Disclaimer

You are not to construe the content of this presentation as investment, legal or tax advice and you should make your own evaluation of the Company and the market. If you are in any doubt about the contents of this presentation or the action you should take, you should consult a person authorised under the Financial Services and Markets Act 2000 (as amended) (or if you are a person outside the UK, otherwise duly qualified in your jurisdiction).

This presentation has been prepared in relation to the financial results for the full year ended 31 January 2021. The financial information referenced in this presentation is not audited and does not contain sufficient detail to allow a full understanding of the results of the Group. For more information, the entire text of the RNS announcement containing the financial results for the full year ended 31 January 2021 can be found on the Investor Relations section of the Company’s website. Nothing in this presentation should be construed as either an offer or invitation to sell or any offering of securities or any invitation or inducement to any person to underwrite, subscribe for or otherwise acquire securities in any company within the Group or an invitation or inducement to engage in investment activity under section 21 of the Financial Services and Markets Act 2000 (as amended).

This presentation is being solely made and directed at persons to whom this presentation may lawfully be communicated (“relevant persons”). Any person who is not a relevant person should not act or rely on this presentation or any of its contents.

Certain information contained in this presentation may constitute “forward-looking statements” (including within the meaning of the safe harbour provisions of the United States Private Securities Litigation Reform Act of 1995), which can be identified by the use of terms such as “may”, “will”, “would”, “could”, “should”, “expect”, “anticipate”, “project”, “estimate”, “intend”, “continue”, “target”, “plan”, “goal”, “aim” or “believe” (or the negatives thereof) or other variations thereof or comparable terminology. These forward-looking statements include all matters that are not historical facts and include statements regarding the Company’s intentions, beliefs or current expectations and those of our Officers, Directors and employees concerning, amongst other things, the Company’s results of operations, financial condition, changes in global or regional trade conditions, changes in tax rates, changes to customer preferences, liquidity, prospects, growth and strategies, acts of war or terrorism worldwide, work stoppages, slowdowns or strikes, public health crises, outbreaks of contagious disease, environmental disruption or political volatility. By their nature, forward-looking statements involve inherent risks, assumptions and uncertainties that could cause actual events or results or actual performance of the Company to differ materially from those reflected or contemplated in such forward-looking statements. For further information regarding risks to Kingfisher’s business, please consult the risk management section of the RNS announcement containing the results for the full year ended 31 January 2021, to which this presentation relates, and of the Company’s Annual Report (as published). No representation or warranty is made as to the achievement or reasonableness of, and no reliance should be placed on, such forward-looking statements.

The Company does not undertake any obligation to update or revise any forward-looking statement to reflect any new information, change in circumstances, or change in the Company’s expectations.
Welcome & agenda

**Thierry Garnier (CEO): Operational & strategic update**

- Market drivers & trends
- Our progress in FY 20/21
- Clear strategy and actions to drive share growth
- Group financial priorities and drivers

**Bernard Bot (CFO): FY 20/21 results**

- Performance overview
- Cash, debt and liquidity
- Outlook and FY 21/22 guidance
Key messages

The home improvement market is attractive and resilient, with supportive new longer-term drivers

Market trends offer us opportunities

We are emerging from the COVID crisis stronger

We are making progress fixing issues from previous years

Our new strategy is delivering – empowered banners supported by the Group’s scale, strength and expertise

Clear financial priorities and drivers
Strong financial progress in FY 20/21

Total sales: £12.34bn, +6.8%\(^{(1)}\) (LFL +7.1%)

Clear improvements in competitive position in all key markets

Strong current trading momentum:
Q1 21/22 Group LFL +24.2% (to 18 March 2021)

Adjusted PBT: £786m, +44%

Free cash flow: £938m, +391%

Resuming dividends: proposed total DPS of 8.25p

\(^{(1)}\) Variance in constant currency
Attractive market with new longer-term industry support

Market growth supported by structural drivers
Provides relatively high margins vs. other retail industries
Resilient against e-commerce pureplay competitors
Proven to be robust through economic downturns

COVID has established new longer-term industry support

More working from home
Home as a ‘hub’ & nest
New generation of DIY’ers emerging
Desire for increased comfort and wellness
Market trends offer us opportunities

Online with stores at the centre
- Medium term shift
- Rapid and accelerating COVID impact

Smaller formats
- Medium term shift
- Gradual COVID impact
- Rising

Discounters and value for money
- Medium term shift
- Gradual
- Favours discounters

‘Do It For Me’ and services
- Medium term shift
- Gradual COVID impact
- Resurgence of DIY

Responsible Business
- Medium term shift
- Gradual COVID impact
- Accelerated
## Our strategic direction and key strengths

<table>
<thead>
<tr>
<th>Our strategic direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kingfisher banners are not the same. This is a strength</td>
</tr>
<tr>
<td>A clear vision to build customer propositions</td>
</tr>
<tr>
<td>We will ‘power’ these banners as a Group</td>
</tr>
<tr>
<td>Simpler and leaner</td>
</tr>
</tbody>
</table>

## Positioned for growth

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to attractive markets, with favourable drivers</td>
</tr>
<tr>
<td>Top 2 position in all key markets (#1 in UK, Poland, Turkey)</td>
</tr>
<tr>
<td>c.80,000 skilled and engaged colleagues</td>
</tr>
<tr>
<td>Industry-leading Responsible Business practices</td>
</tr>
<tr>
<td>Collective buying scale &amp; successful own exclusive brands (44% of total sales)</td>
</tr>
<tr>
<td>Diverse banners covering general home improvement, trade and discounting</td>
</tr>
<tr>
<td>c.1,390 stores</td>
</tr>
<tr>
<td>Strong e-commerce sales growth and penetration of 18%</td>
</tr>
</tbody>
</table>
We are emerging from the COVID crisis stronger

