2006 STRATEGIC & OPERATING REVIEW

castorama

Russia

Casto Russia

February 2006

Russia

AGENDA

I. TRADING UPDATE

II. LEARNINGS

III. DEEP DIVE: CUSTOMER PROPOSITION

IV. CONCLUSION / Q&A

GUIDELINE: Show pictures of the store opening and available financial update as proposed on the right part.

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SAMARA FIRST WEEKS OF TRADING UPDATE

Store picture

Store picture

First weeks sales:

Sales budget:

Sales % by category:

EPOS Margin:

Best sellers:

Customer count:

Average transaction value:

Others:

GUIDELINE: show key elements of the store opening campaign and key marketing messages to customers and give feedback on how this has been perceived

Russia

MARKETING & CUSTOMER FEEDBACK

Store Launch- Marketing

In Store communication

OOH

Door to Door Leaflets

Initial customer feedback

Quote customers: “XXXXX”

Quick feedback research findings?

GUIDELINE: play video or other elements of the marketing campaign as appropriate that demonstrate the positioning of Castorama Russia

TV COMMERCIAL

ST PETERSBURG- NEXT OPENING

What are we carrying on doing?

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXX

What will be different?

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXX

GUIDELINE: Part II aims at demonstrating Casto Russia learning during 2005. We propose that you start by stating your ambitions and strategic agenda, then tell your learning, achievements and challenges against each of them.

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AGENDA

GUIDELINE: A mission statement is a sentence that describes your business purpose and set your long term ambitions in Russia- Below is an example for Russia-

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CASTORAMA RUSSIA MISSION STATEMENT

Explain

Explain

Be #1 home improvement retailer in Russia by offering a wide range of quality products at low prices in a good store environment where customers will be serve by professional staff and offered additional services to improve their homes

Explain

Explain

EXAMPLE

Explain

Explain

Explain

GUIDELINE: Casto Russia strategic agenda is made of strategic objectives. Each objective needs to be supported by strategic projects. Casto will then need to update KF on project's progress against target.

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STRATEGIC AGENDA

1	*STORE ROLL OUT*	▪ Development strategy ▪ Site criteria ▪ Store pipeline	▪ Land banking ▪ Market and competition monitoring
2	*STORE PROPOSITION*	▪ Customer research ▪ Store format ▪ Pricing strategy	▪ Ranging ▪ Staff/ services ▪ Communication
3	*DEVELOP OUR PEOPLE*	▪ Recruitment ▪ Training ▪ Retention Structures	▪ Competency Based Development
4	*SCALABLE INFRASTRUCTURE FOR GROWTH*	▪ Systems Development	▪ Logistics ▪ DC
5	*MANAGE VENDOR BASE FOR CONSISTENT SUPPLY*	▪ Vendor Evaluation	▪ Global Sourcing
6	*OTHER*	▪ TBD	

EXAMPLE

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PROGRESS AGAINST STRATEGIC AGENDA IN 2005

OBJECTIVES	PROGRESS/ UPDATE
1. STORE ROLL OUT	• Demonstrate progress vs. target
2. STORE PROPOSITION	• Demonstrate progress vs. target
3. DEVELOP OUR PEOPLE	• Demonstrate progress vs. target
4. SCALABLE INFRASTRUCTURE FOR GROWTH	• Demonstrate progress vs. target
5. MANAGE VENDOR BASE FOR CONSISTENT SUPPLY	• Demonstrate progress vs. target
6. OTHER	• Demonstrate progress vs. target

GUIDELINE: Explain your learning for the year regarding roll out and development strategy. This can be around store location, catchment criteria, new cities, new regional split…

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OBJECTIVE 1: STORE ROLL OUT KEY LEARNING

OBJECTIVE 2: STORE PROPOSITION KEY LEARNING

OBJECTIVE 3: DEVELOP OUR PEOPLE KEY LEARNING

OBJECTIVE 4: INFRASTRUCTURE KEY LEARNING

OBJECTIVE 5: VENDOR BASE KEY LEARNING

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OBJECTIVE 6: OTHER STRATEGIC OBJECTIVE'S KEY LEARNING

SUMMARY OF KEY ACHIEVEMENTS: 2005

- XX sites identified and XX Capex approved
- First stores is ready and…
- GFK Market Research Moscow & St. Petersburg …
- £XXm stock received
- Vendor's management and delivery went smoothly…
- Supply chain is schedule to start operating fully in March, Maersk KPI's developed and agreed
- Costs have been managed well….
- Additional XXX new employees were recruited during 2005 and ….we are currently recruiting and training XX store staff
- Others

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SUMMARY OF KEY CHALLENGES: 2005

