31/03/2008 (Year4)
Fixed Assets	£10,608,000	£13,766,000	£13,542,000	£12,895,000
Current Assets	£14,191,000	£15,178,000	£15,881,000	£15,745,000
Current Liabilities	£9,750,000	£10,915,000	£11,118,000	£10,728,000
Long Term Liabilities	£1,856,000	£3,960,000	£3,438,000	£3,162,000
Net Worth	£13,193,000	£14,069,000	£14,867,000	£14,750,000
Working Capital	£4,441,000	£4,263,000	£4,763,000	£5,017,000
Profit per Employee	£9,544	£4,493	£4,468	£92
Sales per Employee	£162,877	£151,752	£154,209	£152,862

Sample Ltd - 4 Year KPIs to Year End 31/03/2008



Dining, Living Room & Occasional Furniture Market Research & Analysis UK 2010

REPORT SAMPLE

Dining, Living Room & Occasional Furniture Market Size & Review 2004-2009; SWOT & PEST Analysis, Product Mix 2004-2013; Channel Mix 2004-2013; Market Leaders, Retailers' Profiles & Key Financials; Market Forecasts to 2013

January 2010

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Figure 77: Furniture Retailers Ranked By Net Worth 2009 Alan Ward - 4 Year KPIs to Year End 31/03/2008 And So To Bed - 4 Year KPIs to Year End 31/12/2008 Ardis Living Ltd - 4 Year KPIs to Year End 31/10/2008 Anderson House Furnishers - 4 Year KPIs to Year End 31/10/2008 Bannons Ltd - 4 Year KPIs to Year End 28/01/2009 Barker & Stonehouse Ltd - 4 Year KPIs to Year End 31/03/2008 Bart 221 Limited - 4 Year KPIs to Year End 29/03/2008 Beaumont Beds - 4 Year KPIs to Year End 30/11/2008 Better Choice Ltd - 4 Year KPIs to Year End 30/04/2009 Browns York Ltd - 4 Year KPIs to Year End 31/01/2009 C D S - 4 Year KPIs to Year End 01/02/2009 C S Lounge Suites Limited - 4 Year KPIs to Year End 31/12/2008 Camp Hopson Furniture Centre - 4 Year KPIs to Year End 31/01/2009 Castlewarehouse - 4 Year KPIs to Year End 17/02/2008 Clement Joscelyne Ltd - 4 Year KPIs to Year End 31/03/2008 Cloham Limited - 4 Year KPIs to Year End 04/04/2009 Cookes Furniture - 4 Year KPIs to Year End 31/03/2009 Cousins Furniture Stores Ltd - 4 Year KPIs to Year End 30/06/2008 Creations Interiors - 4 Year KPIs to Year End 01/04/2008 CW Barsley & Son Ltd - 4 Year KPIs to Year End 31/01/2009 Delcor Furniture Ltd - 4 Year KPIs to Year End 28/09/2008 Derryvale Furniture - 4 Year KPIs to Year End 28/02/2009 Dunelm Group Plc - 4 Year KPIs to Year End 04/07/2009 Feather & Black Ltd - 4 Year KPIs to Year End 30/09/2008 Fenvick Limited (Bentalls) - 4 Year KPIs to Year End 30/01/2009 Fishpools - 4 Year KPIs to Year End 30/01/2009 Forrest Furnishing - 4 Year KPIs to Year End 31/01/2009 Full Circle Future Limited - 4 Year KPIs to Year End 02/08/2008 Fultons - 4 Year KPIs to Year End 28/02/2008 Furniture Village Ltd - 4 Year KPIs to Year End 29/03/2009 Furniture 123 Ltd - 4 Year KPIs to Year End 30/09/2008 Futon Limited - 4 Year KPIs to Year End 24/02/2008 Gatenby Ltd - 4 Year KPIs to Year End 31/01/2009 George Smith - 4 Year KPIs to Year End 31/12/2008 Glasswells World Of Furniture - 4 Year KPIs to Year End 28/02/2009 Graham & Green Ltd - 4 Year KPIs to Year End 31/03/2008 Habitat - 4 Year KPIs to Year End 30/03/2008 Hafren Furnishers - 4 Year KPIs to Year End 31/01/2009 Harding & Sons Limited - 4 Year KPIs to Year End 31/01/2009 Hatfields Furnishers Ltd - 4 Year KPIs to Year End 31/03/2009 Heals & Sons Ltd - 4 Year KPIs to Year End 13/09/2008 High Seat Liimited - 4 Year KPIs to Year End 31/12/2008 Highly Sprung Ltd - 4 Year KPIs to Year End 31/03/2008 Hilco UK - 4 Year KPIs to Year End 03/01/2009 Hills Office Furniture Ltd - 4 Year KPIs to Year End 29/02/2008 Homeform Group Ltd - 4 Year KPIs to Year End 30/03/2008 Hopewells Furnishers - 4 Year KPIs to Year End 31/03/2008 House Of Holland Ltd - 4 Year KPIs to Year End 31/01/2009 Housing Units Ltd - 4 Year KPIs to Year End 30/03/2008 IKEA Ltd - 4 Year KPIs to Year End 31/08/2008 JH Haskins And Son Ltd - 4 Year KPIs to Year End 31/03/2008 Joysleep Ltd - 4 Year KPIs to Year End 30/09/2008 Kingcome Sofas Ltd - 4 Year KPIs to Year End 30/04/2009 Kirkdale Mail Order Ltd - 4 Year KPIs to Year End 30/04/2008 Lenleys Furnishers - 4 Year KPIs to Year End 30/04/2009 Levines - 4 Year KPIs to Year End 30/09/2008 Lombok Ltd - 4 Year KPIs to Year End 30/06/2008 Maskreys Ltd - 4 Year KPIs to Year End 31/03/2008 Montgomery Tomlinson Limited - 4 Year KPIs to Year End 31/12/2008 Multiyork Furniture Ltd - 4 Year KPIs to Year End 28/09/2008 Natuzzi Services Ltd - 4 Year KPIs to Year End 31/12/2008 Oka Direct Ltd - 4 Year KPIs to Year End 31/12/2008 Oldrid & Co. 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5



This report reflects MTW Research's independent view of the market which may differ from other third party views. Whilst we try to ensure that our reports are an accurate depiction of their respective markets, it must be emphasised that the figures and comment contained therein are estimates based on a mix of primary and secondary research, and should therefore be treated as such.

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Whilst MTW endeavour to ensure that the majority of the major companies active in the market with which this report is concerned are included, it should be noted that the list of companies included in this report is not exhaustive and the inclusion or otherwise of a company in this report does not necessarily indicate, nor should be interpreted as, a company's relevance or otherwise in a particular market. Whilst we endeavour to attain high levels of accuracy, it should be borne in mind that the rankings and other information provided within this report contain an element of estimation, should be regarded as such and treated with a degree of caution.

