

Our 2017-18 Half Year Results

Our ambition

To become the leading home improvement company



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

Financial highlights



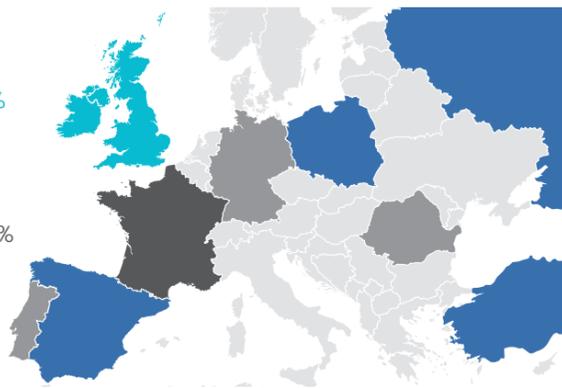
Divisional performance

UK & Ireland
Sales: £2,602m
+1.1% like-for-like
Retail Profit: £215m, +1.7%

France
Sales: £2,273m
-4.6% like-for-like
Retail Profit: £174m, -14.6%

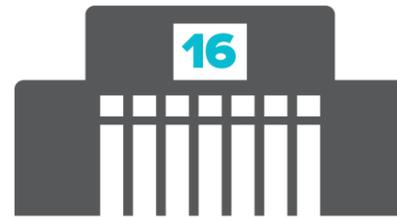
Other international (established)
Sales: £1,059m
+0.1% like-for-like
Retail Profit: £88m, +3.7%

New country development
Sales: £74m
+4.7% like-for-like
Retail Losses: -£10m



H1 performance reflects some business disruption

Market highlights



16 new Screwfix stores opened in the first half - now totalling **533**
Continued growth with sales up **11.7% LFL**

Strong sales continued in Poland



New acquisition to significantly strengthen our position in Romania*



*Subject to regulatory approval

Progress towards strategic milestones

Unique & Unified Offer

16%

We've unified 16% of cost of goods sold (COGS)

So far we've unified over **40** product categories including

shower enclosures, bathroom storage, ropes and chains



Digital

Unified IT roll out to all Castorama France stores



One hour click & collect now available in all B&Q stores

Operational Efficiency

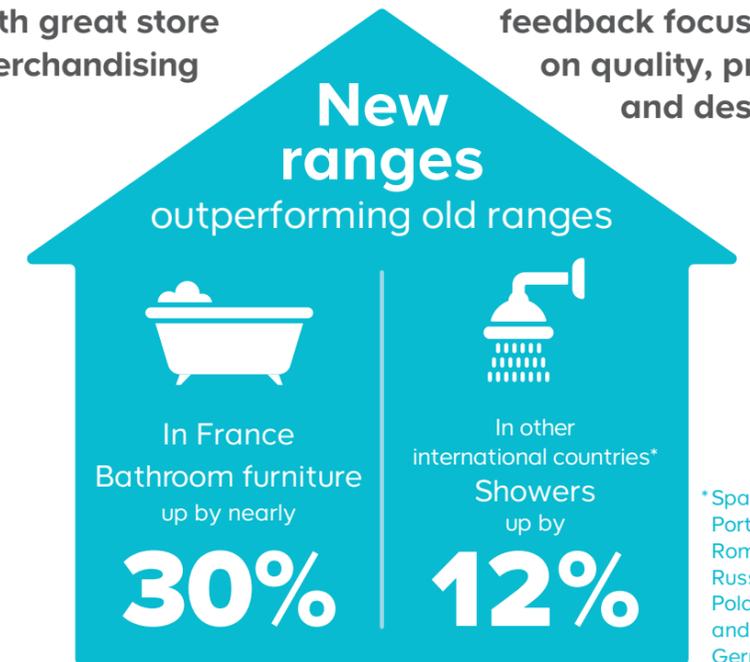
Goods Not For Resale (GNFR) programme delivered **£10m** saving in the first half

On track for **£25m** saving this year

Unique offer bathroom and storage

Widely implemented with great store merchandising

Strong customer feedback focusing on quality, price and design



*Spain, Portugal, Romania, Russia, Poland and Germany

Great teams



Screwfix
One of Best Places to Work in UK

Castorama Poland
Investor in Human Capital award (Management Observatory Institute)

Brico Depot Spain
Number 1 Best Workplaces Spain

September pilot of **Home Improvement Academy** - creating **100** experts across stores in **9** countries