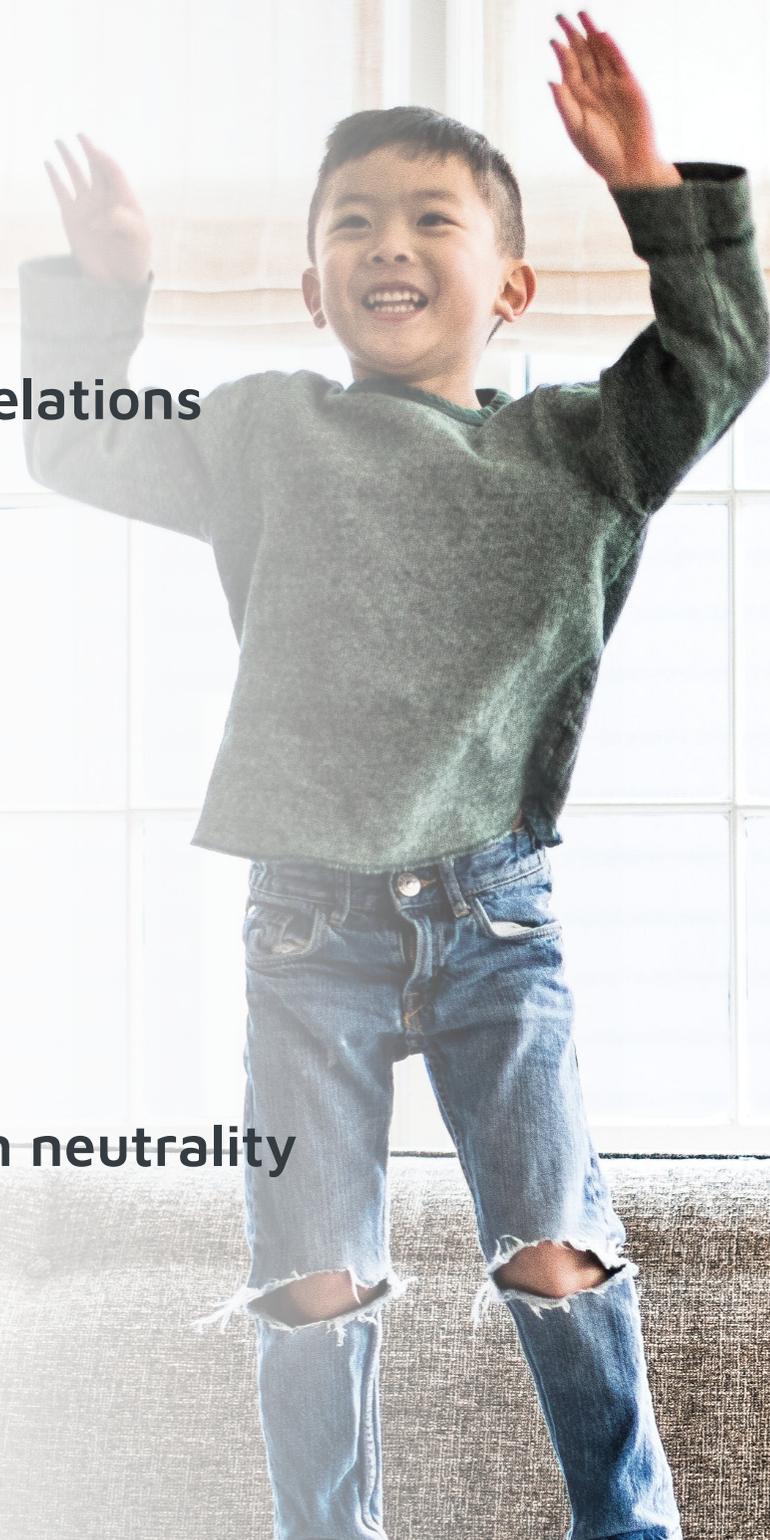




**Delegates'
Information Pack**
5 July 2022

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Welcome from Kingfisher Investor Relations