Estimates Provided

In order to enable benchmarking, competitor analysis and facilitate further market research, MTW have provided estimates for turnover, profit before tax and number of employees for small, medium sized and other companies who are not obliged to submit this information to Companies House. As such, in the interests of clarity, all data relating to turnover, profit and number of employees provided in this report should be regarded as independent estimates by MTW. Whilst we endeavour to attain high levels of accuracy with these estimates, they may not reflect the actual figures of a company and should therefore be treated with caution.

1. Introduction to *Research & Analysis* Reports

1.1 Key Features & Benefits of this Research & Analysis Report

MTW's "*Research & Analysis*" market reports provide an independent, comprehensive review of recent, current and future market size and trends in an easy to reference format. Each report provides vital market intelligence in terms of size, product mix, distribution channel mix, SWOT, key trends and influences, supply and distribution channel trends. In addition, rankings by turnover, profit and other key financials for the market leaders are provided as well as a 1 page profile for each key player in the market. Contact, telemarketing & mailing details are also provided for each company to enable the reader to quickly develop sales leads.

Based on company sales returns which provide higher confidence levels and researched by market research professionals with experience in the industry, MTW's *Research and Analysis* reports are used as a foundation for coherent strategic decision making based on sound market intelligence and for developing effective marketing plans. MTW reports can also used as an operational sales and marketing tool by identifying market leaders, enabling the reader to quickly grow sales to new clients and focus marketing budgets.

This report includes:-

Market Size, PEST, SWOT & Trends – Historical, Current & Future

Based on sales data from a representative proportion of the industry, this report provides market size by value over a ten-year period. As they are based on quantitative data as well as qualitative input from the industry, our reports are more accurate than other qualitative based reports and offer better value for money. By combining the best of both quantitative and qualitative input, we offer our clients greater confidence in our market forecasts as well as discussing key market trends and influences from a qualitative perspective.

• Product Mix – Current & Future

This report identifies the key product sectors in the market and provides historical, current and forecast market share estimates for each, alongside qualitative discussion on key trends for each segment of the industry. With input for this report being both qualitative and quantitative we are able to offer an effective insight into the core components of the market, as well as forecasting future market shares.

Distribution Channel Mix – Current & Future

The report identifies the key distribution channels that drive demand for this market and provide a current, historical & future market share estimate for each. This enables the reader to identify the key driving forces behind current market demand and adapt business tactics accordingly. With forecasts of market share by key channels also provided, the reader is able to undertake strategic decisions with greater confidence as well as basing marketing strategies on solid market intelligence.

Market Leaders Ranking

This report identifies the key players in the market and ranks them by a number of criteria, including turnover and profitability. This enables the reader to identify the most relevant potential key customers in a market, understand their current position in the market and quickly identify new targets. Also, MTW provide a turnover estimate for every company included in the report, enabling the reader to develop market share estimates.

• Company Profiles & Sales Leads

This report includes a 1 page profile for each company including full contact details for developing fast sales leads; 4 years of the most recent key financial indicators; and MTW's '*at a glance'* chart, enabling the reader to quickly gauge the current financial health of a company.

Relevant Companies, Saving You Time

MTW Research have been researching and writing market reports in these sectors since 1999 and as such we are able to develop a company listing which is more relevant to the market, rather than automatically selecting companies to be included by industry code. Our reports represent excellent value for money and don't bombard you with irrelevant financial data; they are designed to enable you to engage in fast and effective market analysis. We focus on providing what's important in an easy to reference and use format.

2. UK DINING, LIVING & OCCASIONAL FURNITURE MARKET

2.1 EXECUTIVE SUMMARY & MARKET OVERVIEW

The UK Dining, Living Room & Occasional Furniture Market comprises of a wide range of products suitable for a variety of applications within a domestic environment. Specifically, this report reviews the UK domestic market between 2004 and 2010 with forecasts to 2013 for:-

- •Dining Tables wooden, metal, stone & other materials
- •Dining Chairs of all materials & styles
- •Display Units, Dressers & Sideboards
- •Shelf Units, Bookcases & Shelving
- •Coffee, Console & Lamp Tables
- •TV & Hi-Fi Entertainment Units
- •Bar Tables & Bar Stools used in Kitchens, diners, utility rooms etc

The UK dining, living & occasional furniture market is estimated to be worth just over £xxx million at retail selling prices in 2010, reflecting a market now

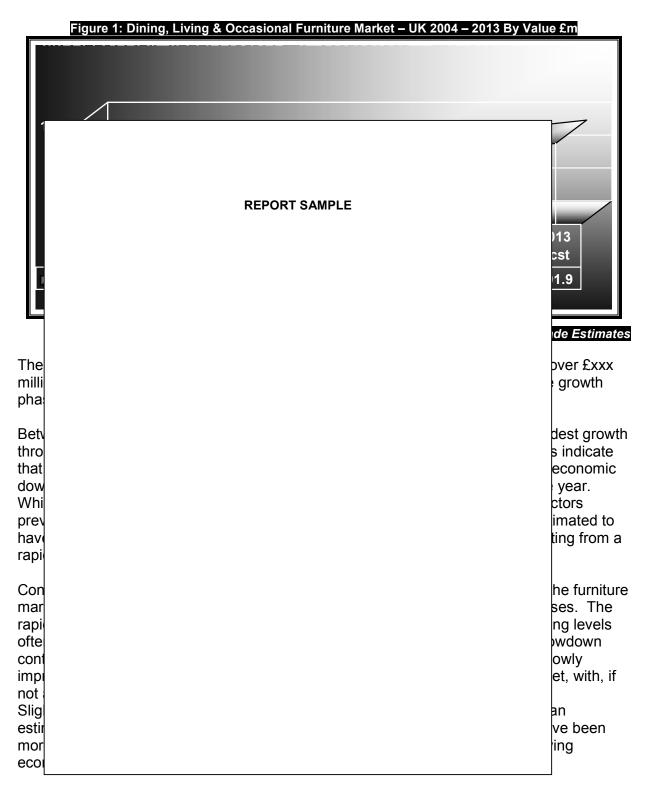
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2.2 DINING, LIVING & OCCASIONAL FURNITURE MARKET SIZE & TRENDS 2004-2013

2.2.1 Dining, Living & Occasional Furniture Market Size 2004-2013 – Current Prices

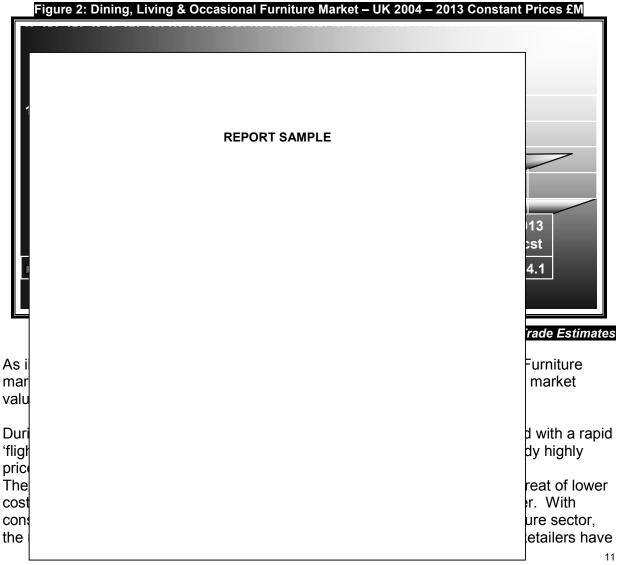
The UK Dining, Living & Occasional Furniture market encompasses a wide range of products and is estimated to be worth just under £xxx million in 2010 as illustrated in the following chart:-