**Roll-out of company strategy fully on track**
- No delay in our plans from COVID
- Focus on speed, agility and ‘done is better than perfect’

**Improved banner awareness and brand reputation**
- Clear reconnection with our DIY brands
- Strong new customer growth and step change in digital adoption

**Acceleration of e-commerce progress by at least two years**
- Rapidly implemented changes to manage high demand
- E-commerce sales +158%; 18% penetration (FY 19/20: 8%)

**Greater conviction in costs and inventory reduction**
- Effective cost reduction actions during the crisis
- Average net stock days down c.10%

**Leading with Responsible Business agenda**
- ‘Doing the right thing’ by colleagues, customer & communities
- Repaid over £1.1bn of government-supported debt and foregone c.£150m of furlough and business rates relief \(^{(1)}\)

**Stronger balance sheet**
- Net leverage of 0.9x (including leases)
- Access to over £2.2bn in total liquidity (as at 18 March 2021)

\(^{(1)}\) Includes £125m of business rates relief foregone in the UK and Republic of Ireland for the tax year 2020/21 (£105m in FY 20/21 and £20m in FY 21/22)
We are making progress fixing issues from previous years

1. **Build the new team**
   - Group Executive team strengthened
   - Key teams reinforced at banners

2. **Rebalance local vs. Group**
   - Completed fundamental reorganisation of commercial operating model
   - Implementing new IT & digital operating model, and Group ‘Centres of Excellence’

3. **Focus**
   - Significantly reduced non-critical range reviews
   - Paused large, time-consuming projects
   - Paused SAP roll-out in Brico Dépôt France
   - Completed SAP roll-out in Castorama France, Poland and Romania
   - Exit Russia
   - Retained Iberia

4. **New trading approach**
   - Reintroduction of local ranges
   - More trading events
   - Targeted price investments

5. **Fix France**
   - Reigniting ‘discounter DNA’ at Brico Dépôt
   - Significant improvement in IT and supply chain operations
   - Good progress in rebuild of range – still much to do (mainly Castorama)
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

As a result we are seeing clear improvements in our competitive position
B&Q and TradePoint – revitalised and well positioned

<table>
<thead>
<tr>
<th>Operating Drivers</th>
<th>Managed unprecedented demand levels; Overall improvement of stock quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>Group digital technology stack implemented; Implemented next day delivery from store (98% UK population); Trialling click &amp; collect (C&amp;C) lockers</td>
</tr>
<tr>
<td>Range</td>
<td>New OEB and local brands performing strongly</td>
</tr>
<tr>
<td>Customers</td>
<td>Strong customer growth and step change in digital adoption; Significant improvement of store customer NPS</td>
</tr>
<tr>
<td>Trading</td>
<td>Maintained price index significantly below competitors; Targeted and localised trading events</td>
</tr>
<tr>
<td>Mobile-first and services</td>
<td>Launched kitchens remote selling; Relaunched kitchen installations in all UK mainland stores; Speedy Hire (tool hire) concessions in TradePoint</td>
</tr>
<tr>
<td>Stores and expansion</td>
<td>Testing two new compact formats (Merton, Twickenham); Trialling concessions at ASDA; Opened two medium boxes</td>
</tr>
</tbody>
</table>

**Proof points**

- **LFL sales +13.0% and strong market share gains**
  - TradePoint sales +c.11% (c.19% of B&Q sales)
  - Strong customer growth (+21%) and online customers +168%
  - E-commerce sales +117%; 10% of sales (+5ppts)
  - 88% of online orders picked in store (+39ppts)
  - 56 ‘digital hub’ stores
Continued rebuild of availability ahead of peak trading periods

Increase available range for online orders; Develop innovative last-mile delivery

Further improve and broaden choice through brands and OEB

Relaunch TradePoint; Launch NeedHelp in B&Q

Test compact stores and big-box rightsizing
## Screwfix – positioned for next stage of growth

<table>
<thead>
<tr>
<th>Operating Drivers</th>
<th>Managed significant changes to operating model during first lockdown to operate ~100% online with COVID-secure C&amp;C</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>Expanded capacity to service extraordinary increase in website traffic</td>
</tr>
<tr>
<td>Range</td>
<td>Strong focus on OEB ranges</td>
</tr>
<tr>
<td>Customers</td>
<td>Step change in customer growth</td>
</tr>
<tr>
<td>Trading</td>
<td>Improved and held price index below closest competitors; Targeted and localised trading events</td>
</tr>
<tr>
<td>Mobile-first and services</td>
<td>&gt;60% of e-commerce transactions from mobile in FY 20/21</td>
</tr>
<tr>
<td>Stores and expansion</td>
<td>30 new stores in the UK and 8 in Republic of Ireland (ROI); Trialled ‘ultra-compact’ format (Screwfix ‘Collect’ in London)</td>
</tr>
</tbody>
</table>

### Proof points

- **LFL sales +6.6% and strengthened competitive position**
  - 11m customers in 2020 – 1 in 5 of UK adult population
  - Strong customer growth (+16%) and online customers +146%
  - 38 new stores in UK and ROI – now at 722 in total
- **E-commerce sales +165%; 78% of sales (+45ppts)**
  - C&C grew from 22% to 66% of total sales
Screwfix – 2021 focus areas

