

Kingfisher plc 2021 Annual General Meeting
Shareholder Questions

Q: Kingfisher's 2019/20 pay ratio disclosures stated that the employee at the lower quartile of total remuneration was earning £16.5k. According to analysis by the High Pay Centre of the FTSE 350, this put Kingfisher amongst the companies with the 10 lowest lower quartile thresholds. Whilst pay for the lower quartile earner rose the following year to a salary of £17k, this is still below the annualised equivalent of the Real Living Wage, as calculated by the Living Wage Foundation, meaning that at least a quarter of Kingfisher's workforce is earning below the Real Living Wage. Is it an objective of the Board to raise the salaries of all Kingfisher employees to the Real Living Wage?

- We recognise that colleagues' base salaries form a vital part of their total package. To ensure our package is competitive, we benchmark our pay rates at a very local level, reflecting the cost of living within each individual area and we review them regularly.
- On top of colleagues' basic pay rate, we offer competitive benefits such as:
 - The Kingfisher pension scheme with up to 14% employer contribution
 - Life assurance
 - Paid breaks during working hours
 - A 'simply health' plan which enables colleagues to save on everyday healthcare + dental
 - An employee assistance programme (provision of advice/counselling, financial + legal advice, wellbeing support, hardship grants etc)
 - Long service awards (both cash + annual leave depending on service)
 - Participation in our new share plan scheme, known as the 1+1 plan, providing all colleagues the opportunity to become Kingfisher shareholders.
- We keep both pay levels & our total benefits package under regular review.
- Throughout the Coronavirus pandemic, we have invested and focused heavily on colleagues' safety in order to protect and create jobs and will continue to do so in the months ahead.

Q: Kingfisher is emerging from the Covid-19 crisis stronger. When the effect of Covid-19 has gone, will the company be stronger, or will it be weaker like pre-Covid-19?

- We believe that Kingfisher is well placed coming out of the Covid-19 pandemic. One of the enduring benefits that we have seen over the past year is that our teams have worked tirelessly to forge strong bonds.
- We made a number of changes to allow the business to become more agile as a result of the pandemic and we believe the strong financial performance seen in 2020/21 is a combination of the new strategy, agility in management in

response to Covid-19, and strong demand for home improvement with the emergency of new longer-term trends.

- We have seen improvements in our competitive position in all key markets and strong new customer growth and digital adoption, with c.10 million new online customers.
- The enduring new trends combined with the strategic process positions Kingfisher to continue outperforming the market.

Q: How many employees of Kingfisher have suffered from Covid-19 and what sort of help has the company given to them?

- As of mid-June, we had a total of 1050 Covid related absences across all our operations, which included 132 colleagues with a confirmed Covid infection.
- The balance were suspected infections (pending a test), individuals self-isolating, some limited outstanding individuals on furlough (in UK & France, largely individuals with long term health issues/childcare etc.).
- The UK make up over half of these totals: total absence of 589, with 90 confirmed infections.
- To support our colleagues during the Covid-19 pandemic our key focus was the safety of colleagues and customers. We opened stores only where we felt we were able to do in a safe way. Safety measures included:
 - social distancing across stores/distribution centres
 - provision of PPE
 - limiting the numbers of customers in store
 - navigational floor markings
 - Perspex screens
 - extensive work from home arrangements
- A bonus was paid to frontline store colleagues in recognition of their role in providing essential services for customers.
- We facilitated vulnerable colleagues to self-isolate.
- We introduced a range of resources to support the health and wellbeing of our colleagues including partnering with organisations such as:
 - the Retail Trust (UK)
 - Alterhego (France)
- Shielding colleagues were placed on furlough which meant they were paid as per other furloughed colleagues in line with the relevant local practice, in the UK this meant they were paid at 80% normal pay.