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2.2.2 Dining, Living & Occasional Furniture Market Size 2004-2013 – Constant Prices

The following chart illustrates the performance of the market value with consumer price index inflation stripped out since 2004, with forecasts to 2013:-



© MTW Research 2010			
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2.2.3 Future Prospects

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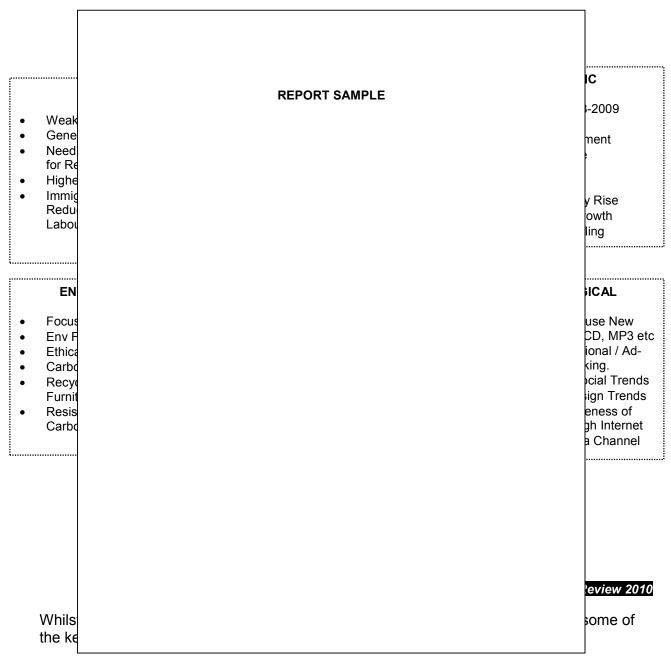
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2.3 KEY MARKET TRENDS IN THE DINING, LIVING & OCCASIONAL FURNITURE MARKET

2.3.1 PEST Analysis – Illustration of Key Market Forces

There are a large number of macro market issues and trends which directly or indirectly influence the UK Dining, Living & Occasional Furniture market. These issues typically relate to political, legal, economic, environmental, social and technological factors. The following diagram provides a brief overview of some of these key issues which are currently impacting the market at present and those which may stimulate or dampen market growth in the future:-

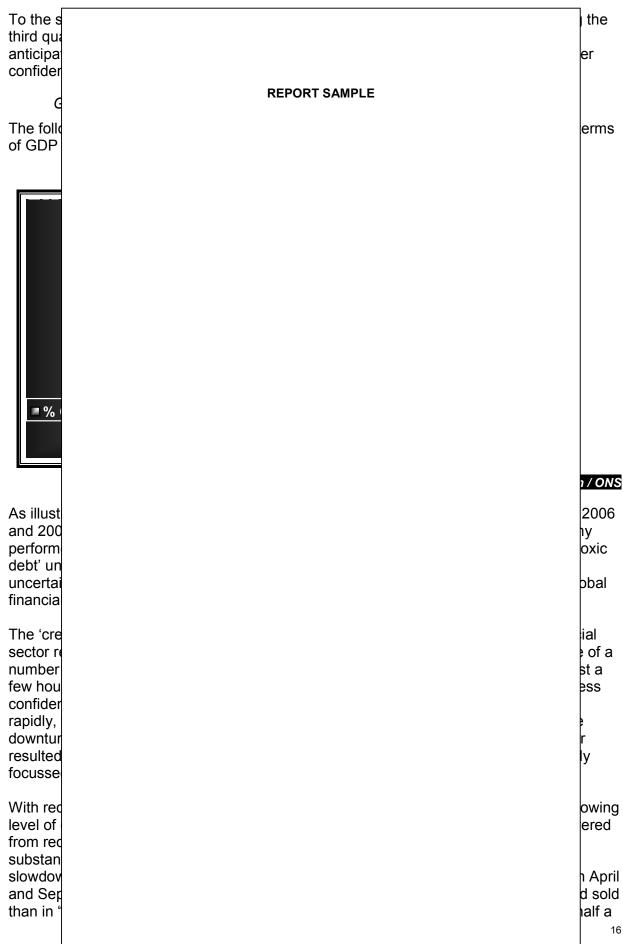
Figure 3: PEST Analysis for UK Dining, Living & Occasional Furniture Market in 2009



2.3.2 Political & Legal Influences & Trends

The current UK political landscape is presently determined by the results of the last general election which was held in early May 2005. The Labour party was returned in 355 seats,

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2.4 SWOT ANALYSIS – Strengths, Weaknesses, Opportunities, Threats

Following a strategic review of the Dining, Living & Occasional Furniture market, the following table identifies some of the key strengths & weaknesses evident in the UK Dining, Living & Occasional Furniture market at present:-

Figure 8: Key Strengths & Weaknesses in the Dining, Living & Occasional Furniture Market 2009-2013

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Source: MTW Research Strategic Review 2010

The following table identifies some of the key opportunities and threats evident in the market at present:-

Figure 9: Key Opportunites & Threats in the Dining, Living & Occasional Furniture Market 2009-2013

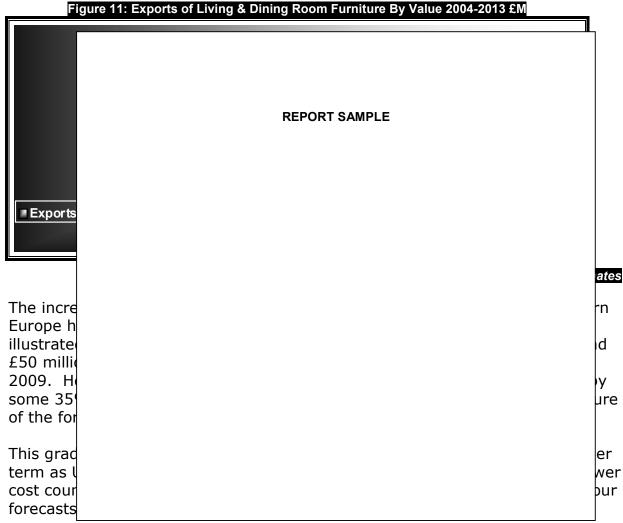
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2.5 IMPORTS & EXPORTS OF FURNITURE 2004-2013

