

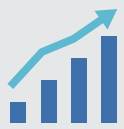
# Kingfisher

Final Results 2016/17

## FINANCIAL HIGHLIGHTS



ADJUSTED SALES\*  
**£11bn**  
+ 8.7%



UNDERLYING PRE-TAX PROFIT\*  
**£787m**  
+ 14.7%



DIVIDEND\*  
**10.4p**  
+ 3.0%



NET CASH\*  
**£641m**  
(2015/16 £546m)

\* Underlying measures exclude transformation costs and exceptional items. Adjusted measures exclude exceptional items. Above measures are on a reported currency basis.

## WE HAVE DELIVERED OUR KEY YEAR 1 MILESTONES

**Unified & Unique Offer**

- Achieve 4% unified cost of goods sold (COGS) ✓
- Deliver new ONE Offer & Supply Chain Organisation ✓

**Digital**

- Complete unified IT platform roll out in B&Q<sup>1</sup> and start Castorama France roll out ✓
- Build Digital 'Brilliant Basics' platform for B&Q ✓

**Operational Efficiency**

- Complete the closure of c.15% surplus space at B&Q (65 stores) ✓
- Deliver £20m benefits from unified GNFR programme ✓

<sup>1</sup> Substantially complete

## IN ADDITION WE HAVE...

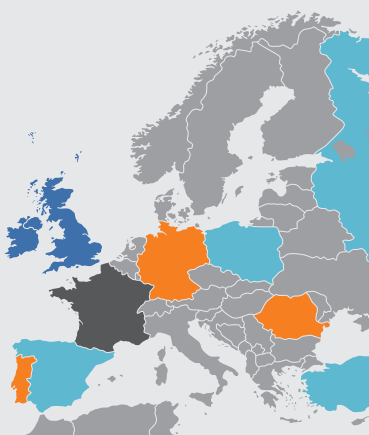


...LAUNCHED NEW, UNIQUE GARDEN RANGES...



...OPENED 4 BIG BOX BEST PRACTICE STORES IN THE UK, POLAND, FRANCE AND RUSSIA.

## GROUP OPERATIONAL HIGHLIGHTS†



### UK & IRELAND

Sales: £4,979m, +5.9% like-for-like  
Retail profit: £358m, +9.9%

### FRANCE

Sales: £4,254m, -2.7% like-for-like  
Retail profit: £353m, -0.3%

### OTHER INTERNATIONAL (established)

Sales: £1,852m, +4.9% like-for-like  
Retail profit: £152m, +9.7%

### NEW COUNTRY DEVELOPMENT

Sales: £140m, +8.2% like-for-like  
Retail losses: -£16m

† On a constant currency basis

"I am really pleased that our performance has been achieved alongside delivering the key first year strategic milestones of our ambitious five year transformation plan, based on creating a unified company where customer needs come first."

Véronique Laury  
Chief Executive Officer