- Invest in fulfilment capacity to support growth; Upgrade IT platform to further enhance proposition
- Rapidly roll out new Screwfix app – focused on convenient ‘mobile-first’ collection and last-mile delivery
- Further extensions to core ranges; More OEB ranges tailored to the pro
- Continued targeted price investments
- Continue store openings in the UK and accelerate ROI; Medium-term target of >900 stores in UK & ROI
- Commence broader international expansion in H1 21/22
Castorama France – significant progress ‘repairing’ in 2020

Operating Drivers
- SAP ‘pain points’ identified and addressed
- Group digital technology stack fully implemented;
- Accelerated C&C and ‘delivery from store’ services;
- Enhanced C&C ‘drive-thru’

E-commerce
- Good progress in rebuild of ranges (brands and OEB);
- New OEB kitchens and lighting ranges implemented

Range
- Strong growth of online customers (+219%);
- Successful introduction of Sunday openings

Customers
- Reintroduced trading events and localised offers

Trading
- Launched new website (incl. visual search) & new mobile app;
- Strengthened partnership with NeedHelp

Mobile-first and services
- 6 loss-making stores closed (2 further stores to convert to Brico Dépôt in 2021);
- Trialling first express format

Stores and expansion

Proof points
- LFL sales +6.2%; outperformed the market
- Significant improvement of store & website customer NPS
- c.5k new SKUs introduced
- 18 core SAP issues identified and addressed
- E-commerce sales +187%; 5% of sales (+3ppt)
- Click & collect in 2 hours & home delivery with DPD
Castorama France – 2021 focus areas

- Optimise supply chain; Continued rebuild of availability ahead of peak trading periods
- Increase available range for online orders
- Range ‘repaired’ by end of 2021; Further broadening of range through brands and OEB
- Focused trading events; Maintain strong price positioning
- Expand installation/‘handyman’ services
- Test compact stores and big-box rightsizing
Group ‘powers’: E-commerce

**Progress in 2020**

- **New Group digital technology stack**
  - supporting 500k orders per week (B&Q and Castorama France)

- **Digitally-enabled picking**
  - for all fulfilment routes (B&Q and Castorama France)

- **‘Digital hub’ model for B&Q**
  - to improve home delivery efficiency (covers 98% of UK population)

- **Home delivery**
  - expanded range & more last-mile delivery options

- **More C&C options**
  - trialling C&C lockers; implemented ‘drive-thru’ and car park collections

**Proof points**

- **E-commerce sales +158%; 18% of sales (+10ppts)**

  - Strong improvement in website customer NPS in the UK and France over FY 20/21

- **C&C sales +226%; 78% of e-commerce sales (+16ppts)**

  - Reached over 1.5m orders a week in summer 2020

- **89% of online orders picked in store, ex-Screwfix (+32ppts)**

  - C&C – 1 minute at Screwfix, 1 hour at B&Q and Iberia, 2 hours at Brico Dépôt France, Castorama France and Poland

**Forward Focus**

- Implementation of new IT/digital operating model

- Roll out of Group digital technology stack in Poland

- Digitally-enabled picking for Poland and ‘digital hub’ for Castorama France

- Extension of ranges online and faster home delivery

- Explore marketplace model
Group ‘powers’: Own exclusive brands (OEB)

Clear purpose
- Drives affordability
  - High functionality, innovation and differentiation
  - Supports Responsible Business

Growth and penetration
- Strong growth of brand awareness in 2020
- £5.3bn Total OEB sales
- +7.5% Sales growth\(^{(2)}\)
- 44% of Group sales\(^{(1)}\)

5 leading own brands deliver 23% of Group sales

Forward Focus
- Develop low-cost, high spec innovative designs
- Drive specific OEB for different formats
- Extend the ranges to support choice
- Prioritise key range reviews
- Increase speed to market

Strong growth of brand awareness in 2020
- New commercial operating model driving greater focus on OEB development, sourcing and engineering
- Commenced new kitchen range roll-out in 2020, supported by new overall customer experience. Strong customer satisfaction

(1) FY 20/21: 44%; previously reported comparable was 39%, updated due to a definitional change
(2) OEB sales growth excludes services and Russia
Group ‘powers’: Mobile-first capabilities and services

Focus areas

Drive a mobile-led online customer experience

Modernise the in-store experience

Improve our 8 key ‘foundation services’

Roll out enhanced design services

Strengthen our installation capability

Extend NeedHelp services platform

Acquisition of NeedHelp services marketplace

Speedy Hire concessions – trial of new tool and equipment hire outlets within TradePoint

56%

Mobile accounts for c.56% of e-commerce orders

Relaunched kitchen installations (‘Local Plus’) in all UK mainland B&Q stores

Trialling new self-checkout and ‘Scan & Go’ solutions

Trialling new 3D tool for kitchen & bathroom design
Group ‘powers’: Store formats and footprint evolution

Our beliefs

- Stores are a central driver of our retail and e-commerce business
- Medium-box (2-6k sqm) stores are strong formats and perform well in existing banners
- We have some over-spaced ‘big-box’ stores (>8k sqm) in the UK and France
- Compact stores (<2k sqm) are a key enabler for market share growth in urban catchments
- Partnership models can enable us to attract new customers and generate revenues

