

Leading banners in sizable markets with attractive growth drivers

Leading banners powered by Kingfisher

UK & Ireland

£60bn TAM



SCREWFIX



France

£52bn TAM



castorama

casto pro



SCREWFIX

Poland

£17bn TAM

castorama

casto pro

Iberia

£21bn TAM



Attractive growth drivers

Grow our trade business

Scale our digital ecosystem

Win through offer, OEB and services

Grow our banners and formats

Clear financial priorities

Sales to grow ahead of our markets

Profit to grow ahead of sales

Strong FCF generation

FY 25/26 – Strong results driven by strategic progress and financial discipline

Strategic growth drivers

Market share gains in UK, France, Spain

Volume and transaction led growth

Trade sales +23%⁽¹⁾, trade penetration 30%

E-commerce sales +20%⁽¹⁾, penetration 21%

Marketplace GMV⁽²⁾ £518m **+58%**

Financial discipline

Gross margin +80bps

Adjusted PBT⁽³⁾ **+6%**
+13% excl. prior year business rates refund

Adjusted EPS⁽³⁾ of 23.8p **(+15%)**

£512m free cash flow with **5 days**
inventory reduction

Attractive shareholder returns

Completed **£300m** share buyback

£2.4bn cash returned over the last 5 years

New £300m share buyback programme

Announcing total dividend of **12.40p**

FY 25/26 – Kingfisher delivered on all financial priorities

Sales growing
ahead of our markets

Total sales⁽¹⁾

£12.9bn (+1.3%)

Underlying⁽³⁾ LFL sales

+1.4%

Profit growing
ahead of sales

Adjusted PBT⁽²⁾

£560m (+6%)

Adjusted EPS⁽²⁾

23.8p (+15%)

Strong free cash flow
generation

Free cash flow

£512m (+0.1%)

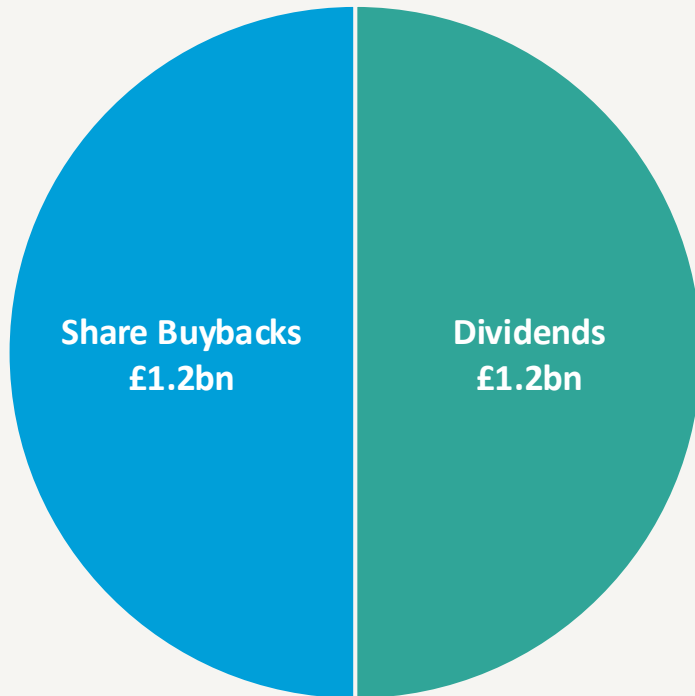
Net leverage⁽⁴⁾

1.4x (FY 24/25: 1.6x)

A track record of attractive returns to shareholders

£2.4bn returned over the last five years

Five-year cash returns to shareholders



Track record of consistent **dividend delivery**

FY 25/26 total dividend **12.40p** per share

Completed 4th **£300m** share buyback programme

21% of shares returned via **share buybacks** since 2021

Commencing 5th **£300m** share buyback programme