



Thierry Garnier  
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# Kingfisher at a glance

Kingfisher plc is an international home improvement company with approximately 1,980<sup>1</sup> 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 82,000<sup>12</sup> colleagues.

We offer home improvement products and services to consumers and trade professionals who shop in our stores and via our e-commerce channels.

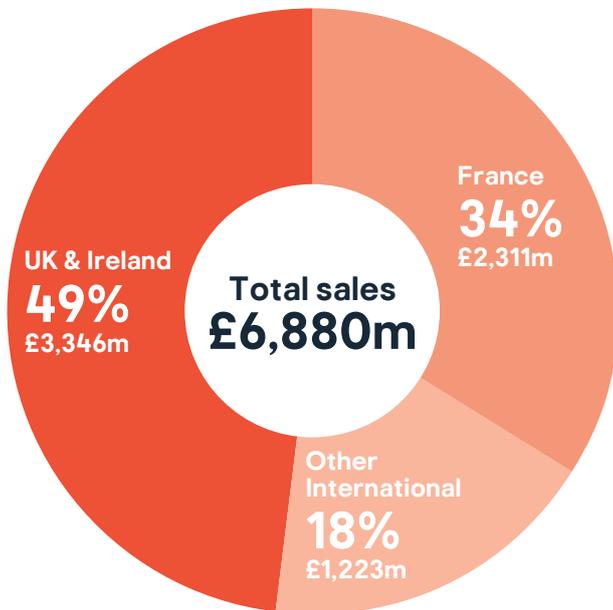
At Kingfisher, we believe a better world starts with better homes. We help make better homes accessible for everyone.

[www.kingfisher.com](http://www.kingfisher.com)



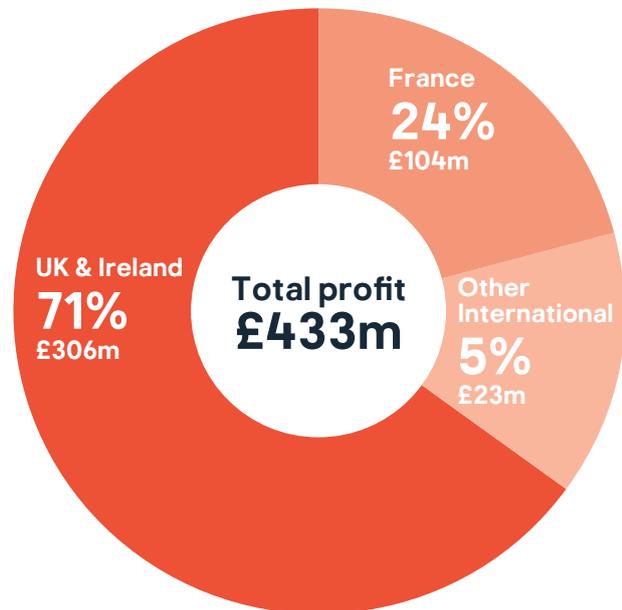
## Total sales

For the six months to 31 July 2023



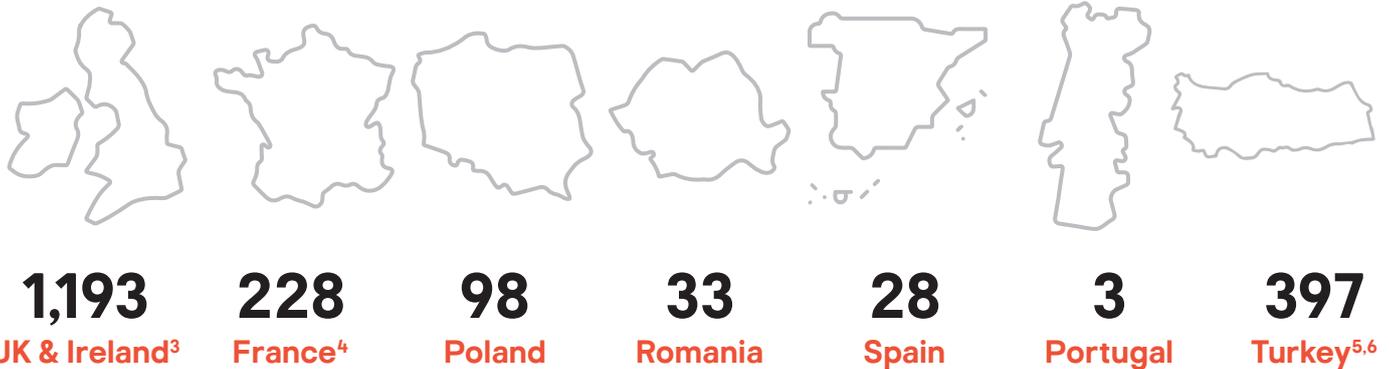
## Retail profit

For the six months to 31 July 2023



## Our markets and our stores

(at 31 July 2023)



