

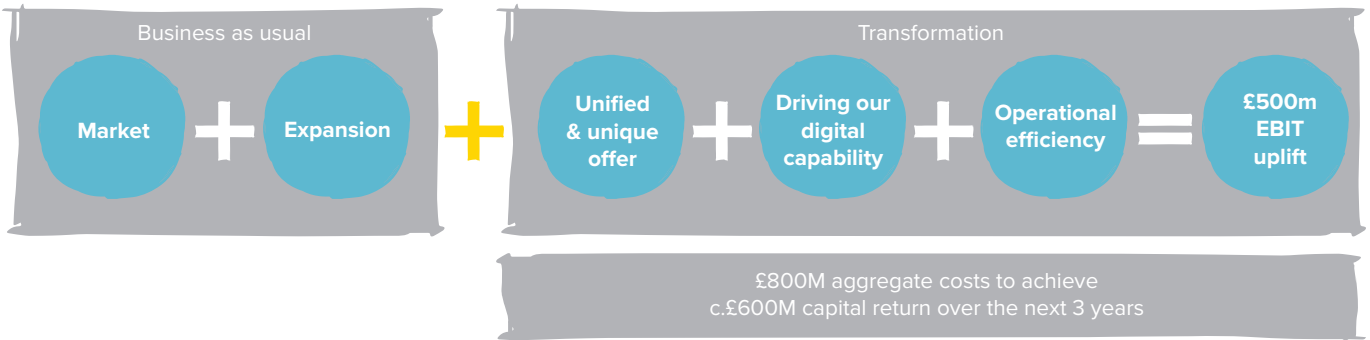
Our transformation

In January 2016 we announced the detail of a five year transformation plan and gave clear long-term financial targets and operational milestones for the first year (FY 2016/17).

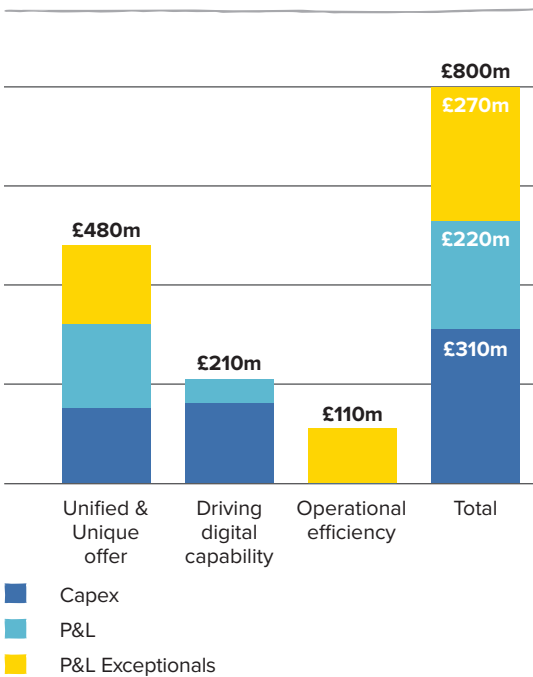
Our transformation plan aims to deliver £500 million of sustainable profit uplift by year five, over and above 'business as usual'. By this we mean that without the transformation we would expect performance to be broadly in line with the macroeconomic backdrop in our respective markets.

We will track our progress against a set of financial Key Performance Indicators (KPIs) and operational milestones and we will update as we progress (see pages 22 to 23).

Our focus over the next five years will be based on three key strategic pillars: creating a unified, unique and leading home improvement offer; driving our digital capability; and optimising our operational efficiency. You can read more about each of these three pillars and the financial characteristics of our ambition in the Our strategy section on pages 14 to 19.



The aggregate cash costs to achieve the transformation



“We are radically reorganising for the first time to operate as ONE company to truly leverage the scale of the business.”

Véronique Laury, CEO