

Kingfisher at a glance

Kingfisher plc is an international home improvement company with over 1,470 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 82,000 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



Thierry Garnier
CEO, Kingfisher plc



castorama

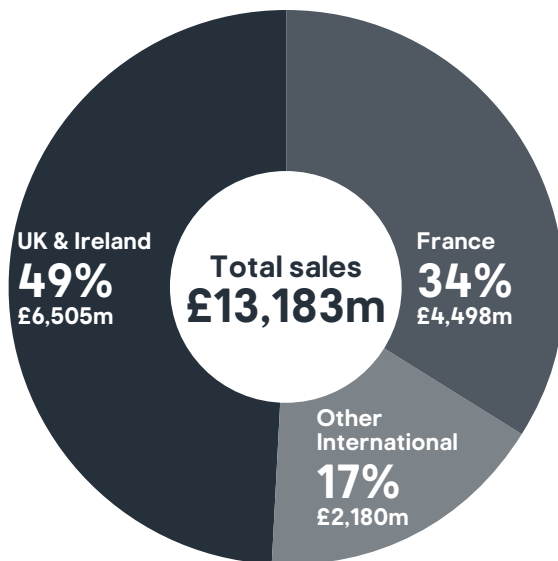


SCREWFIX



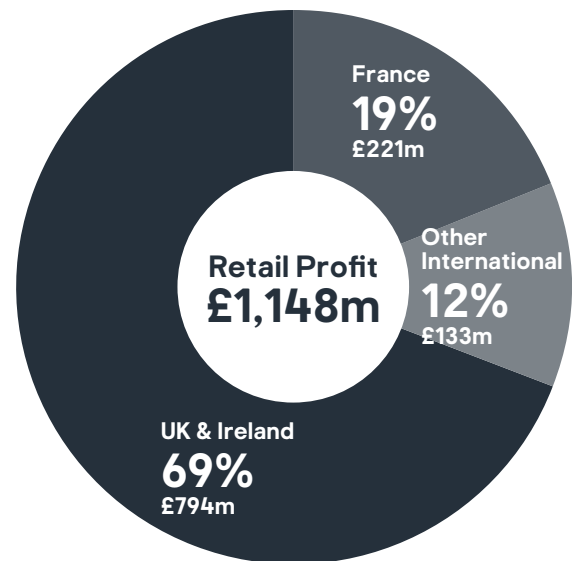
Total sales

(For the year to 31 January 2022)



Retail profit

(For the year to 31 January 2022)

