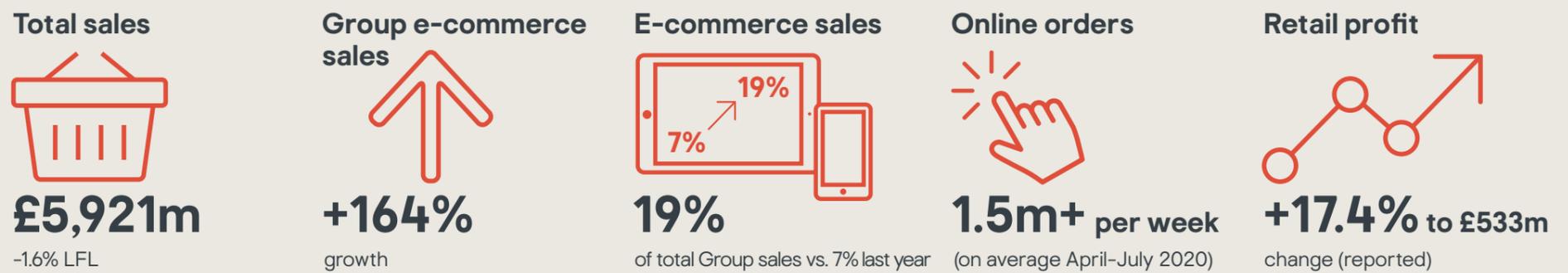




Half year results for the six months ended **31 July 2020**

Our financial performance has been resilient against the backdrop of Covid-19, and we've made solid progress on the strategic plan announced in June. Throughout the crisis we've made significant changes to the way we operate our stores – to keep our colleagues and customers safe, playing our role as an essential retailer whilst supporting our communities too.

Group highlights



Geographic summary



Powered by Kingfisher our strategic direction

Kingfisher banners are not the same. This is a strength.

- Strengthened ranges, re-introduced local brands
- Own exclusive brand (OEB) portfolio adapted to banner propositions
- Local trading events
- Targeted price investments

We will 'power' these banners as a Group.

- Rolling out new, own exclusive brand (OEB) kitchen, lighting and storage ranges
- Completed SAP roll-out in Castorama France, Romania and Poland
- New share plan for all colleagues

We have a clear vision to build customer propositions for the future.

- Accelerating e-commerce to now 19% of Group sales vs. 7% in 2019, shift to store picking and fulfilling
- 90% of online orders are click and collect
- Relaunched kitchen installations
- Testing new store formats

A balanced local-group operating model and agile culture.

- Reorganising our commercial operating model
- Colleague survey score of 81 (+2 vs. last year) with 58,000 colleagues participating

Simpler and leaner.

- Accelerated existing programmes during crisis