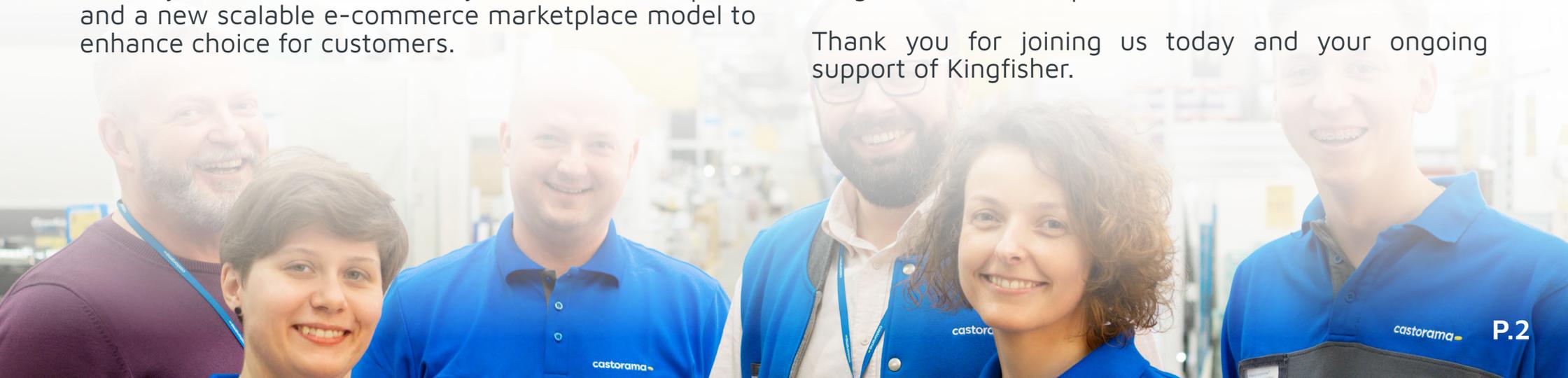
Welcome and thank you for attending Kingfisher's 2022 **'Teach-in' event**. Today will provide a unique opportunity to hear from and engage directly with senior leaders and management from our business to learn more about two of our 'Powered by Kingfisher' pillars – **e-commerce & technology** and **Responsible Business**. We look forward to undertaking a 'deep dive' into both areas, focusing on our progress to date and key areas of focus moving forward.

Over the last 10 years, the world has witnessed a seismic change in habits and attitudes related to both of these areas. The COVID pandemic undoubtedly accelerated those changes. Since 2019, Kingfisher has been fast to respond, accelerating its e-commerce strategy of offering speed, convenience and choice to customers. At the centre of our strategy is leveraging our store assets for faster fulfilment, including our industry-first one-hour delivery with Screwfix Sprint, and a new scalable e-commerce marketplace model to enhance choice for customers.

We're also committed to leading our industry in Responsible Business practices. We have made great progress on creating a culture based on trust, inclusion and diversity, with our colleagues ranking us within the top 10% of global retailers. Building on our pioneering history in this area, we're also ambitious in our plans to help tackle climate change, which you'll hear more about today. And through our Sustainable Home Products (44% of our sales), we can be part of the solution too – whilst helping to make greener, healthier homes more affordable.

During the coffee break and after the presentations, you'll get the chance to experience product demonstrations showcasing our Sustainable Home Products, and digital innovations such as our 'virtual reality' kitchen visualiser. You'll also be able to speak to several of our colleagues, which will provide valuable insights into those aspects of the business.

Thank you for joining us today and your ongoing support of Kingfisher.



Agenda

All times shown in British Summer time (BST)

2.00pm	Welcome & introduction	Thierry Garnier	Chief Executive Officer
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E-commerce & Technology

2.20pm	The engines of our e-commerce growth	JJ Van Oosten	Chief Digital and Technology Officer
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2.40pm	Agility	Sienne Veit	Product and Platform Director
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2.55pm	Speed & convenience	Paddy Earnshaw	B&Q Customer and Digital Director
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3.10pm	Choice	Marc Vicente	E-commerce & Marketplace Director
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3.25pm	Q&A - E-commerce & Technology		
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3.40pm	Coffee break - Networking and product demonstrations		
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Responsible Business

4.00pm	Colleagues	Kate Seljeflot	Chief People Officer
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4.20pm	Planet	Kathryn Thomas Chris Guest	Head of Planet and Responsible Business Reporting Climate Change Manager
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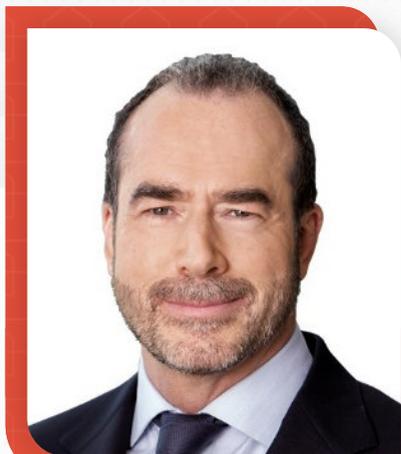
4.40pm	Customers	Valéry Cussenot	Director of OEB Quality, Planning and Brand Management
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5.00pm	Q&A - Responsible Business		
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5.15pm	Closing remarks	Thierry Garnier	Chief Executive Officer
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5.30pm	Networking - Cocktails and canapés at the Dock (outdoors, weather permitting)		
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7.30pm	Event close		
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Thierry Garnier