Strategic direction

- Our store numbers will increase – but average store size will reduce
- We are rebalancing store openings to introduce more medium-box stores
- We will test & deliver rightsizings at B&Q and Castorama France
- We are testing new compact stores to establish viable blueprints
- We are testing shop-in-shop, concession & franchise models

Six compact store trials in 2020: B&Q express (x2), B&Q shop-in-shop at ASDA (x2), Casto Solférino (Lille), Screwfix Collect (London)

Two medium boxes opened at B&Q and one in Poland in 2020

c.30% space reduction achieved at B&Q Canterbury – March 2021

Franchise agreement with Al-Futtaim Group to expand B&Q into the Middle East

Achieved 25% rent reduction on nine B&Q leases
Group ‘powers’: Responsible Business

We are becoming a more inclusive company

‘Doing the right thing’ during COVID
Local and Group diversity & inclusion plans
Launched Group-wide share ownership plan

We will be ‘forest positive’ and help tackle climate change

27% reduction in Scope 1 and 2 emissions since FY 16/17
Now committed to deliver on 1.5°C climate targets to 2025 (pending SBTi approval)
Partnership with Rainforest Alliance

We help make greener, healthier homes affordable

Focus on ‘sustainable home’ OEB product development
c.40% of total Group sales now from sustainable products
Supporting government initiatives around greener homes

We will fight to fix bad housing

Strong support for local communities and healthcare authorities during COVID
New B&Q Foundation and Shelter partnership targeting to raise >£1m in 2021
New Foundations successfully launched in France, Poland and Romania
Group financial priorities

1. **Prioritise top line growth and grow sales ahead of market**
   - Clear strategy and actions to drive market share growth
   - Focused on store and website customer satisfaction
   - Attractive market with new longer-term industry support

2. **Aim to grow adjusted PBT in line with sales\(^{(1)}\) + gradually faster than sales over time**
   - Focused on driving scale benefits and cost self-help
   - Enabling us to accelerate investment in top line growth

3. **Generate strong free cash flow to underpin shareholder returns**
   - Inventory self-help and capex discipline (capex c.3.0-3.5% of sales)
   - Progressive, sustainable dividend policy (cover 2.25-2.75x)
   - Committed to efficient capital structure while maintaining prudent position in times of uncertainty

---

\(^{(1)}\) Group total sales growth and adjusted PBT growth in constant currency
Key drivers

1. **E-commerce sales growth & penetration**
   - Grow our e-commerce business and lead the industry

2. **OEB sales growth**
   - Grow OEB sales, providing differentiation, value for money, and margin

3. **New compact stores**
   - Test and roll out compact stores across our markets

4. **‘Big-box’ rightsizings**
   - Starting with tests at B&Q and Castorama France

5. **Costs & same-store inventory reduction**
   - Opportunity for self-help and to reverse inefficiencies

6. **Responsible Business**
   - ‘Forest positive’ and helping to limit global warming to 1.5°C
FY 20/21 results

Bernard Bot
Chief Financial Officer
<table>
<thead>
<tr>
<th>Sales</th>
<th>Gross profit / margin %</th>
<th>Retail profit / margin %</th>
<th>Adjusted PBT$^2$ / margin %</th>
</tr>
</thead>
<tbody>
<tr>
<td>£12,343m</td>
<td>£4,573m</td>
<td>£1,003m</td>
<td></td>
</tr>
<tr>
<td>6.8%$^1$</td>
<td>37.1%</td>
<td>8.1%</td>
<td></td>
</tr>
<tr>
<td>7.1% LFL</td>
<td>Flat$^1$</td>
<td>+130bps$^1$</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statutory profit</th>
<th>Free cash flow</th>
<th>Net debt</th>
<th>Net leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-tax</td>
<td>£938m</td>
<td>£(1,394)m$^3$</td>
<td>0.9x</td>
</tr>
<tr>
<td>Post-tax</td>
<td>FY 19/20: £191m</td>
<td>FY 19/20: £(2,526)m</td>
<td>Net debt$^3$ / EBITDA</td>
</tr>
<tr>
<td>£756m</td>
<td>n/a</td>
<td>£592m</td>
<td>£786m</td>
</tr>
<tr>
<td>+634%</td>
<td></td>
<td>+44.4%</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

$^1$ Variance in constant currency
$^2$ Before exceptional adjusting items, related tax items and tax on prior year items
$^3$ Includes c.£2.4bn lease liabilities under IFRS 16 (FY 19/20: c.£2.6bn)
## Geographic summary

