



Who are we?

Kingfisher plc is an international home improvement company. We operate in eight countries across Europe under retail banners including B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint and Koçtaş. We offer home improvement products and services to consumers and trade professionals who shop in our stores and via our e-commerce channels.



Our strategy

Our strategy, 'Powered by Kingfisher', 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.

Kingfisher's scale and resources provides industry-leading own exclusive brands, access to leading-edge technology, digital and data capabilities, sourcing and buying scale to our banners.

Financials FY 24/25

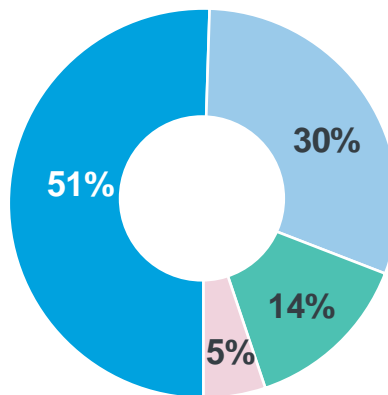
£12.8bn sales

37.3% gross margin %

£528m Adjusted profit before tax

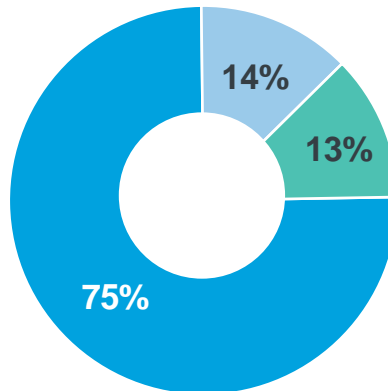
£511m free cash flow

Our businesses



Total Sales £12,784m

- UK & Ireland £6,456m
- France £3,883m
- Poland £1,788m
- Other International £657m



Retail Profit £696m

- UK & Ireland £558m
- France £95m
- Poland £90m
- Other International £(47)m

Note: retail profit percentages represent % contribution of profit making segments



Attractive and growing home improvement market

Large fragmented and growing industry £160bn in our markets

Supportive socio-economic trends:

High home ownership

More working from home (WFH)

Younger generations doing DIY



Ageing housing stock



Demand for greener homes

Distinct competitive advantages

#1 and #2 market positions

Leading omni-channel propositions (e-commerce sales penetration of 19.0%)

Differentiation via own exclusive brands 44% of FY 24/25 sales

ESG industry leader

Compelling shareholder returns opportunity

Multiple growth drivers

Strong balance sheet

Highly cash generative business

Attractive returns to shareholders

Call to action You can reach out to the investor relations team with further questions via investorenquiries@kingfisher.com