Joined Kingfisher:
September 2019

Chief Executive Officer



Skills and experience

Thierry spent 20 years in senior roles at Carrefour, the French multi-national retailer. Before joining Kingfisher, he was a member of the Carrefour group executive committee and CEO of Carrefour Asia. From 2003 to 2008, Thierry was the managing director of Supermarkets for Carrefour France. Following his success in this role he became CEO of Carrefour International and a member of the group executive committee in 2008, where he became responsible for operations in Asia, Latin America and various European countries. In 2016, Thierry was awarded the Chevalier de l'Ordre National de la Légion d'Honneur (France).



External appointments

Thierry is a non-executive director of Tesco plc and a member of its remuneration committee.



JJ Van Oosten

Joined Kingfisher:
January 2020

Chief Digital and Technology Officer



Skills and experience

JJ has substantial expertise in leading digital transformations in consumer branded and retail companies. He joined Kingfisher from The LEGO Group, where as Chief Digital Officer he successfully led the company's digital ambition to make e-commerce the largest part of the business. Prior to this he was a member of the Board of REWE Group and CEO of REWE Digital, where he oversaw all aspects of the digital agenda, including e-commerce operations, technology and digital marketing. REWE is now the largest grocery e-commerce player in Germany, with its fast home delivery and click & collect services fulfilled from either stores or automated fulfilment centres. JJ has also held similar leadership roles at companies including Tesco and Travis Perkins.



External appointments

From 2014 to 2017, JJ was Chair of Commercetools, Zooroyal, and Kölner Weinkeller, as well as Non-Executive Director of toom Baumarkt and DER Touristik. JJ is also a business angel investor.



Sienne Veit

Joined Kingfisher:
June 2020

Product and Platform Director



Skills and experience

Sienne joined in 2020 as Kingfisher's first Product and Platform Director, leading the product team that powers omnichannel commerce across Kingfisher's retail banners. Sienne has previously established and scaled product teams at John Lewis, M&S and Morrisons, and worked with global brands such as Samsung, Sony PlayStation and Coca-Cola to deliver innovative digital products and services. She has delivered a number of UK high street retail firsts, including the first transactional mobile website, the first smart TV application for fashion, and the first social and mobile gamified Facebook app for donating clothes.



External appointments

Sienne held a non-executive director role at the UK-based Financial Ombudsman Service between August 2017-September 2020, and was a founding member of the Direct Marketing Association and Internet Advertising Board mobile councils.



Paddy Earnshaw

Joined Kingfisher:
April 2019

B&Q Customer and Digital Director



Skills and experience

Paddy joined the B&Q management team as Customer and Digital Director in April 2019. Having worked in private equity and venture capital backed technology businesses, Paddy has significant experience of delivering digitally-driven top-line growth in fast-moving sectors. Before joining B&Q, Paddy was Chief Marketing Officer at House of Fraser and earlier spent four years as one of the founders and the Chief Customer Officer at Doodle, the logistics tech start-up. He previously held Fintech management roles with WorldPay and Travelex.



Marc Vicente

Joined Kingfisher:
April 2021

E-commerce & Marketplace Director



Skills and experience

Marc has spent 15 years in senior international roles across multiple industries, including retail, marketplace, edtech, gaming and travel, delivering disruptive technology-based growth and building operational scalability. Before joining Kingfisher, he held positions from 2012 to 2021 as Chief Operating Officer and Executive Officer at Rakuten Europe (leading international tech and marketplace operator), Chief Operating Officer at Cdiscount.com (French e-commerce leader), and CEO at ABA English (English learning marketplace VC-backed start-up).



External appointments

Marc acts as adviser and private investor in several start-ups and is part of the investment committee at Encomenda Smart Capital (venture capital).