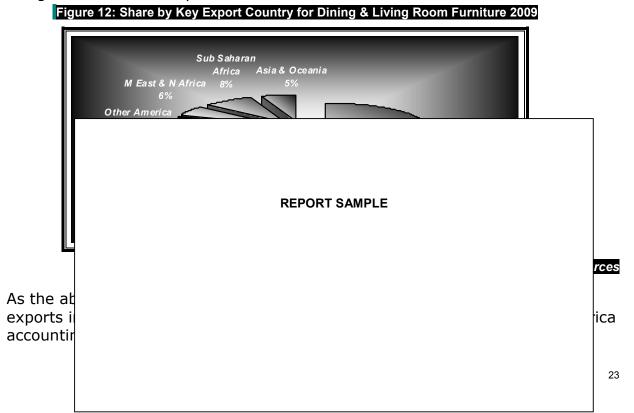
The following chart illustrates the level of imports of wooden dining and living room furniture since 2004 and forecasts to 2013 in value terms:-

	gure 10: Imports of Living & Dining Room Furniture By Value 2004-2013 £M	
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Figure 10: Imports of Living & Dining Room Furniture By Value 2004-2013 £M



The following chart illustrates the share by key target countries for dining and living room furniture exports in 2010:-



3. PRODUCT TRENDS & SHARES

3.1 Share by Key Product Sector – 2010, 2004 & 2013

The share accounted for by each of the key sectors within the UK dining, living and occasional furniture market in 2010 is illustrated in the following chart:-

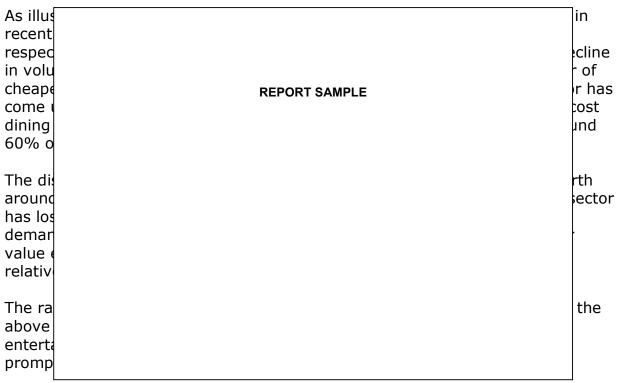
Fig	ure 13: Share by Product in Dining, Living & Occasional Furniture Market 2010	
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In order to illustrate historical trends, the following chart illustrates the share by key product sector in 2004:-

71/////	Bar Tables & Stools	Dining Tables 25%	
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Source: MTW Research / Trade Sources

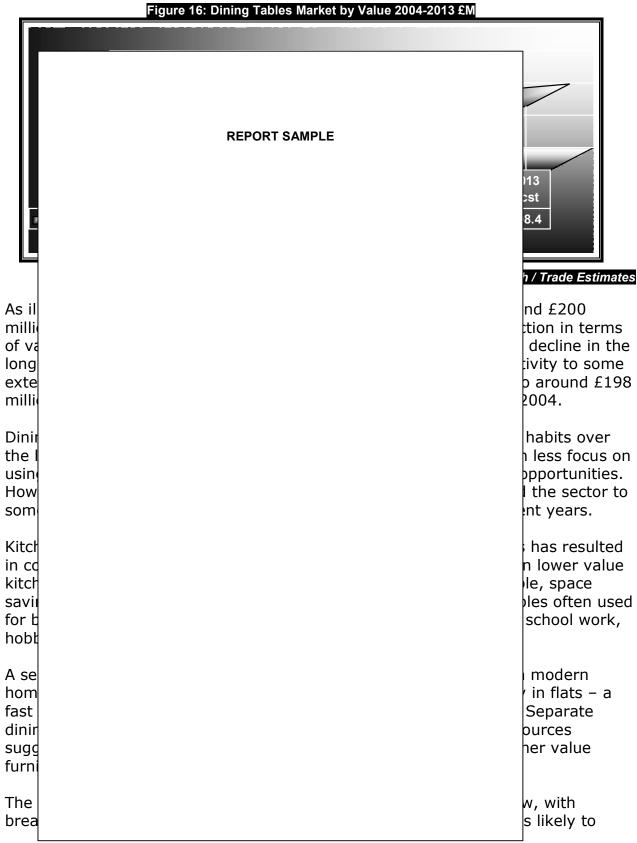


The following chart illustrates the forecast share for each key product sector within the dining, living and occasional furniture market in 2013:-Figure 15: Forecast Share by Product in Dining, Living & Occasional Furniture Market 2013

	Bar Tables & Stools	Dining Tables	
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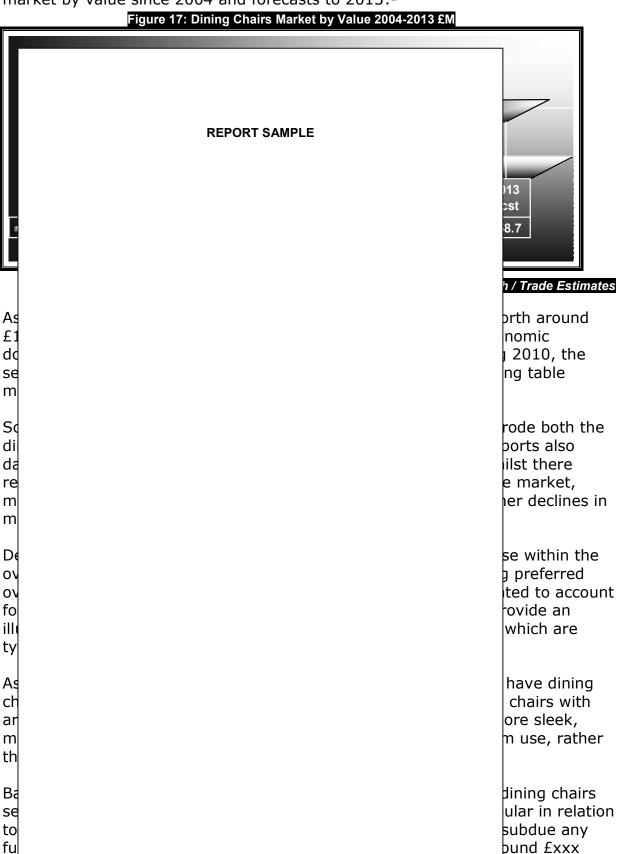
3.2 Dining Tables Market 2004-2013

The following chart illustrates the performance of the domestic dining tables market by value since 2004 and forecasts to 2013:-



