

# Kingfisher - at a glance

Kingfisher plc is a home improvement company with nearly 1,200 stores in 10 countries across Europe. We employ 77,000 people and nearly six million customers shop in our stores and through our websites every week.

## Our ambition

“ We want to create good homes by making home improvement accessible for everyone ”



Véronique Laury, CEO

## Our customers and our home improvement ecosystem

We are basing everything we do on the reality of our customers' lives

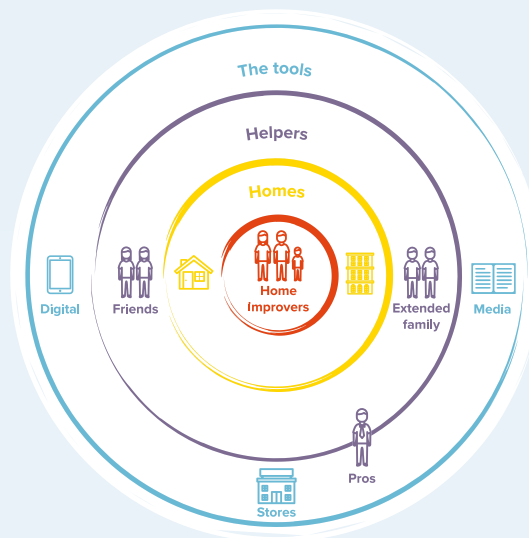
Our market is a large ecosystem, rather than traditional, separate segments. On the same project some tasks will be done by the home improvers themselves, and others will be done by and with their helpers.

### Home improvers:

Anyone who wants to improve their home, whether they are owners or renters.

### Homes:

People have an emotional connection with their homes. It is where they raise their families, see friends and express themselves through design and decoration.



### Helpers:

When people are short of money or resources, they look for help. This comes from a blend of family members and neighbours, and for bigger, more skilled jobs, tradespeople.

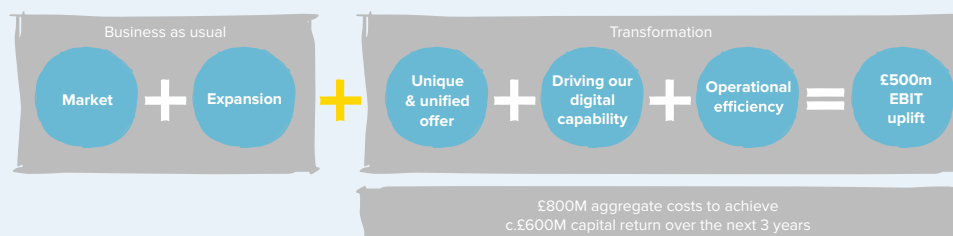
### The tools:

The 'tools' of a home improvement project invariably start with digital – for research, inspiration, 'how to do it' videos and price comparisons. The second tool is our stores.

