

# our 2017-18 results

## financial highlights

Sales



£11.7bn

-0.3%\* \*In constant currencies

Underlying pre-tax profit



£797m

+1.3%

Net cash



£68m

## group operational activity

### UK & Ireland

Like-for-like: +0.6%  
Retail profit: +5.0%

### France

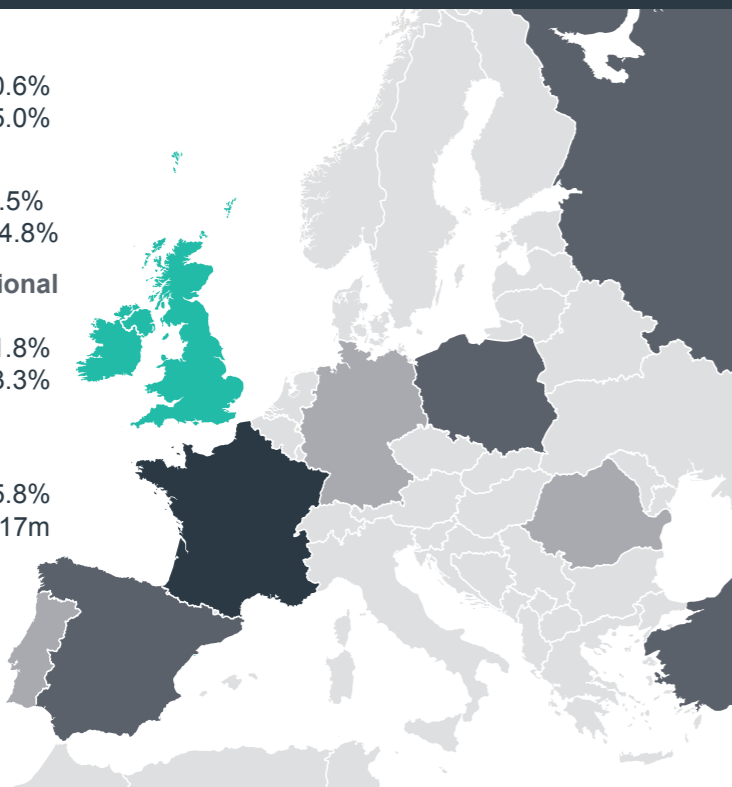
Like-for-like: -3.5%  
Retail profit: -14.8%

### Other international (established)

Like-for-like: +1.8%  
Retail profit: +3.3%

### New country development

Like-for-like: +5.8%  
Retail loss: -£17m



Praktiker acquisition completed in Romania

## market outlook

**UK:**  
Outlook more uncertain; softer Q4 sales



**France:**  
Market backdrop encouraging but volatile



**Poland:**  
Market backdrop remains supportive; Sunday trading ban (2 in 4) now effective



## offer

Unique & Unified sales growth outperforming non-unified ranges

Driven by strong performance of unique bathroom and showers

**Bathroom furniture**  
UK +101%  
France +50%  
Poland +22%

Now at **23%**

unified product sales (costs of goods sold)



## digital

Total group online sales now at **6%** (4% last year)

Now over **50%** of group sales operating on a unified IT platform

1 hour Click + Collect in all B&Q

New Castorama France website launched



Delivered year 2 of 3 year unified IT roll out

## operational efficiency

Goods Not For Resale (GNFR) is continuing to deliver benefits

Target of **£100m** benefits by FY20/21, driven by GNFR



**Media / advertising** reduced from 8 suppliers to 1  
**Travel agencies** reduced from 7 suppliers to 1

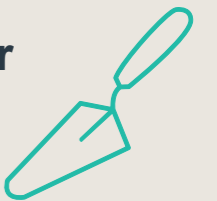


## colleagues

Home Improvement Academy launched



**Bathroom and outdoor**



Across all markets we trained more than:

**150** ambassadors and **2,000** colleagues



## our ambition

To become the leading home improvement company

We want to create good homes by making home improvement accessible for everyone