3.3 Dining Chairs Market 2004 – 2013

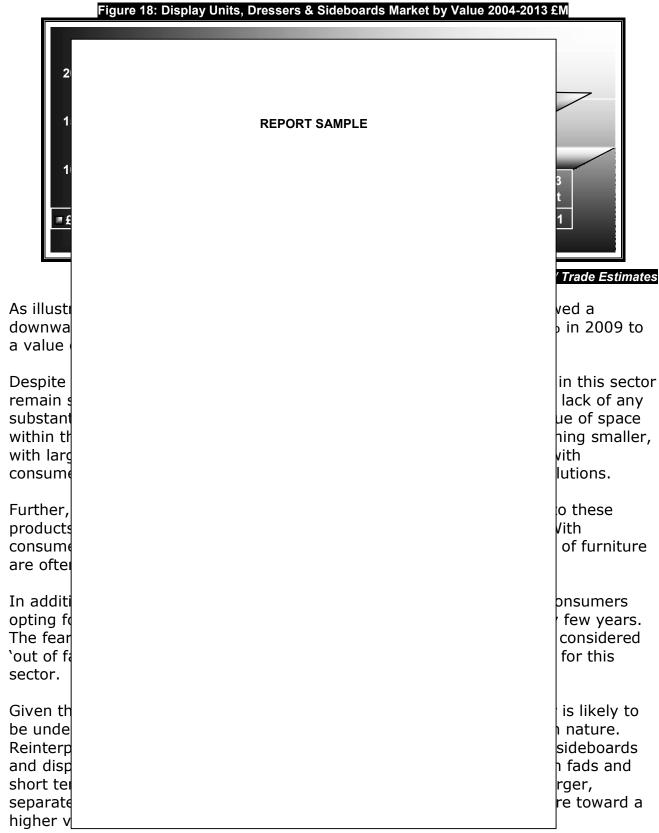
The following chart illustrates the performance of the domestic dining chairs market by value since 2004 and forecasts to 2013:-



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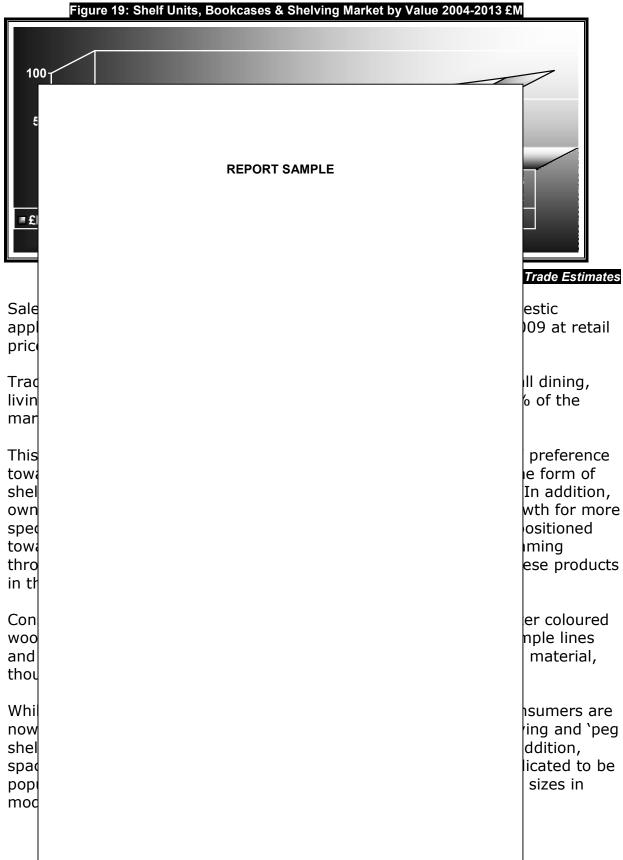
3.4 Display Units, Dressers & Sideboards Market 2004-2013

The following chart illustrates the performance of the display units, dressers and sideboards market by value since 2004 and forecasts to 2013:-



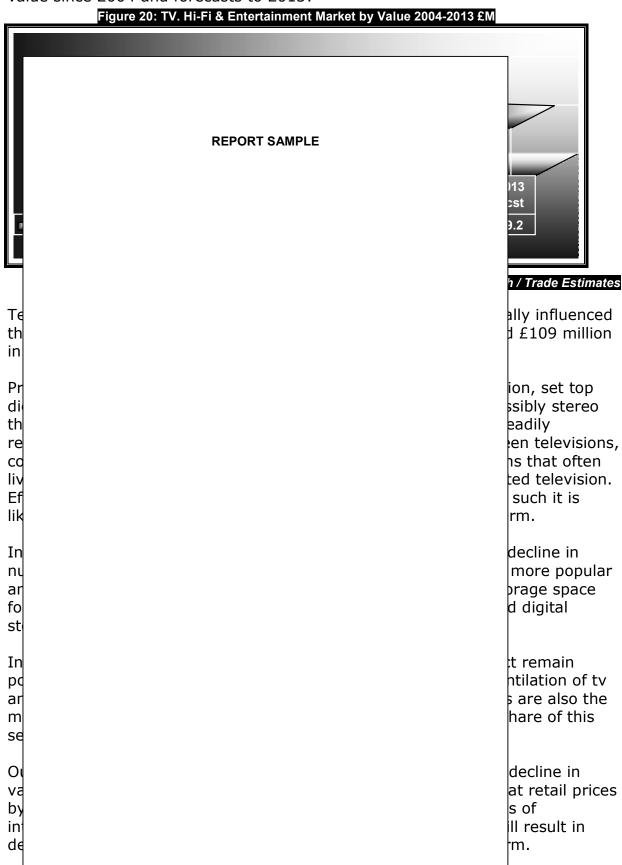
3.5 Shelf Units, CD/DVD Racks, Bookcases / Shelving Market 2004-2013

The following chart illustrates the performance of the shelf units, bookcases and shelving market by value since 2004 and forecasts to 2013:-



3.6 TV, HI-FI & Entertainment Units Market 2004 – 2013

The following chart illustrates the performance of the TV & Hi-Fi unit market by value since 2004 and forecasts to 2013:-



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3.7 Bar Tables & Stools Market 2004 - 2013

The following chart illustrates the performance of the bars and stools market by value since 2004 and forecasts to 2013:-

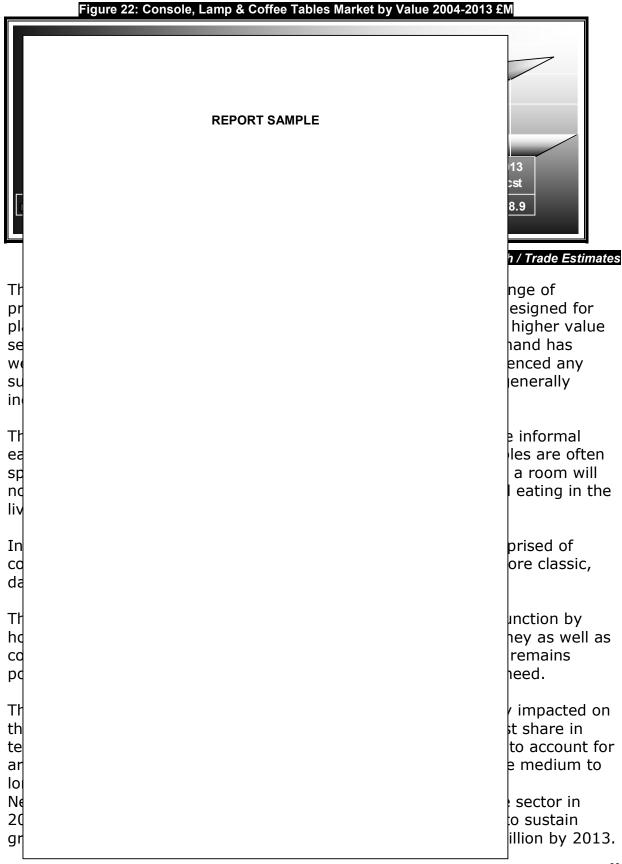


	Figure 21. Bar Tables and Stools Market by Value 2004-2013 £M	
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3.8 Console, Lamp & Coffee Tables Market 2004-2013