- Sourcing and KAL?
- People development, recruitment? Skills? Facilities?
- Competition development? OBI?
- Site availability
- Capex process?
- Economic context
- Others
- Others

GUIDELINE: Your deep dive is CUSTOMER PROPOSITION. In other words your proposition to Russian customers and your competitive advantage against main competitors i.e. OBI, Leroy and local markets. You have almost done all the work already in your commercial PPT to Gerry Murphy, that I have used to demonstrate what should be presented in part III

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2. COMPETITION

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5. SUPPLY CHAIN

IV. CONCLUSION / Q&A

GUIDELINE: Update this list of researches as for Feb.. 2006

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LIST OF RESEARCHES THAT HAVE BEEN DONE

Name of research	City	Research agency	Timing
Real Estate Market	Russia	Interfax	2003
Premier TGI	Moscow	Comcon	2004
Retail	Russia	Interfax	2004
Dacha's and Flat reconstruction and renovation: Decision making process	Moscow	GFK	August 2004
DYI Market study in Moscow	Moscow	GFK	December 2003
List of shops in Moscow+St. Pet	Moscow+St. Pet	Comcon	March 2005
Construction materials market: Consumer behavior study in Russian regions	St. Pet, Kazan, Krasnodar, Samara	GFK	November 2004
R TGI	Moscow+St. Pet	Comcon	Oct-Dec 2004
Monitoring of DIY market. St. Pet. B2c+b2b	St. Pet	Comcon	October 2004
Construction materials market: Consumer behavior study in Moscow	Moscow	GFK	September 2004
Monitoring of DIY market. St. Pet. B2c+b2b	St. Pet	Comcon	April 2005
The Testing of Store Creative Concept	Moscow+St. Pet+Samara	Masmi	September 2005
Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg	Moscow+St. Pet	GFK	September-October 2005
Russian consumer 2001-2005	Russia	GFK	October 2005

GUIDELINE: Typical customer description or show segmentation if you have already identified different customer types

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WHO'S THE CUSTOMER?

- 55% women (as main instigators)
- 45% men (as main doers)
- 25-60 years old
- Married with 1 or 2 children (70%)
- Own apartment or dacha
- Low to mid income -200 USD per capita and above-(plus extra 100 to 300 USD)
- Spend 20 to 40% in FMCG
- DIYer but happy to buy services if convenient/ good value for money especially in Moscow
- 72% did small renovation job them-selves
- Driven by life style improvement
- Likely to own a car

PICTURE OF CUSTOMER (couple)

PICTURE OF DACHA

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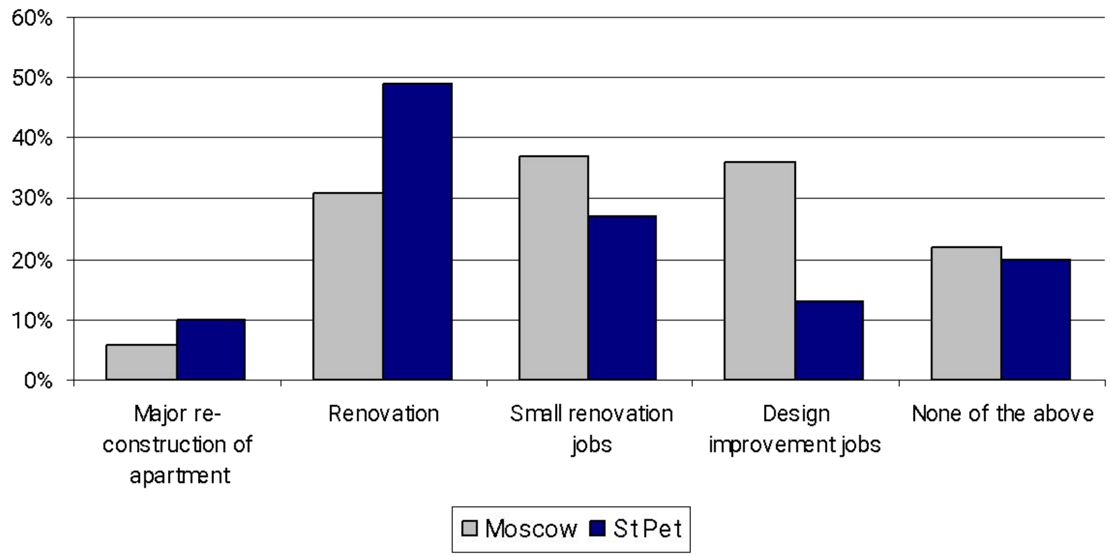
RUSSIAN CUSTOMER ARE HEAVY PURCHASERS OF HOME IMPROVEMENT PRODUCT

About 80% of respondents made renovation within the last 12 months.



