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Deutsche Bank



Investor
briefing

KINGSHER



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‘Delivering Value’ plan

- Drive up B&Q’s profitability
- Exploit our UK Trade opportunity
- Expand our total French business
- Roll out in Eastern Europe
- Turn around B&Q China
- Grow group sourcing
- Reduce working capital

Kingfisher UK Summary

- Same plan – consistent execution
- Stronger retail engineering base
- 2010/11 investment programmes for growth complete
- Common range & own brand development
- Stronger, talented & committed team

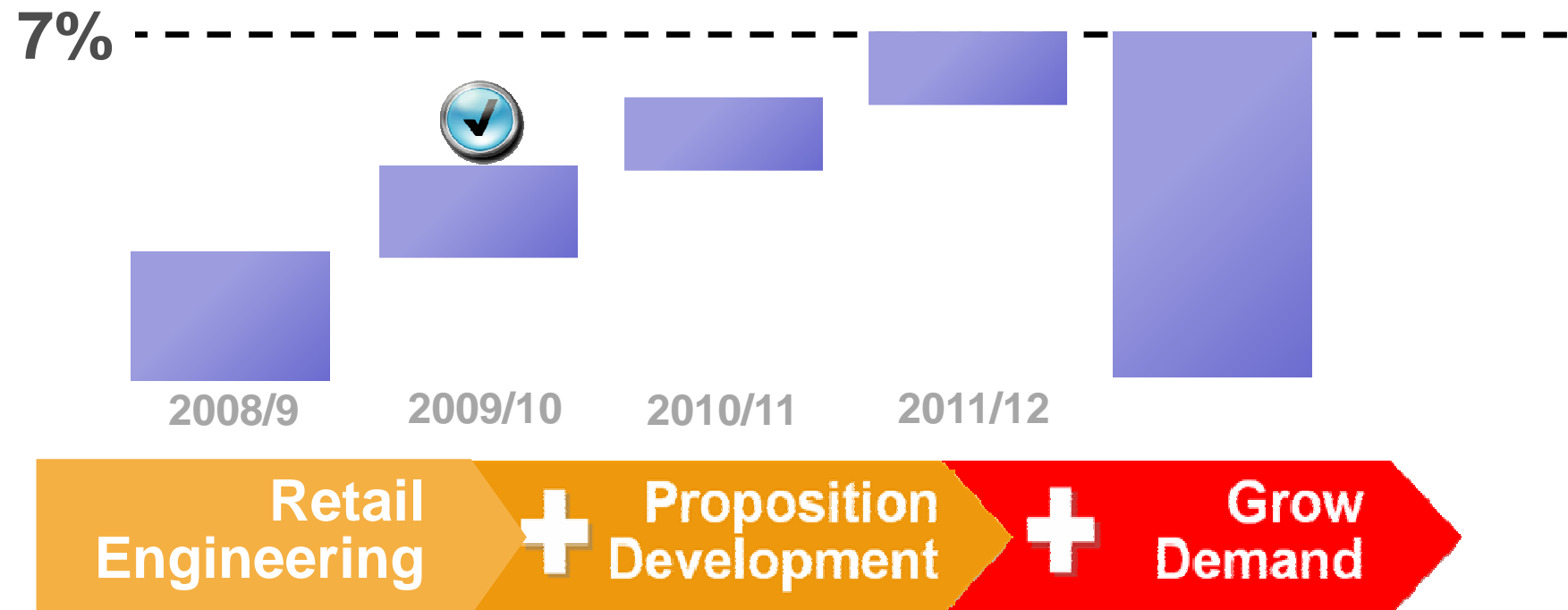


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Our goal at B&Q is to grow shareholder returns by growing our business