The following chart illustrates the performance of the Console, Lamp & Coffee Tables market by value since 2004 and forecasts to 2013:-



4. FURNITURE MANUFACTURER PROFILES

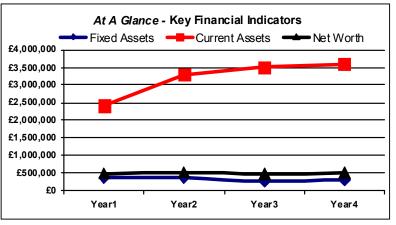
The following section identifies some of the key UK manufacturers and provides a 1 page profile with key performance indicators for each. It should be noted that whilst we endeavour to include all the major players in the market, inclusion or otherwise in the following section does not necessarily indicate a company's relevance in the market.

4.1 Furniture Manufacturers Profiles & KPIs

Sample Ltd - Company Overview & 'At a Glance'

Sample Address Sample Address Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on 18 July 1973. The company's main activities are recorded by Companies House as "The manufacture and wholesale of furniture." In early 2010, the company has an estimated 129 employees.



To year end 31/07/2008, Sample Ltd is

estimated to have achieved a turnover of around £11 million. Pre-tax profit for the same period is estimated at around £30,000.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	The manufacture and wholesale of furniture.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	129
Senior Decision Maker / Director	Sample Sample

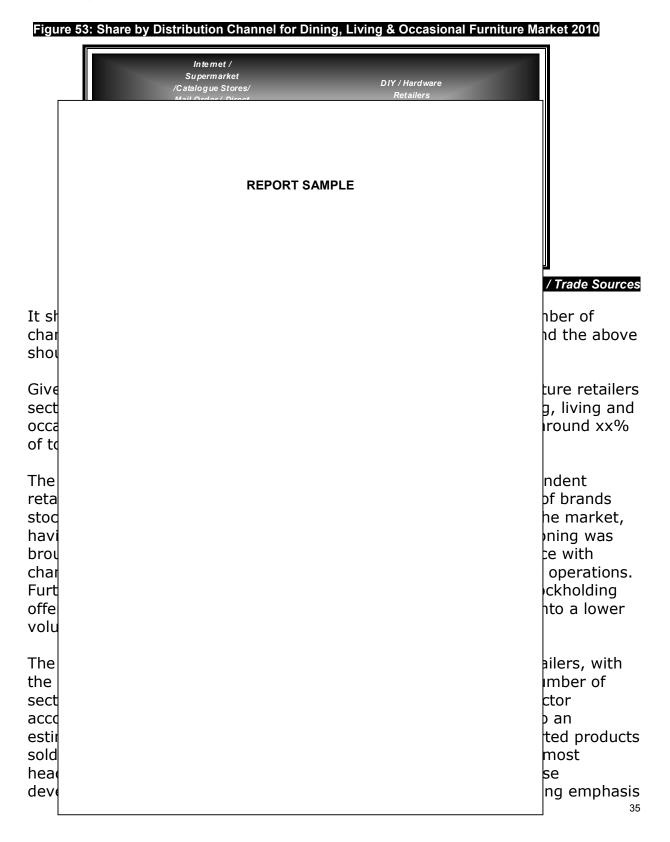
The following table illustrates the company's key performance indicators for the last 4 years:-

Figure 27: Sample Ltd - 4 Year KPIs to Year End 31/07/2008					
Key Indicator £	Year End 31/07/2005 (Year1)	Year End 31/07/2006 (Year2)	Year End 31/07/2007 (Year3)	Year End 31/07/2008 (Year4)	
Fixed Assets	£370,000	£355,000	£264,000	£318,000	
Current Assets	£2,406,000	£3,287,000	£3,507,000	£3,599,000	
Current Liabilities	£1,748,000	£2,556,000	£2,757,000	£2,963,000	
Long Term Liabilities	£543,000	£561,000	£534,000	£458,000	
Net Worth	£485,000	£525,000	£480,000	£496,000	
Working Capital	£658,000	£731,000	£750,000	£636,000	
Profit per Employee	-£1,868	£217	£2,102	£233	
Sales per Employee	n/a	n/a	n/a	n/a	

5. DISTRIBUTION CHANNELS SHARE & TRENDS

5.1 Share by Key Distribution Channel 2010, 2004 & 2013

The share accounted for by each of the key distribution channels within the UK dining, living and occasional furniture market in 2010 is illustrated in the following chart:-



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In order to provide a historical context, the 2004 share for each of the key channels illustrated in the following chart:-

Figure 54: Share by Distribution Channel for Dining, Living & Occasional Furniture Market 2004

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In terms of future prospects, the following chart illustrates the forecast share for each key channel in 2013:-

Figure 55: Share by Distribution Channel for Dining, Living & Occasional Furniture Market 2013

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	37

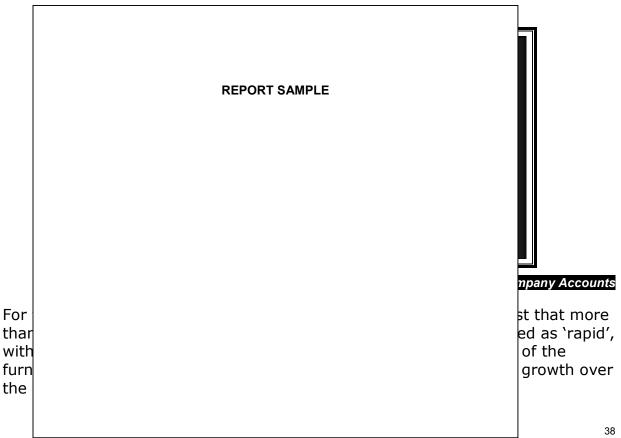
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5.3 Furniture Retailers Market – Industry Structure

The following section reviews the UK furniture retail market in 2010 in terms of industry structure and provides key performance indicators for the largest channel of the UK dining, living and occasional furniture market.

3.1.1 Market Mix by Growth/Decline Over Last 12 Months

The following chart illustrates the share accounted for by the number of companies reporting either a rise, contraction or static sales during the last 12 months:-

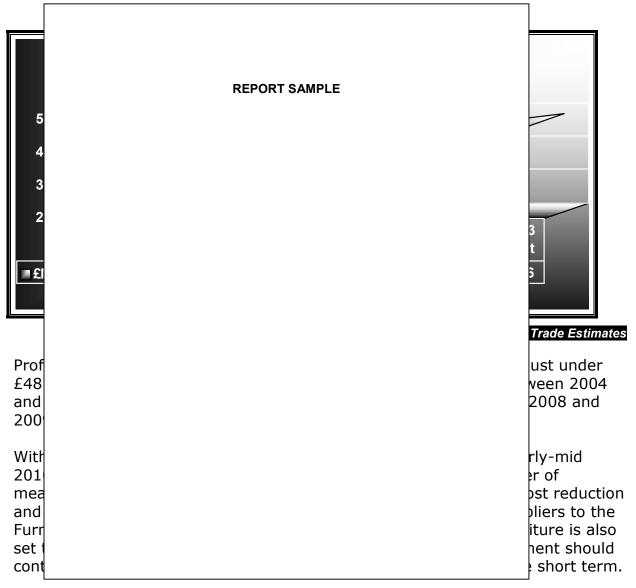


5.4 Key Market Trends in the Furniture Retailers Industry 2004-2013

The following section reviews some of the key trends in terms of financial performance of the UK Furniture Retail market since 2004, and forecasts to 2013.