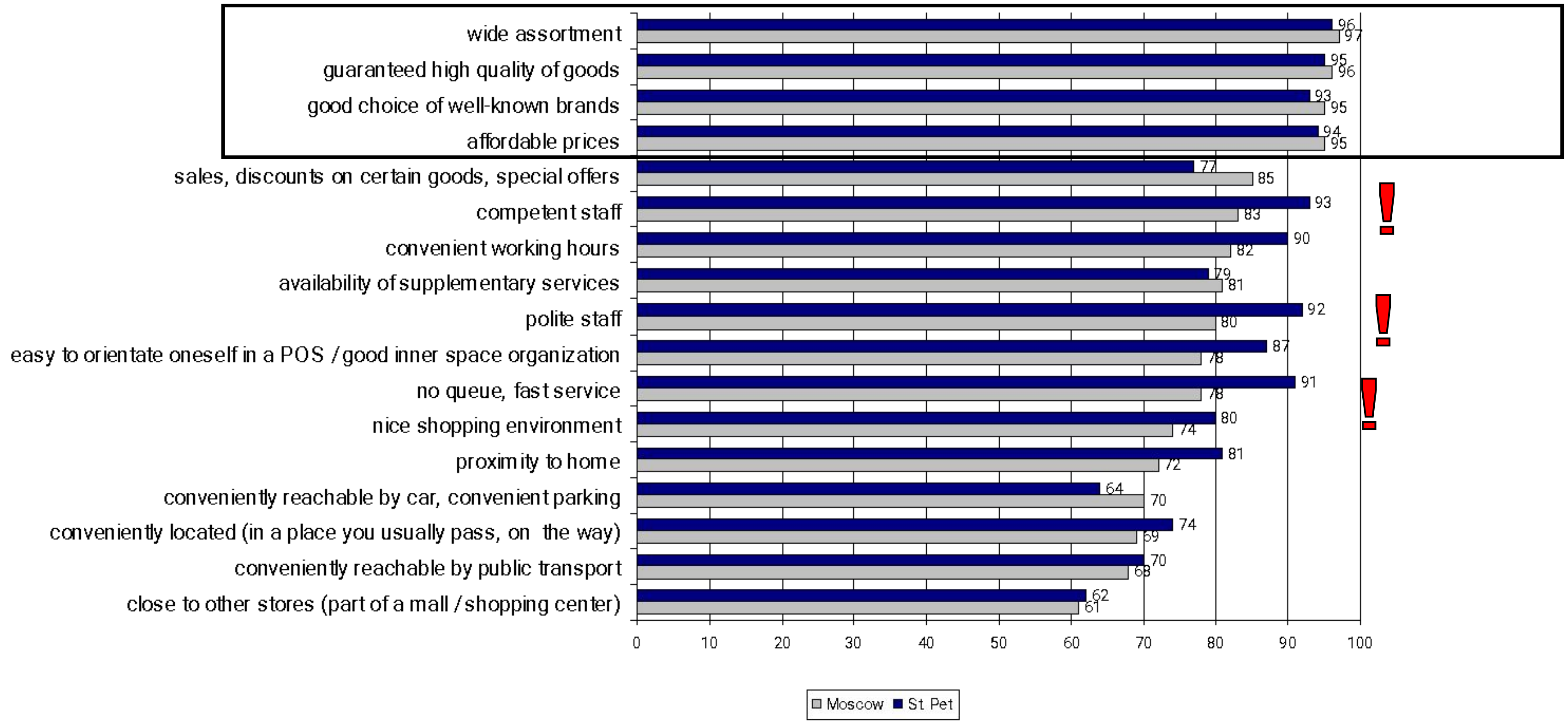
- Main types of projects are **Wall, Ceiling, Floor works**
- Main season for project execution is **summer**
- Most of respondents visited several POPs (2-5), however they have the desire to buy all materials **in one place.**
- Basic materials are chosen by men or professional. Décor (finishing) materials are clearly chosen by end consumer.

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

GUIDELINE: Show key criteria to shop at a DIY store that Casto Russia has taken into account in its customer proposition

WHAT IS IMPORTANT?

POP



The most important choice criteria: **assortment, quality, brands, prices.** Then follow special offers, staff, services. In St. Pet STAFF and SERVICE are more important than in Moscow. St.Pete more organised retail.