Kate Seljeflot

Joined Kingfisher:
March 2020

Chief People Officer



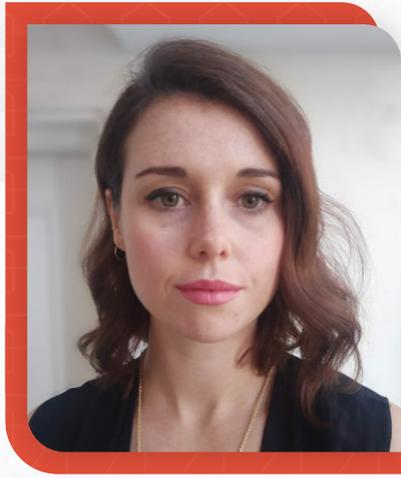
Skills and experience

Kate is a highly experienced professional with a breadth of retail and transformation skills, built on an international career in human resources. Kate joined Kingfisher from Costa Coffee, the coffeehouse chain owned by Coca-Cola, where she was Chief People Officer. Kate led Costa's global people strategy, with a focus on building the right organisation and capabilities to drive change and support the business' growth plans. Before this she also held senior HR roles at Diageo and Shell.



External appointments

Kate is a non-executive director of the British Retail Consortium.



Kathryn Thomas

Joined Kingfisher:
September 2019

Head of Planet and Responsible Business Reporting



Skills and experience

Kathryn has over 10 years' experience in sustainability, consulting, auditing and in-house positions, where she has worked with some of the world's largest businesses to help them manage, track and report on their environmental and social impacts. Kathryn currently heads up a team of technical experts that oversee the 'Planet' pillar of Kingfisher's Responsible Business strategy, responsible business reporting, and engagement with ESG indices and investors.



Chris Guest

Joined Kingfisher:
December 2021

Climate Change Manager



Skills and experience

Chris is an experienced adviser to business leaders on the risks and opportunities arising from the low-carbon transition and climate change. Before joining Kingfisher, he worked as a Principal Consultant for the sustainability consultancy, Avieco (part of Accenture). In this role he led the development of climate-related strategies and disclosures for multinational organisations across retail, energy, chemicals, manufacturing, logistics, media, finance, and professional services. Chris has also worked within academia, small business, and policy, having led the Scottish Government's COP26 business engagement strategy and contributed to Scotland's first Energy Strategy and 2018-2032 Climate Change Plan.



Valéry Cussenot

Joined Kingfisher:
January 2004

Director of OEB Quality, Planning and Brand Management



Skills and experience

Valéry joined Kingfisher in Hong Kong in 2004 from Carrefour Group where he was in charge of the Quality and Sustainability agendas for direct sourcing operations. He managed the Kingfisher Sourcing Office in Hong Kong for 8 years, before moving to Istanbul and Warsaw where he established and developed Kingfisher near-sourcing operations. Valéry moved to the UK in 2013 as Commercial Sourcing Director, leading the B&Q own exclusive brands, direct sourcing and quality programmes. Since 2019, he is responsible for brand development, planning, quality and sustainability within Kingfisher's Offer & Sourcing team.

Our contribution to Hestia

The products we have used around the venue today will be donated to Hestia, a leading charity assisting children and adults across London. Kingfisher colleagues will also be volunteering with Hestia at one of their London refuges post-event.



Hestia is one of the largest providers of domestic abuse refuges in London and South East and the main organisation supporting victims of modern slavery in the capital.

They deliver services across London and surrounding regions, as well as campaign and advocate nationally on the issues that affect the people Hestia work with.

This includes victims of modern slavery, women and children who have experienced domestic abuse, young care leavers and older people.

Supported by nearly 950 volunteers across London who provide specialist skills such as art therapy, yoga, IT, gardening and cooking, as well as befriending and fundraising.

Together we can make sure people find a life beyond crisis.

<https://www.hestia.org/>

GoodHome Apolima brown rattan effect egg chair

Cosy addition to any outdoor sanctuary. Adds a contemporary, style to any outdoor space, with subtle shades to match a multitude of garden themes.



Product information - [Link](#) 

Zorras matt walnut effect side table

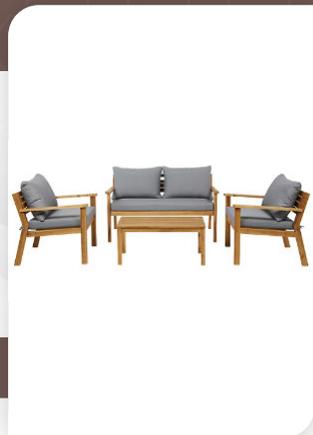
Zorras range is an industrial and modern style furniture range. Simple and easy to use. Easy assembly.



[Link](#) - Product information 

GoodHome Denia wooden 4 seater coffee set

Made from natural high quality wood. It's versatile, fitting in perfectly with any style various sizes of gardens from small, medium to large. FSC certified.



Product information - [Link](#) 

Tivissa white office chair

The Tivissa moulded office chair has simple lines and a curved design to give you the optimal support when sitting for long hours.



