

Kingfisher at a glance

Kingfisher plc is an international home improvement company with over 1,900¹ 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 82,000² 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



castorama



SCREWFIX



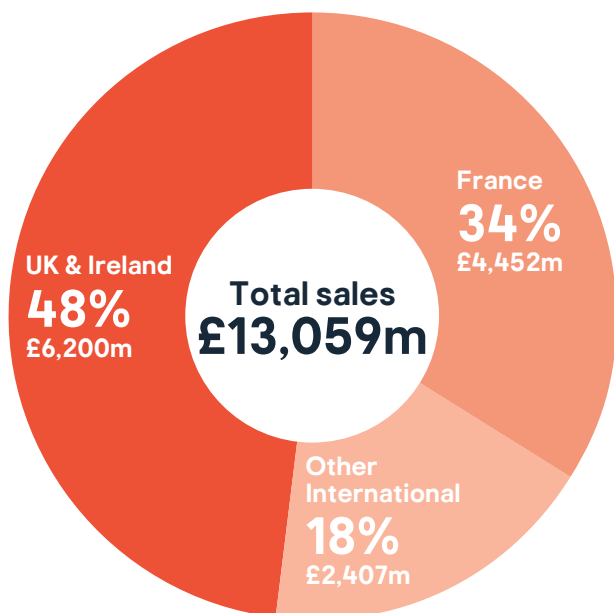
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Thierry Garnier
CEO, Kingfisher plc

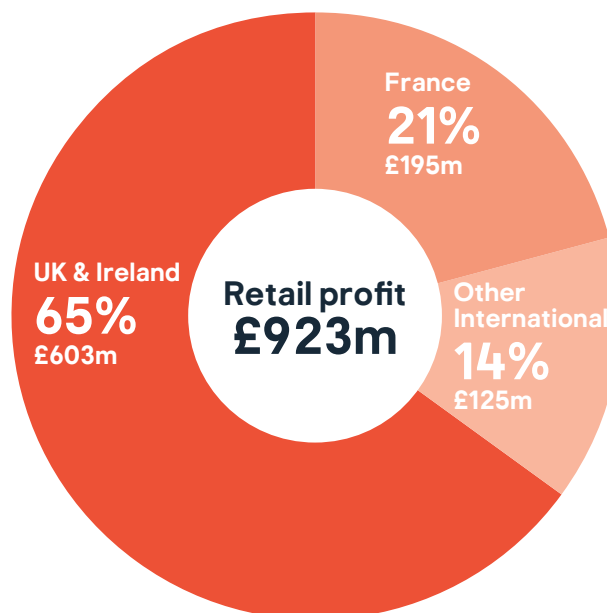
Total sales

For the year 31 January 2023



Retail profit

For the year 31 January 2023



Our markets and our stores

(at 31 January 2023)



1,188

UK & Ireland³



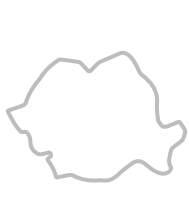
223

France⁴



97

Poland



33

Romania



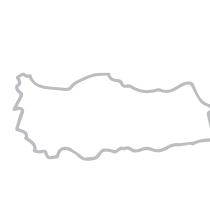
28

Spain



3

Portugal



355

Turkey^{5,6}

1. Turkey joint venture included
2. Total, not full-time equivalent
3. B&Q & Ireland = 316, Screwfix 872

4. Castorama 95, Brico Depot 123, Screwfix 5
5. Our stores in Turkey, Koçtaş, are operated as a 50% joint venture
6. At 31 December 2022

Our strategy

In June 2020, we announced our strategic plan – ‘Powered by Kingfisher’. This 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**. We believe this combination, effected through a balanced local-Group operating model, enables us to deliver on our purpose of helping to make better homes accessible for everyone, while addressing the many profitable growth opportunities we see in the home improvement market.

Reflecting the fast-moving world in which we live, we’ve adapted our strategic focus areas to ensure data, trade, culture and agility are given increased prominence and focus, and to better align to our investments for growth in multiple areas of the business.

1 	Grow by building on our different banners	Our retail banners occupy number one or two positions in all 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.
2 	Accelerate e-commerce 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 building on our progress over the last three years to further enhance speed, choice and convenience for our customers, supported by our e-commerce marketplace and data-led propositions. Furthermore, as we facilitate the development of more customer-centric digital tools and services, this will drive the growth of our digitally-enabled sales.
3 	Build a data-led customer experience	We are increasingly embedding data within Kingfisher. Our banners are leveraging data to build customer-centric tools and solutions, support better commercial decision-making, and unlock significant new sources of revenue and profit for the Group.
4 	Differentiate and win through Own Exclusive Brands (OEB)	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, innovative and sustainable solutions, at affordable prices. 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.
5 	Develop trade business	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.
6 	Roll out compact store formats	Stores play a critical role in the home improvement market. They serve as a ‘one-stop shop’ for projects, enabling customers to be inspired, to visualise and ‘try before they buy’, and receive customised advice and services from in-store experts. Over the last three years they have also played an integral role in meeting elevated demand via e-commerce channels, whether through fast C&C or delivery to where the customer wants it. We believe that compact stores will play an increasingly crucial role in addressing the consumer need for both speed and 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.
7 	Lead the industry in Responsible Business practices and energy efficiency	We are committed to leading our industry in responsible business practices. 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, in particular in the UK and France where the governments have made ‘net zero’ commitments. The ongoing energy crisis adds weight to the urgent need for governments to increase their support of greener homes and energy efficiency.
8 	Human, agile and lean	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 in order 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.