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 20/21 sales £m</th>
<th>% chg&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>% LFL</th>
<th>Retail profit/(loss) £m</th>
<th>% chg&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>Retail profit margin %</th>
<th>bps chg&lt;sup&gt;(1)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK &amp; Ireland</td>
<td>5,743</td>
<td>+12.3%</td>
<td>+10.7%</td>
<td>681</td>
<td>+36.3%</td>
<td>11.9%</td>
<td>+210bps</td>
</tr>
<tr>
<td>B&amp;Q</td>
<td>3,707</td>
<td>+12.8%</td>
<td>+13.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Screwfix</td>
<td>2,036</td>
<td>+11.4%</td>
<td>+6.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>4,309</td>
<td>+3.2%</td>
<td>+5.1%</td>
<td>181</td>
<td>+7.9%</td>
<td>4.2%</td>
<td>+20bps</td>
</tr>
<tr>
<td>Castorama</td>
<td>2,265</td>
<td>+3.3%</td>
<td>+6.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brico Dépôt</td>
<td>2,044</td>
<td>+3.2%</td>
<td>+3.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td>1,550</td>
<td>+8.0%</td>
<td>+4.9%</td>
<td>146</td>
<td>(1.9)%</td>
<td>9.4%</td>
<td>(100)bps</td>
</tr>
<tr>
<td>Iberia</td>
<td>310</td>
<td>(7.0)%</td>
<td>(7.0)%</td>
<td>3</td>
<td>+62.7%</td>
<td>1.2%</td>
<td>+50bps</td>
</tr>
<tr>
<td>Romania</td>
<td>242</td>
<td>+11.8%</td>
<td>+10.8%</td>
<td>(14)</td>
<td>+38.8%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Turkey&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>9</td>
<td>+22.4%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Total ex-Russia</td>
<td>12,154</td>
<td>+7.8%</td>
<td>+7.4%</td>
<td>1,006</td>
<td>+26.0%</td>
<td>8.3%</td>
<td>+120bps</td>
</tr>
<tr>
<td>Russia</td>
<td>189</td>
<td>(31.8)%</td>
<td>(8.8)%</td>
<td>(3)</td>
<td>+83.9%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Total</td>
<td>12,343</td>
<td>+6.8%</td>
<td>+7.1%</td>
<td>1,003</td>
<td>+27.4%</td>
<td>8.1%</td>
<td>+130bps</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> Variance in constant currency
<sup>(2)</sup> Retail profit includes the equity-accounted profit of Koçtaş (Kingfisher’s 50% JV in Turkey): FY 20/21: £9m (FY 19/20: £9m)
Group retail profit bridge

Gross profit movement: £297m

Net cost movement: £(81)m

FY 19/20 retail profit (1)

LFL sales/margin (2)

Net space growth

Supply & logistics (COVID-related)

Russia (3)

Inflation

Net space-related growth (2)

Other net cost increases

FY 20/21 retail profit

(1) FY 19/20 retail profit in constant currency
(2) Excluding Russia
(3) Gross profit movement only. The sale of Russia was completed on 30 September 2020
## Exceptional adjusting items

<table>
<thead>
<tr>
<th>£m</th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted PBT</td>
<td>786</td>
<td>544</td>
<td></td>
</tr>
<tr>
<td>Transformation exceptional costs</td>
<td>-</td>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td>Store closures</td>
<td>-</td>
<td>(67)</td>
<td></td>
</tr>
<tr>
<td>Russia &amp; other exit costs</td>
<td>(27)</td>
<td>(130)</td>
<td>Mainly additional impairments that reflect the net proceeds from sale of Russia</td>
</tr>
<tr>
<td>Russia loss on disposal</td>
<td>(49)</td>
<td>-</td>
<td>Loss on disposal largely relating to transfer of cumulative FX losses from reserves</td>
</tr>
<tr>
<td>Store impairments / reversals</td>
<td>42</td>
<td>(118)</td>
<td>Reversal of PY impairments based on revised future store performance projections</td>
</tr>
<tr>
<td>Romania impairments</td>
<td>-</td>
<td>(39)</td>
<td></td>
</tr>
<tr>
<td>FTA settlement and business tax</td>
<td>-</td>
<td>(50)</td>
<td></td>
</tr>
<tr>
<td>Property disposals</td>
<td>13</td>
<td>15</td>
<td>Profit recorded on the disposal of a property in the UK</td>
</tr>
<tr>
<td>Other</td>
<td>(9)</td>
<td>(44)</td>
<td>Commercial model restructuring, partly offset by China warranty provision release</td>
</tr>
<tr>
<td><strong>Exceptional adjusting items</strong>&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>(30)</td>
<td>(441)</td>
<td></td>
</tr>
<tr>
<td><strong>Statutory PBT</strong></td>
<td>756</td>
<td>103</td>
<td></td>
</tr>
</tbody>
</table>

<sup>(1)</sup> Exceptional adjusting items before tax
### Summary cash flows and net debt

<table>
<thead>
<tr>
<th>£m</th>
<th>FY 20/21</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFRS 16 lease liabilities(^{(2)})</td>
<td>(2,421)</td>
<td>(2,563)</td>
</tr>
<tr>
<td>Financial debt</td>
<td>(109)</td>
<td>(158)</td>
</tr>
<tr>
<td>Cash and cash equivalents(^{(3)})</td>
<td>1,136</td>
<td>195</td>
</tr>
<tr>
<td>Net debt</td>
<td>(1,394)</td>
<td>(2,526)</td>
</tr>
<tr>
<td>Net debt to EBITDA</td>
<td>0.9x</td>
<td>2.0x</td>
</tr>
</tbody>
</table>

#### Decrease in inventory: £86m
Due to strong demand levels in H2 20/21 and inventory management initiatives.

#### Net increase in payables\(^{(1)}\): £290m, largely driven by:
- £148m trade creditors, linked to timing of stock purchases
- £129m mainly payroll and VAT creditors associated with stronger sales levels

<table>
<thead>
<tr>
<th>£m</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1,485</td>
<td></td>
</tr>
<tr>
<td>376</td>
<td></td>
</tr>
<tr>
<td>(456)</td>
<td></td>
</tr>
<tr>
<td>(186)</td>
<td></td>
</tr>
<tr>
<td>(281)</td>
<td></td>
</tr>
<tr>
<td>938</td>
<td>4</td>
</tr>
<tr>
<td>942</td>
<td></td>
</tr>
</tbody>
</table>