1. Turkey joint venture included  
2. Total, not full-time equivalent  
3. B&Q 309, Screwfix 884

4. Castorama 95, Brico Dépôt 124, Screwfix 9  
5. Our stores in Turkey, Koçtaş, are operated as a 50% joint venture  
6. At 30 June 2023

# Our strategy

In March 2023, we refreshed the focus areas of our 'Powered by Kingfisher' strategy to ensure data, trade, culture and agility were given increased prominence and focus. Doing so also gave us better alignment with our investments for growth in multiple areas of the business.

Put simply, our strategic plan aims to maximise the benefits of combining our **distinct retail banners** (which serve a range of different customer needs) with the **scale, strength and expertise of the Kingfisher Group**.

<b>1</b> 	<b>Grow by building</b> on our different banners	Our retail banners occupy number one or two positions in our key markets. These banners address a diverse range of customer needs, each operating different models tailored to these needs, with clear positionings and plans. Our goal is to grow by building on our different formats in existing and new markets, leveraging the power of Kingfisher. Over the medium term we believe net space growth will drive an uplift in sales of +1.5% to +2.5% per annum.
<b>2</b> 	<b>Accelerate e-commerce</b> through speed and choice	We plan to accelerate our e-commerce sales, with the ambition of reaching 25% e-commerce sales penetration. We will do this by offering our customers faster fulfilment of orders, greater convenience and broader product choice, leveraging our store assets, e-commerce marketplace and data-led propositions. This will be supported by the ongoing modernisation and simplification of our technology landscape, which is unlocking the rapid development of more customer-centric digital tools and services.
<b>3</b> 	Build a <b>data-led</b> customer experience	We are accelerating the use of data within Kingfisher. Our banners are leveraging data to build customer-centric tools and solutions, support better commercial decision-making and higher productivity, thereby unlocking significant new sources of revenue and profit.
<b>4</b> 	Differentiate and <b>win through Own Exclusive Brands (OEB)</b>	We believe that our OEB product development is a significant source of value for our retail banners and their customers. OEBs provide us with the ability to differentiate ourselves from the rest of the market by delivering simple and innovative solutions at affordable prices, with a focus on reducing environmental impact. OEBs also carry a higher gross margin (on average) than branded products. We aim to grow our OEB sales further as we bring even more innovative and affordable solutions to our customers.
<b>5</b> 	Develop <b>trade business</b>	Trade customers are an integral part of the home improvement ecosystem and a key priority for Kingfisher. Trade customers tend to visit more frequently and spend more than the average retail customer. The significant opportunities to engage further with trade customers include the further roll-out of trade counters, international expansion, digital enhancements, range expansion, loyalty programme optimisation, improved merchandising, more partnerships and new services.
<b>6</b> 	Roll out <b>compact store</b> formats	Our home improvement banners operate approximately 1980 stores across eight countries in Europe. They play an integral role in meeting the demand for fast fulfilment via e-commerce channels, whether through C&C or delivery, to where the customer wants it. Compact stores are also playing an increasingly crucial role in addressing the consumer need for convenience. Through compact store expansion, our ambition is to grow market share, optimise our overall store footprint, and to grow sales densities and store profitability.
<b>7</b> 	Lead the industry in <b>Responsible Business</b> practices and energy efficiency	We are committed to leading our industry in responsible business practices and energy efficiency. Building on our strong Environmental, Social, and Governance (ESG) credentials, our 'Powered by Kingfisher' strategy sets out four priority areas for Responsible Business where we can maximise our positive impact on the lives of our customers, colleagues, communities, and the planet. As the 'green homes' agenda accelerates, we see considerable potential for our Sustainable Home Products.
<b>8</b> 	<b>Human, agile and lean</b>	To deliver the best possible service to our customers and ensure our colleagues are engaged, fulfilled and able to realise their full potential, we are building a culture based on trust, agility, inclusion and curiosity. We are adopting a 'done is better than perfect' mindset to move faster and with more agility, given the rapidly changing environment in which we do business. We also realise the need to be leaner and more productive, and are making changes to lower our costs and same-store inventories. And through the use of our scale, we expect to extract further value from sourcing and buying.