

# Kingfisher at a glance

Kingfisher plc is an international home improvement company with over 1,360 stores in nine countries across Europe. We operate under retail banners including B&Q, Castorama, Brico Dépôt, Screwfix, Tradepoint and Koçtaş, supported by a team of 77,000 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, our purpose is to make home improvement accessible for everyone.

[www.kingfisher.com](http://www.kingfisher.com)



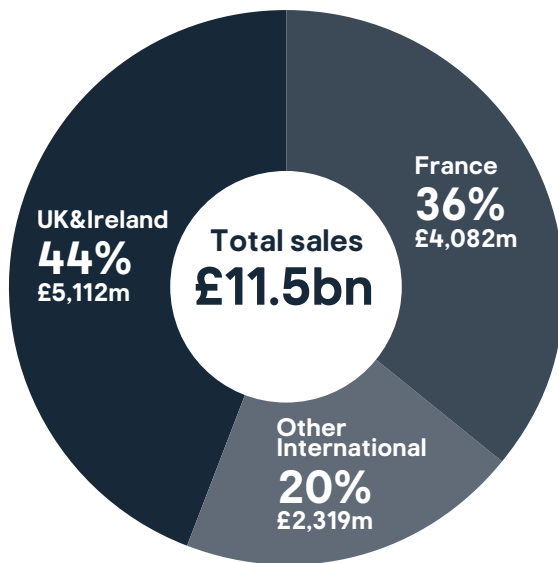
castorama



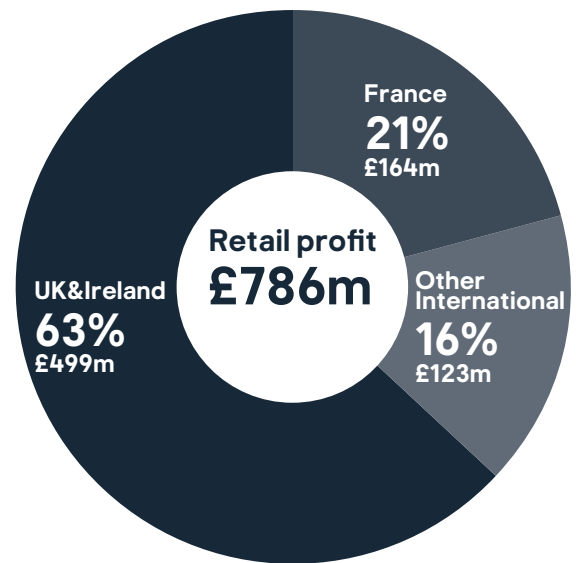
SCREWFIX



## Total sales



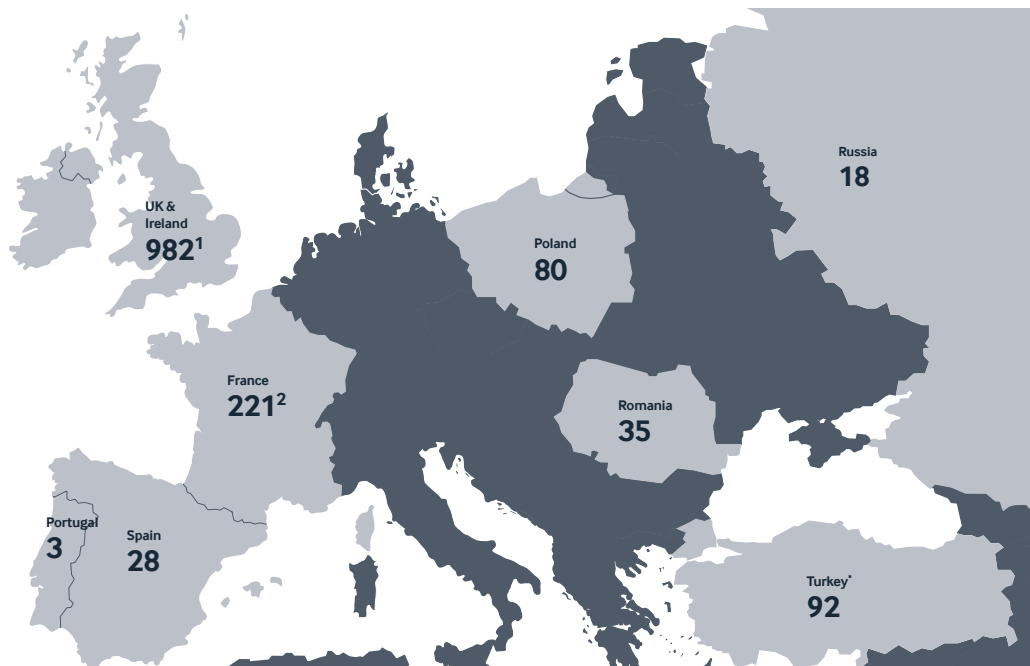
## Retail profit



## Our markets and our stores

**77,000<sup>†</sup>**  
**Colleagues**

**1,367\***  
**Stores**



1. B&Q UK & Ireland 296. Screwfix UK & Ireland 686.  
2. Castorama 100. Brico Dépôt 121.

\* Turkey joint venture not consolidated.  
<sup>†</sup> Total, not full-time equivalent.

# 'Powered by Kingfisher' – our strategic direction

In June 2020 Kingfisher announced its new strategic direction for the business 'Powered By Kingfisher'. Our distinct retail banners will address diverse customer needs, 'powered' by the Group.

## Our strategic direction

### Kingfisher banners are not the same. This is a strength

They address diverse customer needs, operate different models and will have a clear positioning and plan

### We will 'power' these banners as a Group

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

### A clear vision to build customer propositions for the future

E-commerce with stores at the centre, more compact stores, OEB-led differentiation, a mobile-first experience and a compelling services offer are at the heart of this vision

### A balanced local-group operating model and agile culture

We will build a culture led by trust. We will adopt a 'done is better than perfect' mindset to test and learn

We will lead the industry with our Responsible Business practices

### Simpler and leaner

This means doing less, landing it faster, reducing our costs and inventory

## Strong and distinct banners



## A simplified and balanced local-group operating model



## 'Powered by Kingfisher'



## 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.

Lead the industry in 'Responsible Business' practices. They are: forest positive, greener healthier homes, fix bad housing, and inclusivity.