5.4.1 Furniture Retail Market Profitability 2004-2013

The following table illustrates the performance of the Furniture Retail market in terms of profitability between 2004 and 2009 and provides forecasts to 2013:-



5.4.2 Furniture Retail Industry Assets 2004-2013

The following table illustrates the Furniture Retail market in terms of current and fixed assets between 2004 and 2009 and forecasts to 2013:-

5.5 Furniture Retailers Industry Ranking & Turnover Estimates

5.5.1 Furniture Retailers Listing

The list below illustrates the key players active in the market at present:-Figure 71: Furniture Retailers Company Listing

Alan Ward	Futon	Oldrid & Co. (Downtown)
And So To Bed	Gatenby	R & M Deluxe Holdings
Anderson House Furnishers	George Smith	Reid Furniture
Ardis Living	Glasswells World Of Furniture	Reid Furniture (Ireland)
Bannons	Graham & Green	Rolfe Carpets
Barker & Stonehouse	Habitat	Shackletons
Bart 221 (Cotswold)	Hafren Furnishers	Sharps Bedrooms
Beaumont Beds	Harding & Sons	Skan-Dansk Design
Better Choice	Hatfields Furnishers	Smallbone (Mark Wilkinson)
Browns York	Heals & Sons	Sofa Workshop
CDS	High Seat Limited	Space Solutions
C S Lounge Suites	Highly Sprung	Steinhoff UK Retail
Camp Hopson Furniture Centre	e Hilco UK	Sterling Furniture Group
Castlewarehouse	Hills Office Furniture	Stollers Furniture World
Clement Joscelyne	Homeform Group	Stone Dam Mills
Cloham	Hopewells Furnishers	Sturtons & Tappers Furniture
Cookes Furniture	House Of Holland	Take
Cousins Furniture Stores	Housing Units	Textiles Direct (Holdings)
Creations Interiors	Ikea	The Cotswold Co
Cw Barsley & Son	JH Haskins And Son	The Furniture Factory Shop
Delcor Furniture	Joysleep	The House Shop
Derryvale Furniture	Kingcome Sofas	The Sofa Workshop
Dunelm Group Plc	Kirkdale Mail Order	The Suite Superstore
Feather & Black	Lenleys Furnishers	Vale Upholstery
Fenwick (Bentalls)	Levines	Vasey W & Sons (Carlisle)
Fishpools	Lombok	Walmsley Furnishing
Forrest Furnishing	Maskreys	Wesley Barrell
Full Circle Future (DFS)	Montgomery Tomlinson	Whitfield & Lindsay
Fultons	Multiyork Furniture	WJ Aldiss
Furniture 123	Natuzzi Services	
Furniture Village	Oka Direct	

Source: MTW Research / Trade Sources

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The following section ranks the companies identified above by various key financial indicators. It should be noted that each company will have varying degrees of activity within this sector and will include an element of variation in terms of product and service portfolio.

Where possible, we have used the financial information reported by each company. However, for small and medium sized companies reporting obligations are less strict and these companies are not obliged to disclose turnover, profit before tax and other information such as number of employees etc. Where this data does not exist, MTW have provided an estimate based on previous performance, industry averages, other financial indicators and background knowledge of the industry.

Whilst we endeavour to attain high levels of accuracy, it should be borne in mind, therefore, that the rankings and other information provided within this report may contain an element of estimation.

5.5.2 Furniture Retailers Ranking By Turnover

The table illustrates our estimates of the turnover rank for each company:-

Figure 72: Furniture Retailers Ranked By Turnover 2009	
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Source: MTW Research / C	Company Accounts

Figure 72: Furniture Retailers Ranked By Turnover 2009

5.5.3 Furniture Retailer Turnover Estimates 2009

The following table illustrates the estimated turnover for each company for 2009:-Figure 73: Furniture Retailer Sales Estimates 2009 £M

Trading Name	Turnover 2009	Trading Name	Turnover 2009
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9			10.0
			9.0
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S			7.0
Т			7.0
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N			5.0
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N F H			5.0
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т			4.0
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F			3.5
L			3.0
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Т			3.0
d			3.0
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A			2.0
A E			2.0
A			1.5
AN			0.8
s			0.4
d			0.3
d			0.3
F			0.2
			0.1
			_

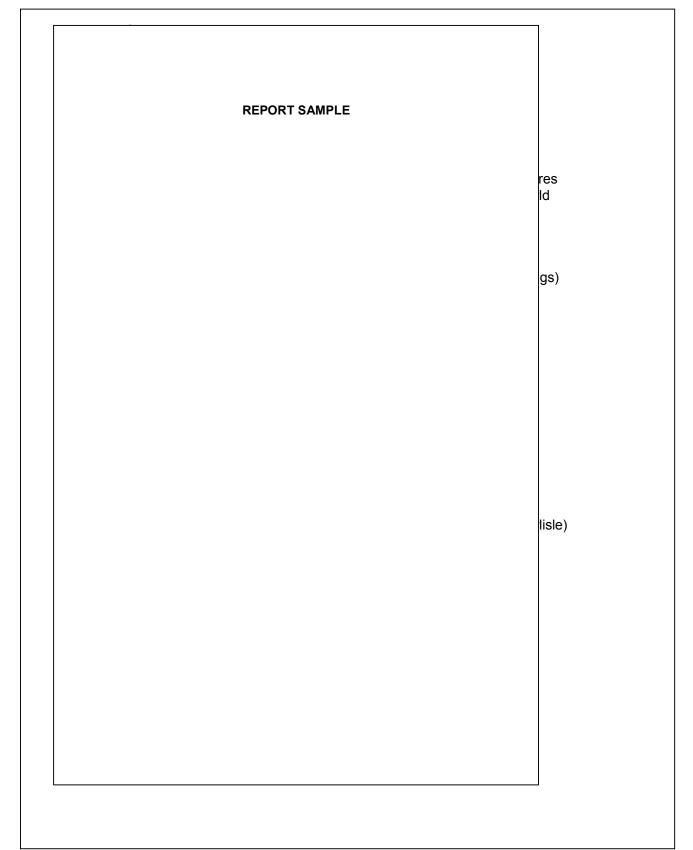
Source: MTW Research / Company Accounts

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5.5.4 Furniture Retailers Ranking by Profitability