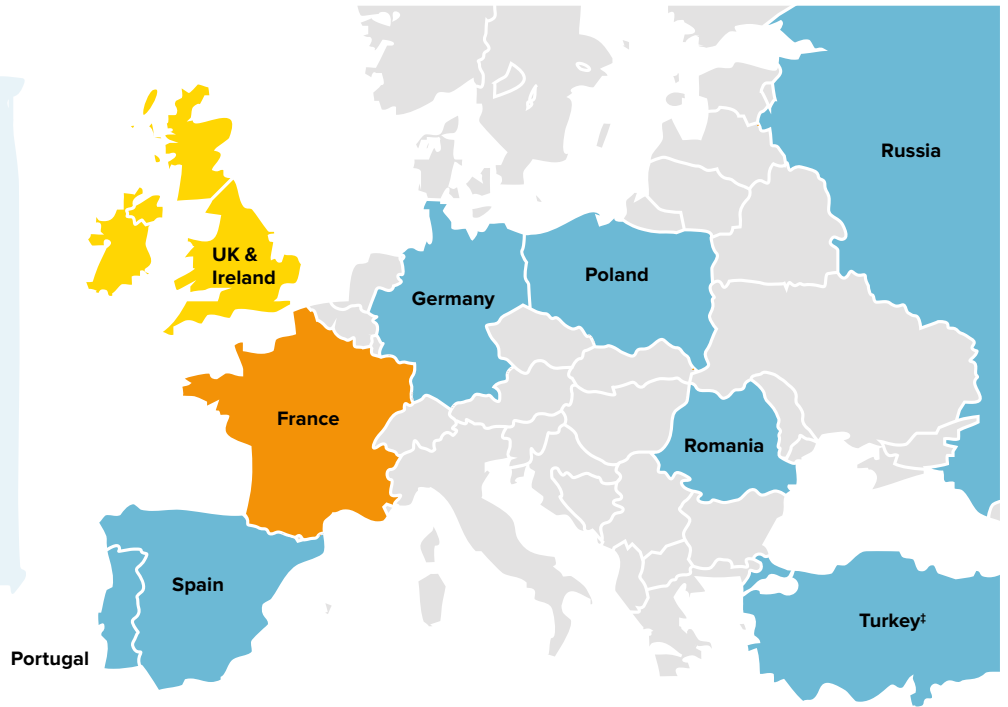
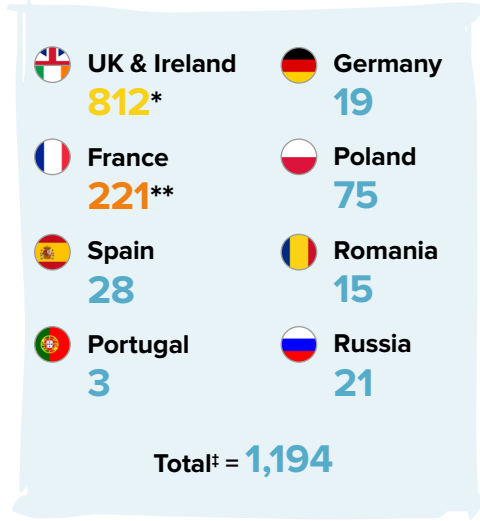
## Our plan

Following an in depth review of Kingfisher's business, alongside in depth studies of our customers' home improvement needs, the leadership team announced the 'ONE' Kingfisher plan in January 2016. This plan will leverage the scale of the business by becoming a single, unified company where those customer needs always come first. We will have unified customer offer, with the same products presented everywhere in the same way.

Our focus over the next five years will be based on the three strategic pillars of creating a unified, unique and leading home improvement offer, driving our digital capability and optimising our operational efficiency. Our transformation plan aims to deliver £500 million of sustainable profit uplift by year 5, over and above 'business as usual'. For more information about our strategy go to [www.kingfisher.com/ourstrategy](http://www.kingfisher.com/ourstrategy).



## Our markets and our stores

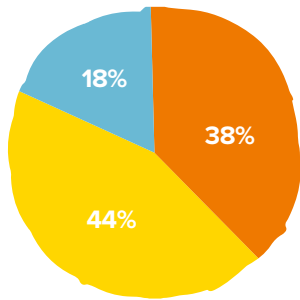


\* B&Q UK & Ireland 295, Screwfix 517  
 \*\* Castorama 102, Brico Dépôt 119  
 All store data relates to the year ended 31 January 2017

‡ Turkey joint venture stores not consolidated

## Our key figures

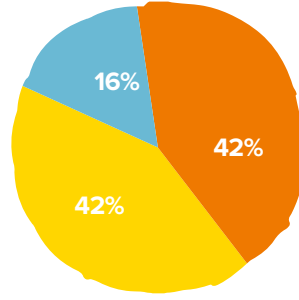
### Contribution to total sales



|        |         |
|--------|---------|
| France | £4,254m |
| UK     | £4,979m |
| Other  | £1,992m |

**Total £11bn**

### Contribution to retail profit



|        |       |
|--------|-------|
| France | £353m |
| UK     | £358m |
| Other  | £136m |

**Total £847m**

† Total, not full time equivalent, excluding Turkey  
 § Turkey not consolidated  
 ‡ Store data relates to the year ended 31 July 2016  
 All financial data relates to the full year ended 31 January 2016



## Be a truly sustainable company

Sustainability is important to our customers because a good home is a more sustainable home – one that is green outside and in, resource and energy smart, healthy and comfortable, durable and efficient to run.

We are committed to being a truly sustainable company, where social and environmental considerations are part of our culture and integrated in the way we run our stores and our infrastructure and processes, how we buy our

goods and services, and how we support our customers to have more sustainable homes.

We focus on four priority issues that are important to our customers and material to our business: timber, energy, product innovation and communities. For more information go to [www.kingfisher.com/sustainability](http://www.kingfisher.com/sustainability).