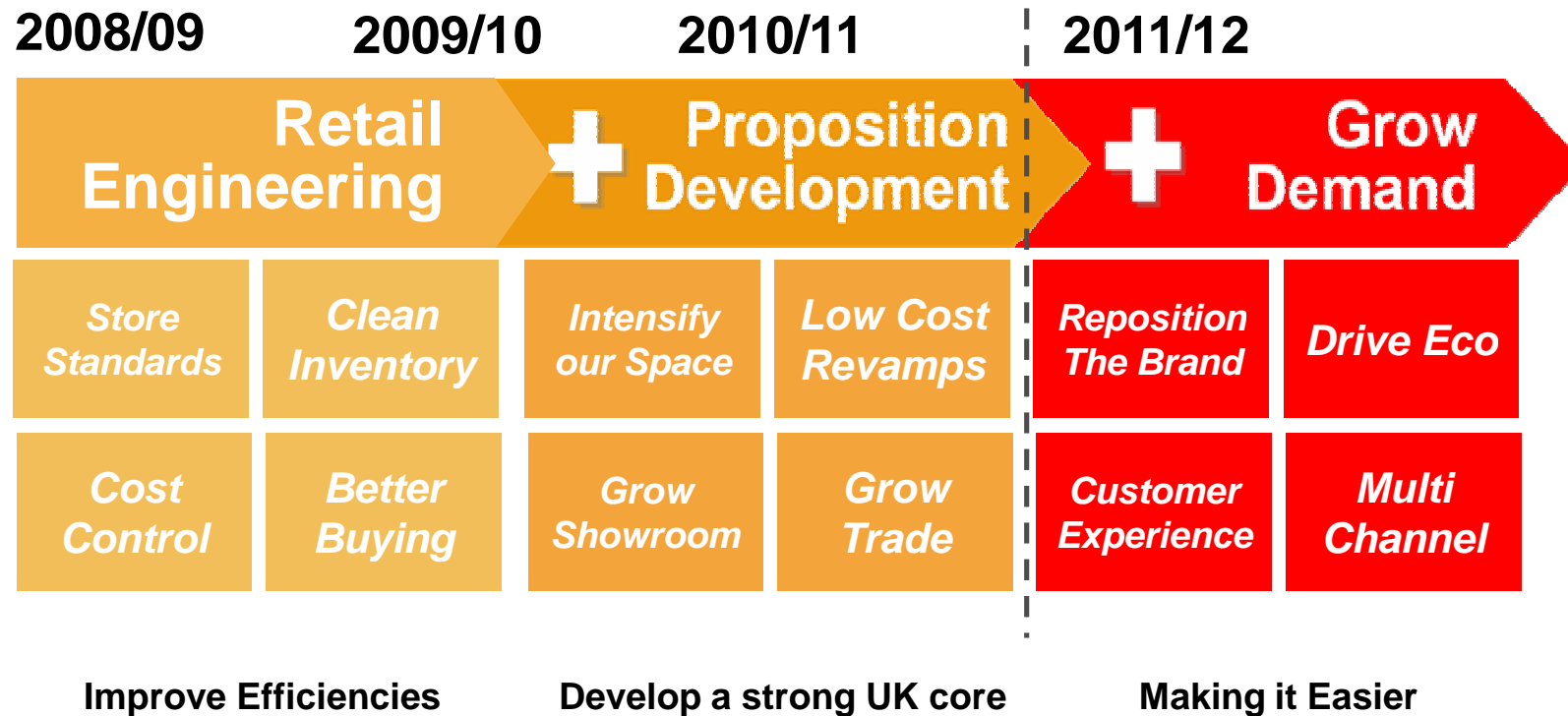


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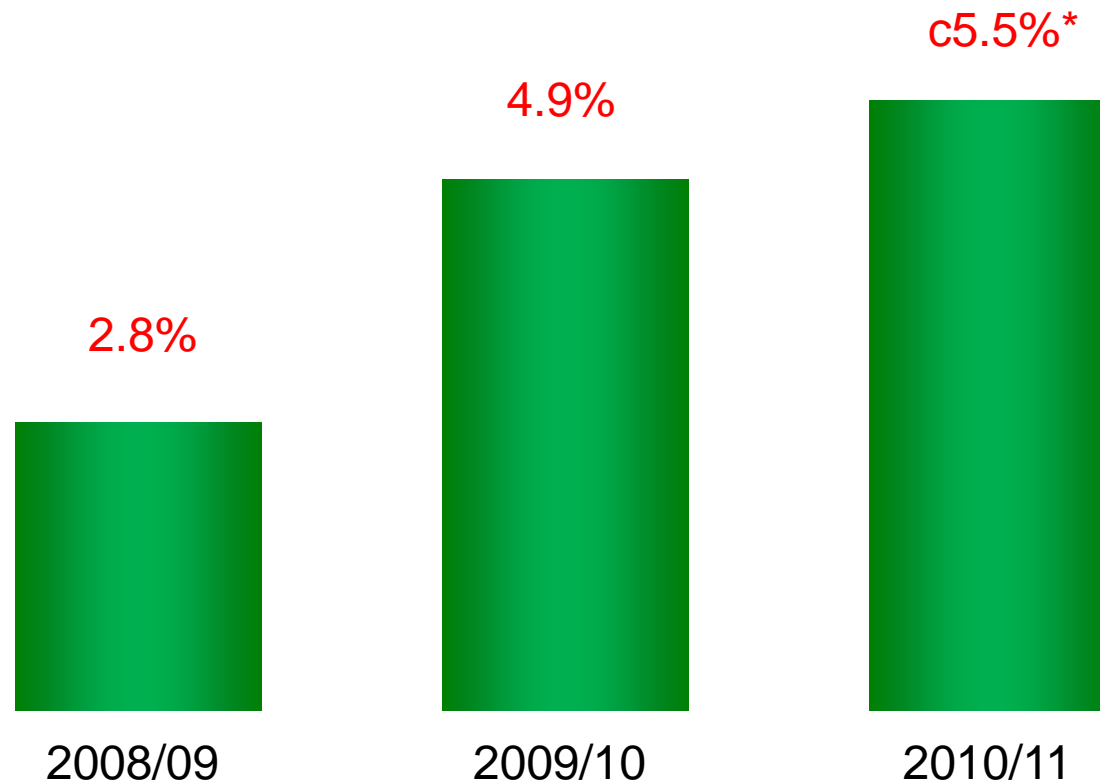


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3 Year Plan remains the same, the focus now is to grow demand



Solid retail profit margin growth



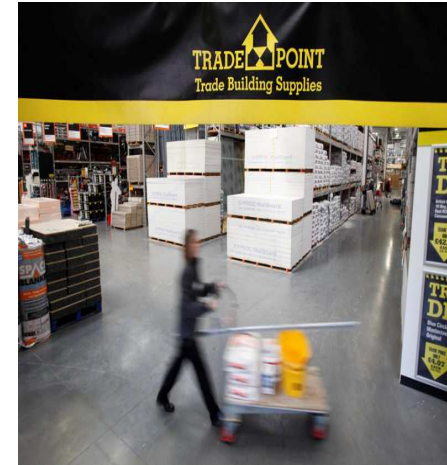
*consensus estimates

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2010/11 Highlights



- Group Own Brand development
- New ranges landing in B&Q
- Trade growth
- Brand development
- Talent investment

**Common
Sourcing**

Joint product development with Castorama & KSO

blooma 

 **verve**

colours



blyss



**COOKE
& LEWIS**

- 10 own brands created across Kingfisher
- Common insights and trends
- Common multilingual product begins to arrive Spring 2011
- Common range reviews and product hierarchies

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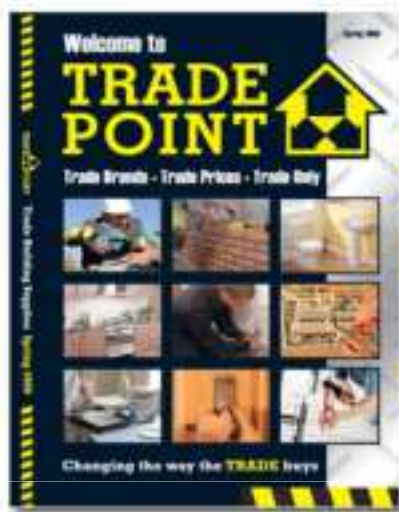
**Range
Update**

Significant range improvement during 2010/11



- 70% of building range updated
- New kitchens and bathrooms range
- New lighting range
- New and exclusive brands
- All store approach

TradePoint



- TradePoint operational in 113 warehouses
- Select & Collect in 7 stores
- Order & Collect in 198 stores
- 4 new counters to open in London in Feb

Screwfix



- Trade Plus rollout
- Strong autumn catalogues
- Fusion web platform rolled out
- Trade Counter expansion continues



Brand Relaunch



- Making it Easier
- Through the line approach including digital
- In store activation is key

Customer Activation



- You Can Do It Centres
- Kids Clubs
- Job Done schools initiative
- UK Youth

B&Q Celebrity Experts



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A Strong Leadership Team



ASDA



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