[Link](#) - Product information 

Oscuro matt black side table

Black with a matte finish complements well with the colourful Turio range of chairs and stools. Responsibly sourced FSC certified medium-density fibreboard top.



Product information - [Link](#) 

GoodHome Carambole sand standing parasol

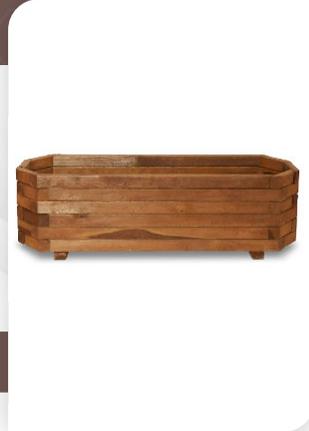
Creates cooling shade in your outdoor living areas. Designed for small spaces and comes in timeless colours compatible with any furniture style.



[Link](#) - Product information 

Bopha wooden rectangular trough

Create a beautiful raised flower bed with this Bopha trough. Comes fully assembled. FSC certified.



Product information - [Link](#) 

Bopha wooden hexagonal planter

Create stunning flower features or raised herb gardens. Comes fully assembled. FSC certified.



[Link](#) - Product information 

Blooma wooden square planter

Wooden planter with liner and trellis. This trough incorporates a trellis ideal for climbing plants. FSC certified.



Product information - [Link](#) 

Sonata slate plain square plant pot

Unbreakable - super tough & durable. Self watering reservoir - keeps plants healthy. Made from Recycled Rubber - Eco Friendly.



[Link](#) - Product information 

Emerald palm in pot

Great plant with striking darkly coloured leaves.



Product information - [Link](#) 

Echeveria miranda succulent

Easy to care for houseplant. Low maintenance so perfect for beginners or those short on time.



[Link](#) - Product information 

Dracaena marginata dragon tree

Revive your space with lovely lush foliage. Ideal for any bright spot, out of direct sunlight, will tolerate some shade. Rugged and resilient plant, easy to care for and ideal for novice gardeners.

Product information - [Link](#) 



Weeping fig assorted in pot

Ideal for any bright spot, out of direct sunlight.

[Link](#) - Product information 



Butterfly palm in pot

Ideal to revive your space with lovely lush foliage. Easy to care for.

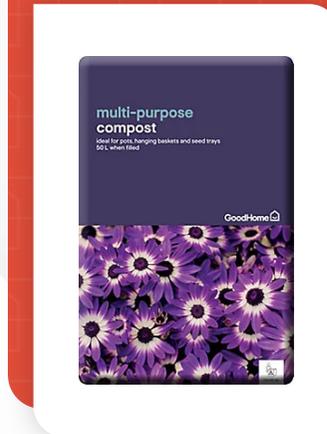
Product information - [Link](#) 



GoodHome peat-free multi-purpose compost

Perfect for beds and borders, pots and hanging baskets. Switching to peat-free will encourage less peat extraction across the UK and Ireland preventing the destruction of unique wildlife habitats and help protect the environment.

[Link](#) - Product information 



How the Teach-in will achieve carbon neutrality

Today's Teach-in event is soon to be carbon neutral and PAS 2060 certified.

PAS 2060 is the internationally recognised standard for carbon neutrality. It sets out requirements for the quantification, reduction and offsetting of greenhouse gas (GHG) emissions for organisations, products and events.

We have worked with our event organisers Mediatree to estimate the emissions from the event; to take steps to mitigate our emissions as far as possible (for example only printing business critical documents, food and waste management of catering); to purchase high quality carbon credits equivalent to our residual emissions and from countries in which we source timber from, and to ensure our PAS 2060 compliance is verified by an independent third party.

The venue selected is also Green Mark accredited through their work implementing a strict protocol of environmental standards and ongoing commitment to minimise the ecological impact of all the events they host.

We have chosen to offset the Teach-in event through Carbon Footprint's tree Buddying programme. This means that we have offset our emissions via the Pacajai REDD+ project, which is approved by the Verified Carbon Standard, whilst also supporting the planting of native British trees across mainland UK and Northern Ireland helping to provide wildlife habitats and support biodiversity.

This Pacajai REDD+ project helps to reduce deforestation in the Brazilian Amazon rainforest through the provision of legal land-use permits for Amazonian villages that actively participate in forest protection and support regional economic development.



SOON TO BE
**CARBON
NEUTRAL
EVENT**



GreenerRoadshows™
by mediatree

Carbon
Neutral
PAS 2060



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