#### FY 20/21 net cash flow
- Decrease in inventory: £86m
- Net increase in payables: £290m
- Change in working capital: £376m
- Net rent paid: (186)m
- Tax, interest & other\(^{(4)}\): (456)m
- Gross capex: 938m
- Free cash flow: 942m
- Exceptional & other: 4

---

\(^{(1)}\) Net of decrease in receivables of £12m
\(^{(2)}\) FY 19/20 includes Russia lease liabilities held for sale of £36m
\(^{(3)}\) Net of bank overdrafts. FY 19/20 includes Russia cash and cash equivalents held for sale of £6m
\(^{(4)}\) ‘Other’ includes pensions and the add-back of non-cash share-based compensation charges
Significant liquidity headroom and solid financial position

Over £2.2bn of total liquidity as of 18 March 2021

- >£1.4bn Cash & cash equivalents
- £775m RCFs (undrawn)

Repaid in full government-supported debt in the UK (CCFF, £600m) and France (PGE, €600m)

Financial debt of £109m\(^{(1)}\) as of 31 January 2021

Low net leverage as of 31 January 2021

- Targeting solid investment grade credit rating
- Net debt to EBITDA ratio of 0.9x
- Below net leverage target of c.2.0x in short term to provide liquidity headroom

\(^{(1)}\) Mainly term loans and financing derivatives. Excludes £2,421m lease liabilities under IFRS 16
Plan to drive cost and same-store inventory reduction well under way; COVID crisis has reinforced opportunities.

**Cost programme**

- Improve store productivity
- GNFR & shared services
- Reduce dual-running costs of Group/banners
- Supply chain efficiencies
- IT cost optimisation
- Lease renegotiations

**Sourcing and buying**

- Strategic partnerships with top brands
- OEB sourcing and engineering improvements
- Manage clearance levels efficiently

**‘Same-store’ inventory reduction**

- Build on significant planning and forecasting improvements
- Optimise routes to market
- Reduce slow-moving and delisted product stock

---

**FY 20/21 proof points**

- Contribution to 30bps reduction in CTS %\(^{(1)}\)
- Contribution to stable gross margin %
- Average net stock days reduction of c.10%

---

\(^{(1)}\) Movement in costs-to-sales ratio in constant currency. Costs-to-sales ratio defined as Group operating costs (excluding depreciation and amortisation, share of JV interest & tax, and non-recurring net cost savings of c.£85m in FY 20/21) divided by total Group sales
FY 20/21 sales evolution and current trading

FY 20/21 started positively, reflecting early ‘Focus and Fix’ actions

From mid-late March 2020, significant impact of lockdown measures and voluntary closure of stores in UK & France

Sales trends improved from late April 2020 as stores reopened. Strong e-commerce growth

Strong trading through autumn/winter lockdowns

Good start to new financial year – Q1 21/22 Group LFL +24.2% (to 18 March 2021). Mindful of continued uncertainty related to COVID in continental Europe

(1) E-commerce sales change is in constant currency and covers the total Group
# FY 21/22 outlook and guidance

<table>
<thead>
<tr>
<th></th>
<th>FY 20/21</th>
<th>H1 21/22</th>
<th>H2 21/22</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group total sales</strong></td>
<td>11,513</td>
<td>5,921</td>
<td>6,422</td>
<td>12,343</td>
</tr>
<tr>
<td><strong>% growth (constant currency)</strong></td>
<td>(0.8)%</td>
<td>(1.1)%</td>
<td>+15.5%</td>
<td>+6.8%</td>
</tr>
<tr>
<td><strong>LFL %</strong></td>
<td>(1.5)%</td>
<td>(1.6)%</td>
<td>+16.6%</td>
<td>+7.1%</td>
</tr>
<tr>
<td><strong>2-year LFL(1) %</strong></td>
<td></td>
<td></td>
<td></td>
<td>+5.5%</td>
</tr>
<tr>
<td><strong>Adjusted PBT (as reported)</strong></td>
<td>544</td>
<td></td>
<td>786</td>
<td></td>
</tr>
<tr>
<td><strong>Non-recurring net cost savings(2)</strong></td>
<td>-</td>
<td></td>
<td>(85)</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted PBT (re-based)</strong></td>
<td>544</td>
<td></td>
<td>701</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted PBT (re-based) margin %</strong></td>
<td>4.7%</td>
<td></td>
<td>5.7%</td>
<td></td>
</tr>
</tbody>
</table>

## FY 21/22 outlook and guidance

- **H1 21/22** – expect low double-digit LFL sales growth
- **H2 21/22** – planning for LFL scenarios of -15% to -5% (2-year LFLs for H2 of -1% to +11%)
- **H2 planning scenarios** reflect strong comparables and uncertainty over macro/consumer environment
- **Aiming to grow full year adjusted PBT (re-based)**(3) in line with sales(4)

Strategy execution and supportive new market trends provide opportunity for long-term growth

---

(1) 2-year LFL is calculated by compounding current and prior year LFL growth. For example, current year LFL growth of 10% and prior year LFL growth of 5% results in 2-year LFL growth of 15.5%.

(2) In line with our guidance, FY 20/21 adjusted PBT includes c.£85m of non-recurring net cost savings

(3) Re-based FY 20/21 adjusted PBT excludes c.£85m of non-recurring net cost savings

(4) Group total sales growth and adjusted PBT growth in constant currency

The following guidance applies in the event of no adverse change in COVID-related confinement measures (for example, new lockdown restrictions resulting in further store closures)

---

35
Summary

Thierry Garnier
Chief Executive Officer
Summary

The home improvement market is attractive and resilient, with supportive new longer-term drivers.

