



Kingfisher at a glance

Kingfisher plc is an international home improvement company with over 1,380 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 80,000 colleagues.

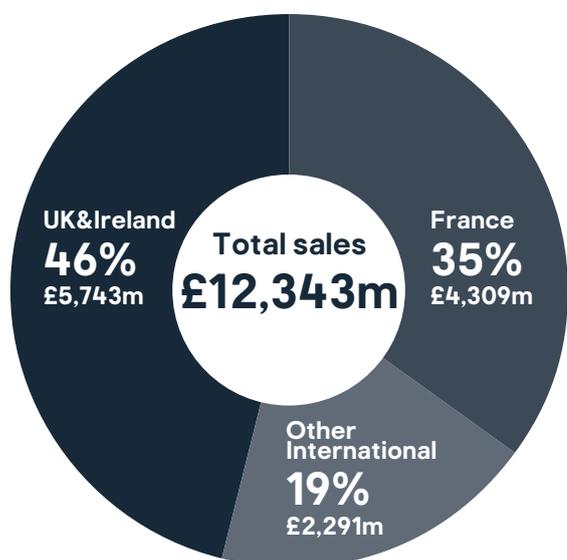
We offer home improvement products and services to consumers and trade professionals who shop in our stores and via our e-commerce channels. At Kingfisher, our purpose is to make better homes accessible for everyone.

