



Thierry Garnier
CEO, Kingfisher plc

Kingfisher at a glance

Kingfisher plc is an international home improvement company with over 1,400 stores in eight countries across Europe. We operate under retail banners including B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint and Koçtaş, supported by a team of over 80,000 colleagues.

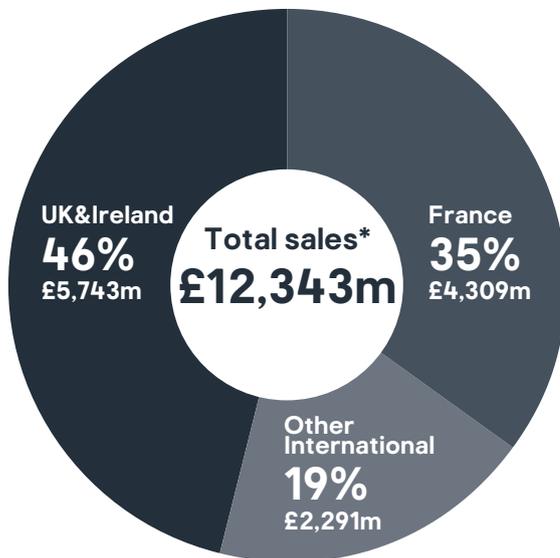
We offer home improvement products and services to consumers and trade professionals who shop in our stores and via our e-commerce channels. At Kingfisher, our purpose is to make better homes accessible for everyone.

www.kingfisher.com



Total sales

(For the year to 31 January 2021)



Retail profit

(For the year to 31 January 2021)

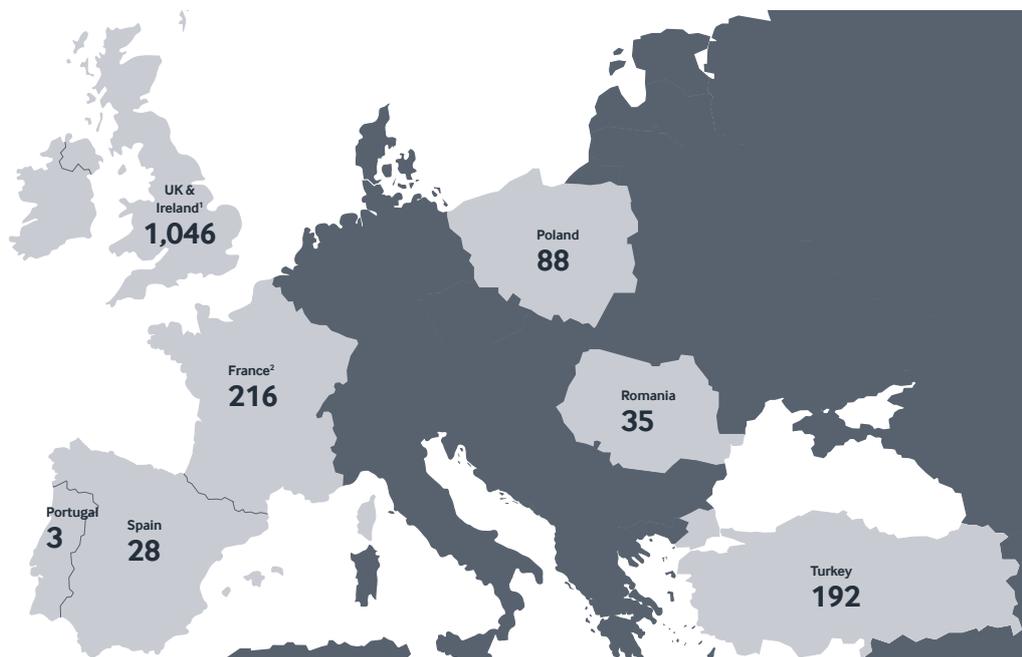


Our markets and our stores

(at 31 July 2021)

Over 80,000[†]
Colleagues

1,416*
Stores



1 B&Q UK & Ireland 305, Screwfix UK & Ireland 741.
2 Castorama 93, Brico Dépôt 123.

* Turkey joint venture not included.
† Total, not full-time equivalent.

'Powered by Kingfisher' – strategic plan

In June 2020, Kingfisher announced its new strategic plan – 'Powered by Kingfisher'. Under this plan we aim to maximise the benefits of our distinct retail banners (which address diverse customer needs) with the scale, strength and expertise of the Kingfisher Group, to address the significant growth opportunities that exist within the home improvement market. To serve customers effectively today, we need to be more digital and service orientated, while leveraging our strong store assets.

Our strategic direction

 Kingfisher banners are not the same. This is a strength	 A clear vision to build customer propositions	 We will 'power' these banners as a Group	 Simpler and leaner
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Our key strengths

 Access to attractive markets, with favourable drivers	 Top 2 position in all key markets (#1 in UK, Poland, Turkey)	 c.80,000 skilled and engaged colleagues	 Collective buying scale & successful own exclusive brands (46% of total sales)
 Diverse banners covering general home improvement, trade and discounting	 Over 1,400 stores	 Industry-leading Responsible Business practices	 Strong e-commerce sales growth and penetration of 19%

Clear strategy and actions to drive share growth

Our retail banners address diverse customer needs, operate different models and have a clear positioning and plan

The role of the Group is to enable our banners to serve their customers better



-  Grow e-commerce sales
-  Test compact store concepts and adapt our store footprint
-  Differentiate and grow through own exclusive brands (OEB)
-  Lead the industry in Responsible Business practices
-  Build a mobile-first and service orientated customer experience
-  Source and buy better, reduce costs and same-store inventory

Responsible Business

We have been taking the lead on responsible business issues for over two decades – from our first responsible timber sourcing policy, published over 25 years ago, to our net positive commitments and championing of the circular economy. We've identified four key priorities where we believe we can most help bring about positive change on some of the biggest challenges facing society.

Our four key Responsible Businesses priorities are:

- Colleagues: We will be a more inclusive company
- Planet: We will be forest positive and help tackle climate change.
- Customers: We help make greener, healthier homes affordable; and,
- Communities: We will fight to fix bad housing.