Market trends offer us opportunities.

We are emerging from the COVID crisis stronger.

We are making progress fixing issues from previous years.

Our new strategy is delivering – empowered banners supported by the Group’s scale, strength and expertise.

Clear financial priorities and drivers.
**ADR programme**

**Kingfisher ADRs trade on OTCQX – the premier tier of the U.S. over-the-counter market under the following information:**

<table>
<thead>
<tr>
<th><strong>Symbol</strong></th>
<th>KGFHY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUSIP</strong></td>
<td>495724403</td>
</tr>
<tr>
<td><strong>Ratio</strong></td>
<td>1 ADR : 2 ORDs</td>
</tr>
<tr>
<td><strong>Country</strong></td>
<td>United Kingdom</td>
</tr>
<tr>
<td><strong>Effective Date</strong></td>
<td>1 January 1986</td>
</tr>
<tr>
<td><strong>Underlying SEDOL</strong></td>
<td>3319521</td>
</tr>
<tr>
<td><strong>Underlying ISIN</strong></td>
<td>GB0033195214</td>
</tr>
<tr>
<td><strong>Depositary</strong></td>
<td>Citi</td>
</tr>
</tbody>
</table>

**Benefits of ADRs to U.S. investors:**

- Clear and settle according to normal U.S. standards
- Offer the convenience of stock quotes and dividend payments in U.S. dollars
- Can be purchased/sold in the same way as other U.S. stocks via a U.S. broker
- Provide a cost-effective means of international portfolio diversification

**For questions about Kingfisher ADRs, please contact Citi:**

**New York**  
Michael O’Leary  
email: michael.oleary@citi.com  
Tel: +1 212 723 4483

**London**  
Mike Woods  
email: michael.woods@citi.com  
Tel: +44 (0) 20 7500 2030
Contacts

Investor Relations
Tel: +44 (0)20 7644 1082
Email: investorenquiries@kingfisher.com

Media Relations
Tel: +44 (0)20 7644 1030
Email: corpcomms@kingfisher.com

Teneo
Tel: +44 (0)20 7420 3184
Email: Kfteam@teneo.com
Appendices
# FY 21/22 technical guidance

The following guidance applies in the event of no adverse change in COVID-related confinement measures (for example, new lockdown restrictions resulting in further store closures). Please also refer to the disclaimer on slide 2 for further details regarding forward-looking statements.

| LFL sales outlook | **H1 21/22** – expect low double-digit LFL sales growth  
**H2 21/22** – planning for LFL scenarios of -15% to -5% (2-year LFLs for H2 of -1% to +11%). Range reflects strong comparable & uncertainty over the macroeconomic and consumer environment in H2 |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Space</td>
<td>Anticipate net space growth (excluding Russia) to impact total sales by c.+1.5%, largely from the UK and Poland. Total sales impact from the disposal of Russia will be c.-1.5%</td>
</tr>
</tbody>
</table>
| Costs             | **Central costs** – expected to be broadly flat year on year (FY 20/21: £54m)  
**COVID-related costs** – expected to be c.£10m (FY 20/21: £45m) |
| Net finance costs | Expected to decrease by c.£10m as a result of lower lease liability balance and lower non-lease interest (FY 20/21: £160m) |
| Adjusted PBT      | Aiming to grow full year adjusted PBT (before c.£85 million of non-recurring net cost savings in FY 20/21) in line with sales(1) |
| Tax rate          | Group adjusted effective tax rate expected to be c.23%(2) (FY 20/21: 23%) |
| Cash flow         | **Capital expenditure** – targeting gross capex of up to 3.5% of total sales, including c.£70m of capex deferred from FY 20/21 (FY 20/21: £281m; FY 19/20: £342m)  
**Tax** – as anticipated, in February 2021 we paid c.£57m (excluding interest) to HMRC in relation to the EC state aid challenge (contest and recorded as a receivable) |

---

(1) Group total sales growth and adjusted PBT growth in constant currency  
(2) Subject to the blend of profit within the Group’s various jurisdictions
## UK & Ireland – continued B&Q and Screwfix strength

### B&Q

<table>
<thead>
<tr>
<th></th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>% chg(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (£m)</td>
<td>5,743</td>
<td>5,112</td>
<td>+12.3%</td>
</tr>
<tr>
<td>LFL (%)</td>
<td>+10.7%</td>
<td>(0.3)%</td>
<td></td>
</tr>
<tr>
<td>Gross margin (%)</td>
<td></td>
<td>+80bps</td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td></td>
<td></td>
<td>+7.2%</td>
</tr>
<tr>
<td>RP (£m)</td>
<td>681</td>
<td>499</td>
<td>+36.3%</td>
</tr>
<tr>
<td>RP margin (%)</td>
<td>11.9%</td>
<td>9.8%</td>
<td>+210bps</td>
</tr>
</tbody>
</table>

LFL sales +13.0%

- E-commerce sales +117%(1); c.10% of sales
- TradePoint LFL +c.11%; c.19% of sales

### Screwfix

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LFL sales (%)</td>
<td>+6.6%</td>
</tr>
<tr>
<td>E-commerce sales</td>
<td>+165%(1); c.78% of sales</td>
</tr>
</tbody>
</table>