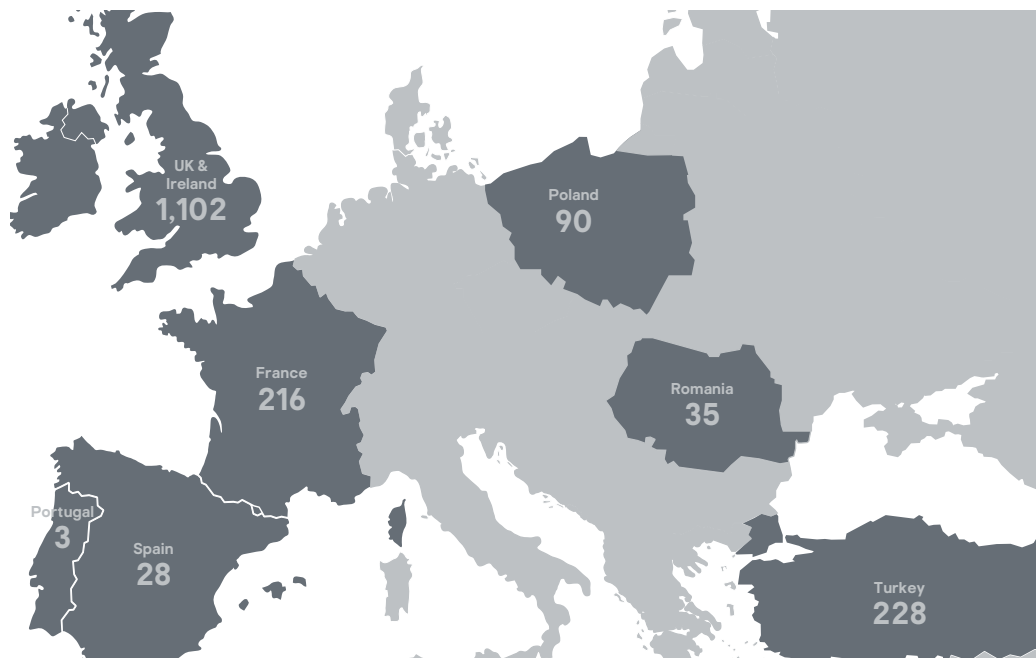


Our markets and our stores

(at 31 January 2022)

82,000[†]
Colleagues

Over 1,470*
Stores



www.kingfisher.com





1. B&Q & Ireland = 312, Screwfix 790
2. Castorama 93, Brico Dépôt 123

* Turkey joint venture not included.
† Total, not full-time equivalent.









'Powered by Kingfisher' – strategic plan

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, so we can address the significant growth opportunities we see in the home improvement market. To serve our customers effectively, we need to be more focused on digital and on customer services, provide more choice and make the most of our strong store assets, to give customers a quick and convenient experience.

Our strategic direction

 Kingfisher banners are not the same. This is a strength	 A clear vision to build customer propositions	 We will 'power' these banners as a Group	 Simpler and leaner
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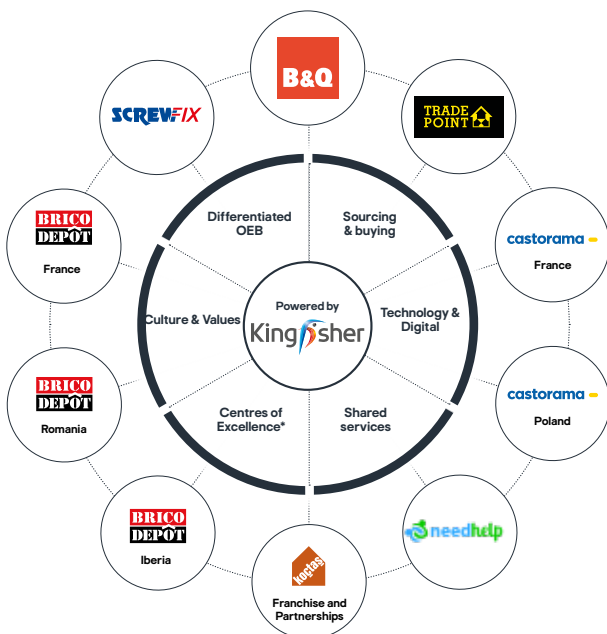
Our key strengths








 Access to attractive markets, with favourable drivers	 Top 2 position in all key markets (#1 in UK, Poland, Turkey)	 82,000 skilled and engaged colleagues	 Collective buying scale & successful own exclusive brands (45% of total sales)
 Diverse banners covering general home improvement, trade and discounting	 Over 1,470 stores	 Industry-leading Responsible Business practices	 Strong e-commerce sales growth and penetration of 18%

Clear strategy and actions to drive share growth

Our retail banners address diverse customer needs, operate different models and have a clear positioning and plan

The role of the Group is to enable our banners to serve their customers better



-  Grow e-commerce sales
-  Test compact store concepts and adapt our store footprint
-  Differentiate and grow through own exclusive brands (OEB)
-  Lead the industry in Responsible Business practices
-  Build a mobile-first and service orientated customer experience
-  Source and buy better, reduce costs and same-store inventory
-  Capturing the trade customer opportunity

Responsible Business

We have been taking the lead on responsible business issues for over two decades – from our first responsible timber sourcing policy, published over 25 years ago, to our net positive commitments and championing of the circular economy. We've identified four key priorities where we believe we can most help bring about positive change on some of the biggest challenges facing society.

Our four key Responsible Businesses priorities are:

- Colleagues: We will be a more inclusive company
- Planet: We will be forest positive and help tackle climate change
- Customers: We help make greener, healthier homes affordable
- Communities: We will fight to fix bad housing