Leading market positions and attractive growth drivers

Leading banners and c.£160bn attractive markets

UK & Ireland	B&Q #1	Screwfix #1 (1)
France	Brico Dépôt #1 (2)	castorama #2
Poland	castorama #1	

Distinctive competitive advantages 'Powered by Kingfisher'

- Diverse banner formats
- Own exclusive brands
- Leading digital ecosystem
- Scale and sourcing

Strategic growth drivers delivering share gains

- Trade
- E-commerce and marketplace
- Retail media
- Building on our different banners

Medium-term financial priorities

- Sales to grow ahead of our markets
- Adjusted PBT to grow ahead of sales
- Strong FCF generation

Notes:
(1) #1 in light trade market in UK & Ireland
(2) #1 home improvement discounter in France

Key messages – H1 25/26

Strategic growth initiatives driving market share gains

Trade sales: **+12%**

E-commerce sales: **+11%**

Rapidly scaling retail media income

Building on our different banners: space contribution **c.0.7%pts**[(1)]

Healthy growth indicators

Volume and transaction led growth

Improving core category trend

3rd quarter of underlying growth in big-ticket and positive order book

Improving sequential trends in France and Poland

Upgrading FY 25/26 guidance

Adjusted PBT: Upper end of £480m to £540m

Free cash flow: £480m to £520m

Accelerating share buyback

Notes:
(1) Excluding the impact of the sale of Romania (impact from Romania of c.-1.1%)

Delivering on financial priorities – H1 25/26

Sales growing ahead of our markets

Total Sales[1]
£6.8bn (+0.9%)

Underlying[3] LFL Sales
+1.9%

Adjusted PBT growing ahead of sales

Adjusted PBT[2]
£368m (+10.2%)

Adjusted EPS
15.3p (+16.5%)

Strong FCF generation

Free cash flow
£478m (+13.5%)

Net leverage[4]
1.3x (H1 24/25: 1.5x)

Notes:
(1) Total sales of £6,811m. Variance in constant currency
(2) Before adjusting items (pre-tax)
(3) 'Underlying LFL' adjusted for leap year and calendar impacts (-0.6% in H1 25/26)
(4) Net debt / Adjusted EBITDA. Net debt includes £2,255m of lease liabilities (H1 24/25: £2,324m), including £2m of lease liabilities held for sale (H1 24/25: £nil)