www.kingfisher.com

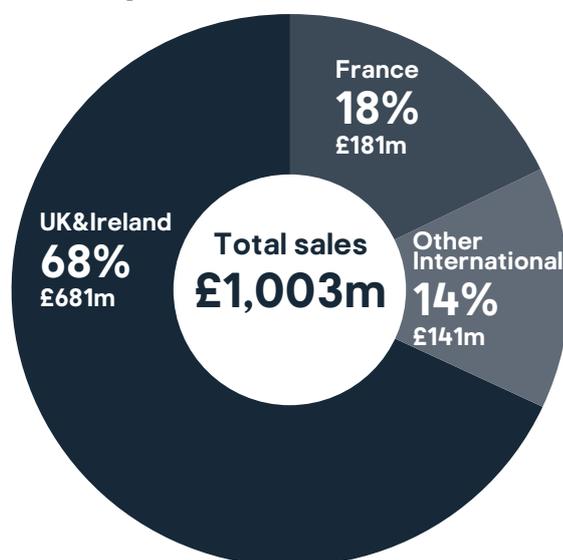


Thierry Garnier
CEO, Kingfisher plc

Total sales



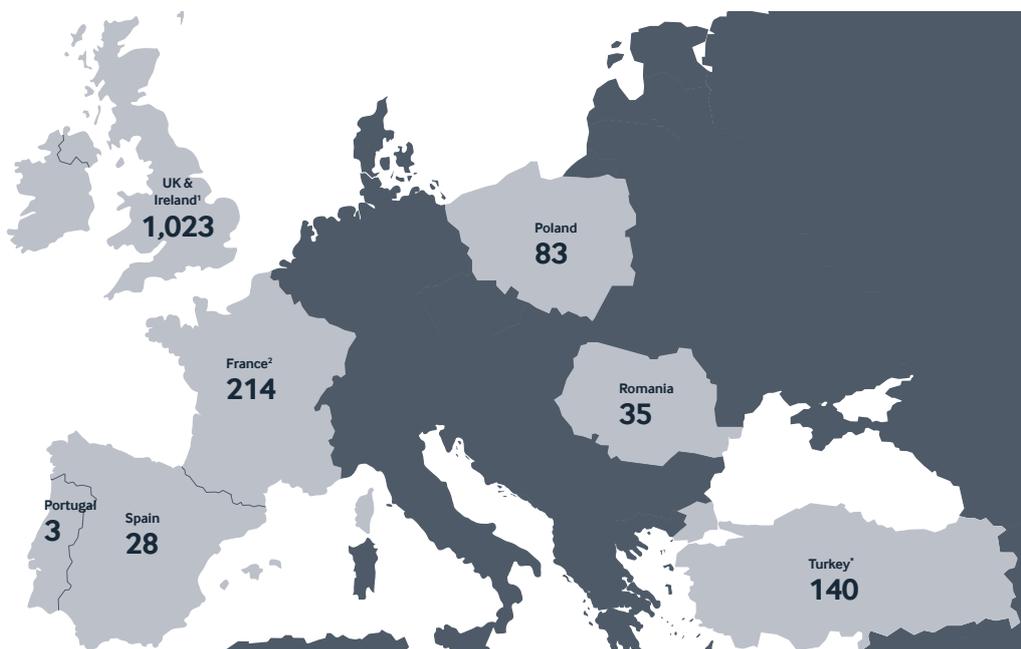
Retail profit



Our markets and our stores

80,000[†]
Colleagues

1,386[‡]
Stores



1 B&Q UK & Ireland 301, Screwfix UK & Ireland 722
2 Castorama 93, Brico Dépôt 121

* Turkey joint venture not included.

† Total, not full-time equivalent.

‡ The sale of our business in Russia was completed on 1 October 2020.

'Powered by Kingfisher' – our strategic direction

In June 2020 Kingfisher announced its new strategic direction for the business 'Powered By Kingfisher'. Our distinct retail banners will address diverse customer needs, 'powered' by the Group.

Our strategic direction

Kingfisher banners are not the same. This is a strength

They address diverse customer needs, operate different models and will have a clear positioning and plan

We will 'power' these banners as a Group

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

A clear vision to build customer propositions for the future

E-commerce with stores at the centre, more compact stores, OEB-led differentiation, a mobile-first experience and a compelling services offer are at the heart of this vision

A balanced local-group operating model and agile culture

We will build a culture led by trust. We will adopt a 'done is better than perfect' mindset to test and learn

We will lead the industry with our Responsible Business practices

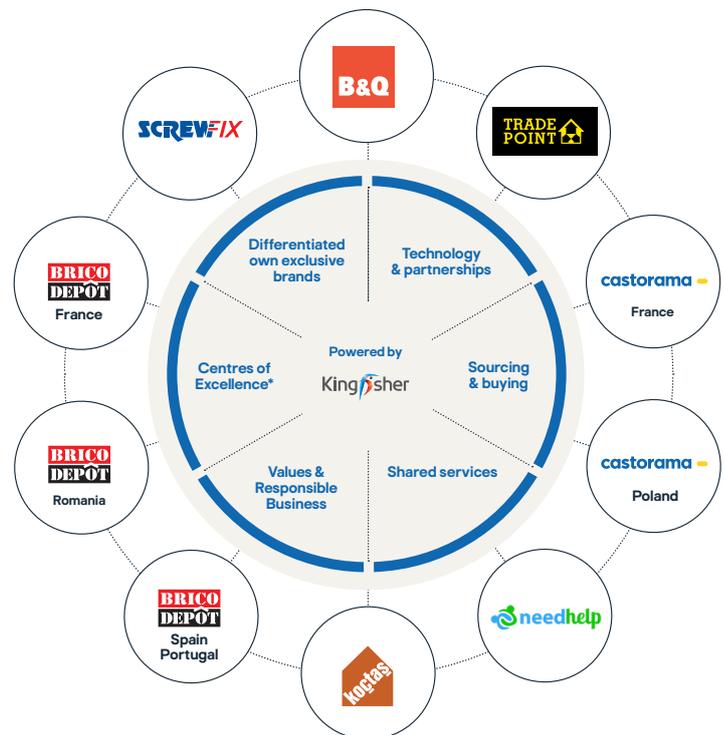
Simpler and leaner

This means doing less, landing it faster, reducing our costs and inventory

Strong and distinct banners

A simplified and balanced local-group operating model

'Powered by Kingfisher'



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.

Lead the industry in 'Responsible Business' practices. They are:

- Forest positive – We will help tackle climate change & create more forests than we use
- Greener healthier homes – We help make greener healthier homes affordable
- Fix bad housing – We will fight to fix bad housing
- Inclusivity – We will be an inclusive company