



Introduction

Thierry Garnier, Chief Executive Officer

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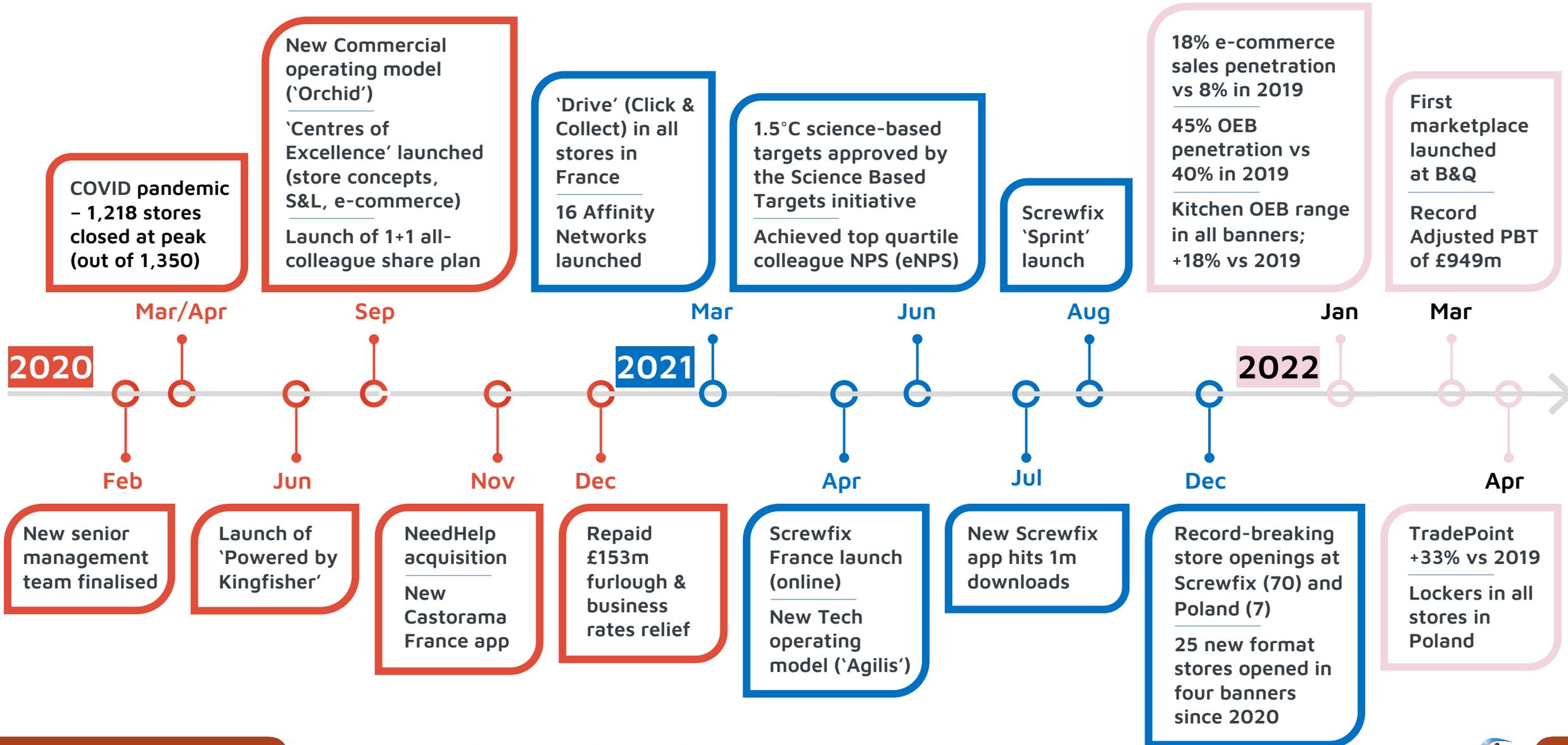
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Our journey over the last 3 years



Clear market share gains -
c.10% revenue CAGR⁽¹⁾ vs c.4% market CAGR



(1) Represents Kingfisher Group total sales CAGR between FY 19/20 and FY 21/22 (in constant currency and excluding Russia)

We've delivered against strategic priorities ahead of schedule



Grow by building on our different formats in existing and new markets



Grow **e-commerce** sales via **speed and choice**



Build a mobile-first, service orientated customer experience



Differentiate and grow through own exclusive brands (OEB)



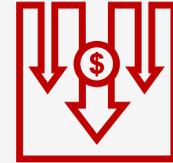
Develop compact store concepts and adapt our store footprint



Move to balanced, simpler local-group operating model with an agile, inclusive culture



Lead the industry in **Responsible Business** practices



Source and buy better, reduce our costs and our inventory



= Focus of the 'Teach-in' today

Today's agenda and speakers



E-commerce & Technology

- speed and choice -
the 'engines' of our
e-commerce growth

1

Introduction



JJ Van Oosten

2

Agility



Sienne Veit

3

Speed & convenience



Paddy Earnshaw

4

Choice



Marc Vicente



Responsible Business

- at the heart of
everything we do

5

Colleagues



Kate Seljeflot

6

Planet



Kathryn Thomas



Chris Guest

7

Customers



Valéry Cussenot