The following table illustrates our estimates of the rank by profit for each of the furniture retailers in 2009:-

Figure 74: Furniture Retailers Ranked By Profit 2009



5.5.5 Furniture Retailers Ranking by Assets

The following table illustrates our estimates of the rank by total fixed and current assets for each company in 2009:-

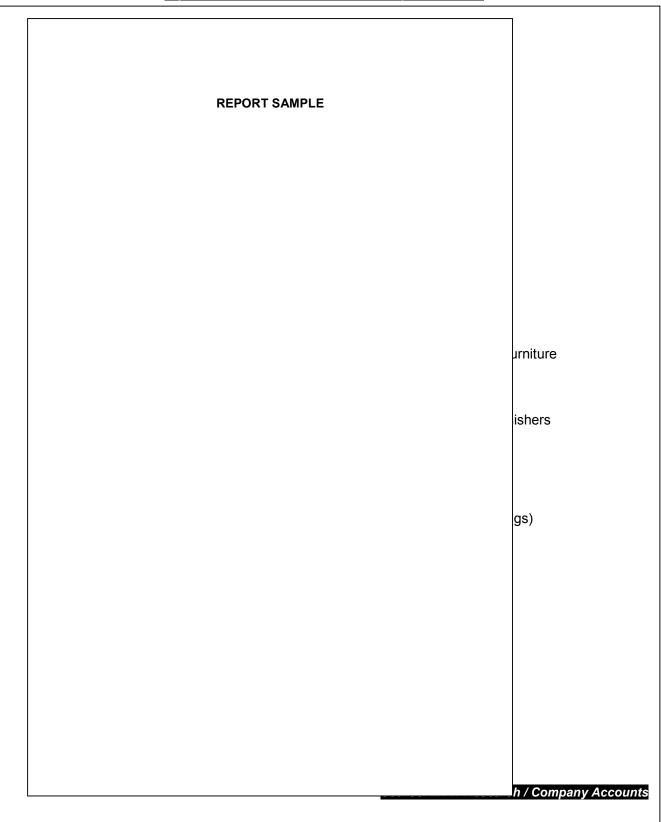


Figure 75: Furniture Retailers Ranked By Assets 2009

5.5.6 Furniture Retailers Ranking by Debt

The following table illustrates the rankings by total debt for each company in 2009:-

	Figure 76: Furniture Retailers Ranked By	7 Debt 2009
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5.5.7 Furniture Retailers Ranking by Net Worth

The following table illustrates the ranking for each company by net worth in 2009:-

Figure 77: Furniture Retailers Ranked B	y Net Worth 2009
-----------------------------------------	------------------

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REPORT SAMPLE	ishers
	gs)
	urniture
Source: MTW Research / Company Accounts	47

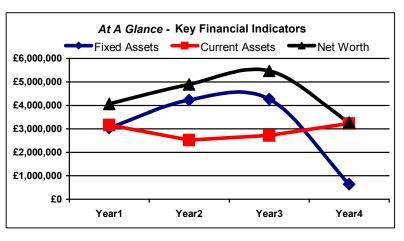
5.6 Furniture Retailers Profiles, KPIs & 'At a Glance'T

The following chapter illustrates the key financial indicators for the key players active in the UK FM industry, along with an 'at a glance' chart, illustrating the recent performance of each company. Turnover and profit estimates are also provided for each company alongside a brief description of activities, estimate of number of employees and contact details.

Sample Ltd - Company Overview & 'At a Glance'

Sample Street Sample Address Sample Postcode Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on February 26, 1951. The company's main activities are recorded by Companies House as "Retail trading and the provision of financial services." In early 2010, the company has an estimated 70 employees.



To year end 28/01/2009, Sample Ltd is estimated to have achieved a turnover of around £13.0 million. Pre-tax profit for the same period is estimated at around £0.50 million.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	Retail trading and the provision of financial services.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	70
Senior Decision Maker / Director	T Sample

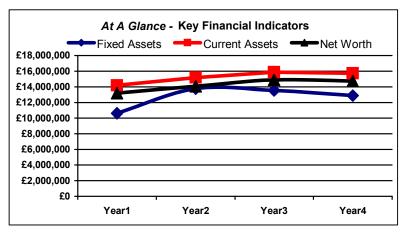
The following table illustrates the company's key performance indicators for the last 4 years:-

Sample Ltd - 4 Year KPIs to Year End 28/01/2009				
Key Indicator £	Year End 25/01/2006 (Year1)	Year End 31/01/2007 (Year2)	Year End 30/01/2008 (Year3)	Year End 28/01/2009 (Year4)
Fixed Assets	£3,039,000	£4,232,000	£4,271,000	£646,000
Current Assets	£3,164,000	£2,523,000	£2,713,000	£3,232,000
Current Liabilities	£1,005,000	£1,264,000	£842,000	£542,000
Long Term Liabilities	£1,128,000	£589,000	£666,000	£69,000
Net Worth	£4,070,000	£4,902,000	£5,476,000	£3,267,000
Working Capital	£2,159,000	£1,259,000	£1,871,000	£2,690,000
Profit per Employee	£5,846	£9,072	£10,574	£7,246
Sales per Employee	n/a	n/a	n/a	n/a

Sample Ltd - Company Overview & 'At a Glance'

Sample Street Sample Park Sample Sample Tel: Sample

Sample Ltd is a private limited with share capital company, incorporated on August 20, 1968. The company's main activities are recorded by Companies House as "A group engaged in the retail of furniture." In early 2010, the company has an estimated 370 employees.



To year end 31/03/2008, Sample Ltd is estimated to have achieved a turnover of around £60.0 million. Pre-tax profit for the same period is estimated at around £0.03 million.

The following table briefly provides a top line overview on Sample Ltd:-

Company Name	Sample Ltd
Brief Description of Activities	A group engaged in the retail of furniture.
Parent Company	n/a
Ultimate Holding Company	n/a
Estimated Number of Employees	370
Senior Decision Maker / Director	Peter Sample

The following table illustrates the company's key performance indicators for the last 4 years:-

Sample Ltd - 4 Year KPIs to Year End 31/03/2008				
Key Indicator £	Year End 31/03/2005 (Year1)	Year End 31/03/2006 (Year2)	Year End 31/03/2007 (Year3)	Year End 31/03/2008 (Year4)
Fixed Assets	£10,608,000	£13,766,000	£13,542,000	£12,895,000
Current Assets	£14,191,000	£15,178,000	£15,881,000	£15,745,000
Current Liabilities	£9,750,000	£10,915,000	£11,118,000	£10,728,000
Long Term Liabilities	£1,856,000	£3,960,000	£3,438,000	£3,162,000
Net Worth	£13,193,000	£14,069,000	£14,867,000	£14,750,000
Working Capital	£4,441,000	£4,263,000	£4,763,000	£5,017,000
Profit per Employee	£9,544	£4,493	£4,468	£92
Sales per Employee	£162,877	£151,752	£154,209	£152,862

Sample Ltd - 4 Year KPIs to Year End 31/03/2008