

Véronique Laury
CEO, Kingfisher plc

Kingfisher at a glance



Kingfisher plc is an international home improvement company with nearly 1,300 stores in 10 countries across Europe, Russia and Turkey, supported by a team of 78,000 colleagues. We offer home improvement products and services to nearly six million customers who shop in our stores and through our digital channels every week. Our ambition is to become the leading home improvement company.

Our customers are everyone wanting to improve their home, as well as the experts and trade professionals who help them. We believe everyone should have a home they feel good about, so our purpose is to make home improvement accessible for everyone.

www.kingfisher.com

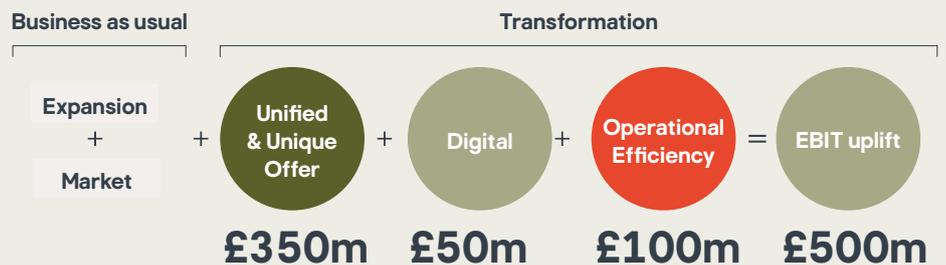
our key figures

Total sales	Retail profit	Countries	Stores	Colleagues
£11.7 billion	£849 million	10	1,280	78,000

our transformation

In January 2016 Kingfisher announced the ONE Kingfisher plan. This five year plan will leverage the scale of the business by creating a unified company, where customer needs always come first.

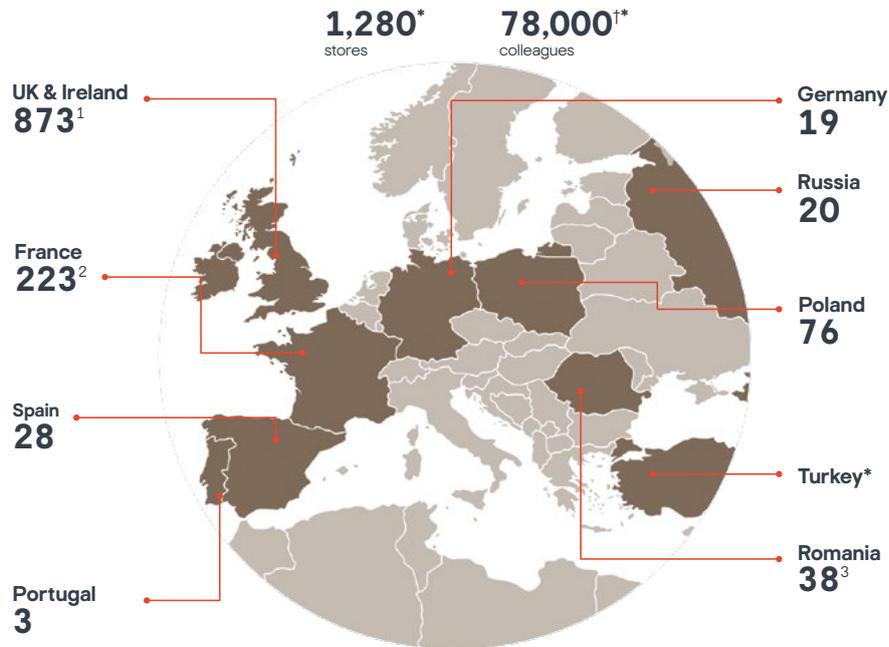
The focus will be on three key pillars: creating a unified, unique and leading home improvement offer; driving our digital capability; and optimising our operational efficiency. Overall, the transformation plan aims to deliver £500 million of sustainable annual profit uplift by Year 5, over and above "business as usual".



£800M aggregate costs to achieve

c. £600M capital return over the next 3 years

our markets and our stores



1. B&Q UK & Ireland 296, Screwfix 577.
2. Castorama 102, Brico Dépôt 121.
3. Brico Dépôt 15, Praktiker 23 (excludes 3 Praktiker Romania stores which will be closed).

* Turkey joint venture not consolidated.
† Total, not full-time equivalent.

our key figures by geography



sustainability



Sustainability is at the core of our ONE Kingfisher transformation. Grounded in our understanding of the customer and what they care about, we have established four big goals which will make it easier for customers to live more sustainably, and challenge us in our own operations.

Find out more www.kingfisher.com/sustainability