

# Kingfisher Group Limited

## Strategic report

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The Directors, in preparing this Strategic report, have complied with section 414C of the Companies Act 2006.

### Principal activities

Kingfisher Group Limited (the "Company") operates as an investment company within the Kingfisher plc Group (the "Group").

### Business review

The loss for the year, after taxation, amounted to £100,446,000 (2022/23: £144,771,000). The loss for the year was due to net interest payable on loans from Group undertakings and impairment losses in the current year.

Net liabilities at the year end were £425,066,000 (2022/23: £324,620,000). This is predominately composed of net amounts owed to Group undertakings partially offset by investments in subsidiaries.

### Principal risks and uncertainties

The Company is a wholly-owned subsidiary of Kingfisher plc. From the perspective of the Directors, the principal risks and uncertainties are integrated with the principal risks of the Group and are not managed separately. The review of the business of Kingfisher plc and its subsidiaries which provide a comprehensive analysis of the main trends and factors likely to affect the development, performance and position of the business, and a description of the principal risks and uncertainties facing the business can be found on pages 59 to 64 of the 2023/24 Kingfisher plc Annual Report and Accounts.

### Financial risk management

The Company operates as an investment company within the Group, and as such is exposed to a variety of financial risks, which include interest and foreign exchange risk, liquidity and credit risk.

As part of the Group, these risks are managed centrally by Group Treasury, which has in place a Kingfisher Plc Board approved Treasury Policy and a risk management programme that ensures that the impact of such risks is minimised. Further information on the Group's financial risk management policies and the financial risks to which the Group is exposed can be found on pages 160 to 163 in note 25 of the 2023/24 Kingfisher plc Annual Report and Accounts.

### Key performance indicators

The Directors manage the Company's operations on a Group basis and so the Directors of the Company believe that analysis using key performance indicators for the Company is not necessary for an understanding of the development, performance or position of the business of the Company, other than the above mentioned net liabilities and loss for the year. The Group's development, performance and position is discussed in the 2023/24 Kingfisher plc Annual Report and Accounts, which does not form part of this report, along with analysis of the key performance indicators used to manage the Group's operations.

# Kingfisher Group Limited

## Strategic report (continued)

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### S.172(1) and stakeholder engagement statement

The Directors are fully aware of their responsibilities to promote the success of the Company in accordance with section 172 (s172) of the Companies Act 2006 (the Act).

When making decisions, Directors have regard to the matters in s172, including the interests of stakeholders relevant to the Company, the impact of the Company's operations on the community and environment, and the Company's desire to maintain a reputation for high standards of business conduct as well as its long-term success. Actions and behaviours are governed by the robust governance framework of the Kingfisher plc group (the 'Group'), which includes, but is not limited, to Group policies and the Kingfisher Code of Conduct.

The purpose of the Company is to act as an investment company within the Kingfisher group of companies.

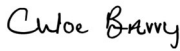
### Future developments

The Directors expect the general level of activity to remain consistent with 2023/24 in the forthcoming year and no changes to principal activities are expected.

### Post balance sheet events

There were no post balance sheet events requiring adjustment or disclosure in these financial statements.

Approved by the Board of Directors and authorised for issue on 31 July 2024. Signed on its behalf by:

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C. Barry  
Director