### Total UK & Ireland

Sales up 12.3%, LFL sales up 10.7% – reflecting strong trading from Q2 20/21 onwards, following the impact of COVID-related temporary store closures and disruption in Q1 20/21

- Gross margin up 80bps(1) – largely reflecting higher full-price sales and lower clearance in B&Q, partly offset by higher supply & logistics costs in Screwfix
- Costs up 7.2%(1) – largely due to higher staff costs, 41 net new store openings, and COVID-related costs; partially offset by temporary cost reduction measures (e.g. reduced advertising & marketing)

RP = retail profit

(1) Variance in constant currency
France – significantly improved competitive position

### Castorama France

- **LFL sales +6.2%**
  - E-commerce sales +187%\(^{(1)}\); c.5% of sales

### Brico Dépôt France

- **LFL sales +3.8%**
  - E-commerce sales +169%\(^{(1)}\); c.5% of sales

### Total France

<table>
<thead>
<tr>
<th></th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>% chg(^{(1)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (£m)</td>
<td>4,309</td>
<td>4,082</td>
<td>+3.2%</td>
</tr>
<tr>
<td>LFL (%)</td>
<td>+5.1%</td>
<td>(3.2)%</td>
<td></td>
</tr>
<tr>
<td>Gross margin (%)</td>
<td>(120)bps</td>
<td>(0.9)%</td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP (£m)</td>
<td>181</td>
<td>164</td>
<td>+7.9%</td>
</tr>
<tr>
<td>RP margin (%)</td>
<td>4.2%</td>
<td>4.0%</td>
<td>+20bps</td>
</tr>
</tbody>
</table>

**Sales up 3.2%, LFL sales up 5.1%** – reflecting strong trading from Q2 20/21 onwards. Eight Castorama store closures impacted total sales by c.-2%. Benefitted by c.+1% due to more Sunday trading days. Significantly improved competitive position in the market (Banque de France\(^{(2)}\) up 6.1%) versus previous years

- **Gross margin % down 120bps\(^{(1)}\)** – reflecting more trading events, upweighting of special promotions (arrivages), higher supply & logistics costs

- **Costs down 0.9%\(^{(1)}\)** – largely due to cost saving initiatives and ‘activité partielle’ relief, and the closure of eight Castorama stores. Partially offset by higher staff costs (headcount and higher frontline staff incentives & bonuses) and COVID-related costs

---

\(RP\) = retail profit

\(\text{Variance in constant currency}\)

\(\text{Banque de France data for DIY retail sales (non-seasonally adjusted) for 12 months to 31 January 2021}\)
Poland – strong sales recovery; focusing on costs

### Castorama Poland

**LFL sales +4.9%**
- E-commerce sales +171%\(^{(1)}\); c.4% of sales

<table>
<thead>
<tr>
<th></th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>% chg(^{(1)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (£m)</td>
<td>1,550</td>
<td>1,461</td>
<td>+8.0%</td>
</tr>
<tr>
<td>LFL (%)</td>
<td>+4.9%</td>
<td>+1.6%</td>
<td></td>
</tr>
<tr>
<td>Gross margin (%)</td>
<td></td>
<td>(60)bps</td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td></td>
<td>+9.4%</td>
<td></td>
</tr>
<tr>
<td>RP (£m)</td>
<td>146</td>
<td>151</td>
<td>(1.9)%</td>
</tr>
<tr>
<td>RP margin (%)</td>
<td>9.4%</td>
<td>10.4%</td>
<td>(100)bps</td>
</tr>
</tbody>
</table>

*RP = retail profit
(1) Variance in constant currency

**Sales up 8.0%, LFL sales up 4.9%** – reflecting strong trading (in particular in Q2 and Q3 20/21, following COVID-related footfall declines in Q1 20/21). Space growth contributed c.3% to total sales. Three new stores opened during the year

**Gross margin % down 60bps\(^{(1)}\)** – largely reflecting mix, price positioning, and higher distribution costs

**Costs up 9.4%\(^{(1)}\)** – largely due to space growth, wage & general inflation, higher frontline staff incentives & bonuses, and COVID-related costs; partially offset by benefit from an employment support scheme
Romania – progress made; Iberia – impacted by lockdown

### Brico Dépôt Romania

Sales +11.8%, LFL sales +10.8% - driven by higher demand across all product categories and successful rebranding of former Praktiker stores to Brico Dépôt

Retail loss down c.40%, driven by stronger trading and lower operating costs

<table>
<thead>
<tr>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>% chg&lt;sup&gt;(1)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (£m)</td>
<td>242</td>
<td>++11.8%</td>
</tr>
<tr>
<td>LFL (%)</td>
<td>+10.8%</td>
<td>+8.8%</td>
</tr>
<tr>
<td>RL (£m)</td>
<td>(14)</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### Brico Dépôt Iberia

Sales -7.0%, LFL sales -7.0% - largely due to COVID-related temporary store closures in Spain (in H1 20/21), partially offset by a strong recovery in H2 20/21 (LFL sales +10.8%)

Operating costs well controlled, despite impact of lockdowns on sales

<table>
<thead>
<tr>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>% chg&lt;sup&gt;(1)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (£m)</td>
<td>310</td>
<td>(7.0)%</td>
</tr>
<tr>
<td>LFL (%)</td>
<td>(7.0)%</td>
<td>(4.7)%</td>
</tr>
<tr>
<td>RL (£m)</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

RP = retail profit; RL = retail loss

<sup>(1)</sup> Variance in constant currency