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

GUIDELINE: These 2 slides aim at showing your understanding of regional differences and may lead to discussion around a second store format to be developed in the future

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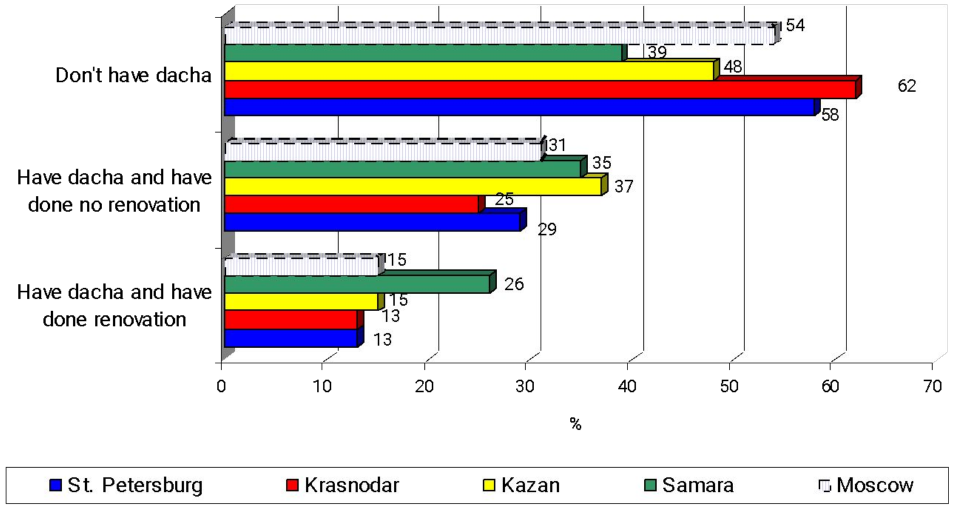
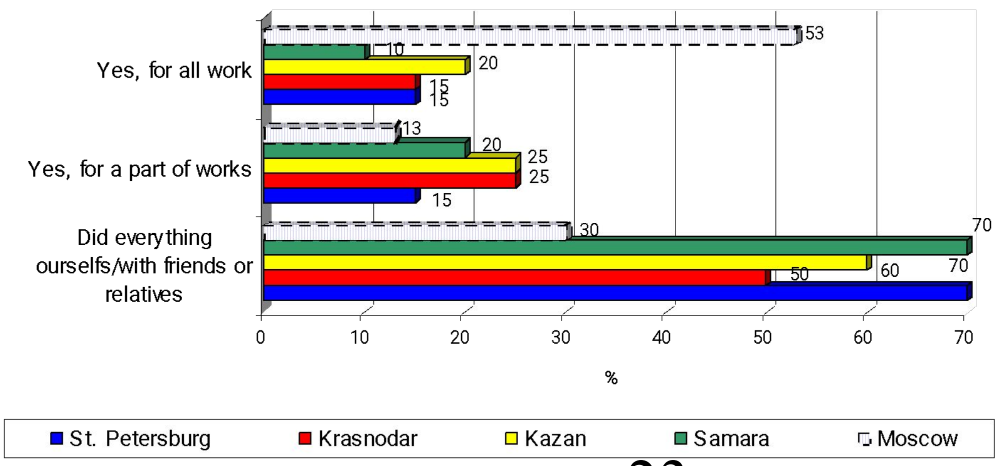
REGIONAL DIFFERENCES SHOWS STRONGER DIY POTENTIAL IN THE REGIONS AND GROWING DIFM IN MOSCOW

About 40-60% of people have dacha. Samara is the leader in dacha penetration (61%) and in penetration of dacha renovation (26%).

Dacha is DIY



In Moscow the Brigades have the strongest involvement (more than 55%).
Samara & St. Petersburg have higher % of DIYers than other cities (about 70%).



Source: GfK-RUS: DIY Habits Study in Russian Regions (Nov 2004), Construction Materials Market: Consumer Behavior Study in Moscow (Sept 2004)

GUIDELINE: This slide is an example and aim at showing differences within the regions in Russia. Main factors that may influence customer behaviour and therefore sales, products, margin….. Change the headings as appropriate/available in Russia.

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….AND WE NOW UNDERSTAND THE DRIVERS OF REGIONAL DIFFERENCES

	MOSCOW	ST PETERS BURG	OTHERS	OTHERS	OTHERS	OTHERS
GDP growth (%)	10%	8%	15.0%	12.2%	5%	5%
Retail Sales (USD bn)	428.3	745.0	411.6	266.5	266.5	266.5
Retail Sales/ capita (USD)	219.2	245.5	[illegible]	95.5	95.5	95.5
Monthly Income per Capita (USD) *(Incl. other income)*	600	500	100	200	150	160
Property price (USD per sqm)	15,638	16,683	16,919	9,221	9,221	9,221

EXAMPLE

Source: The Statistics Bureau of respective cities

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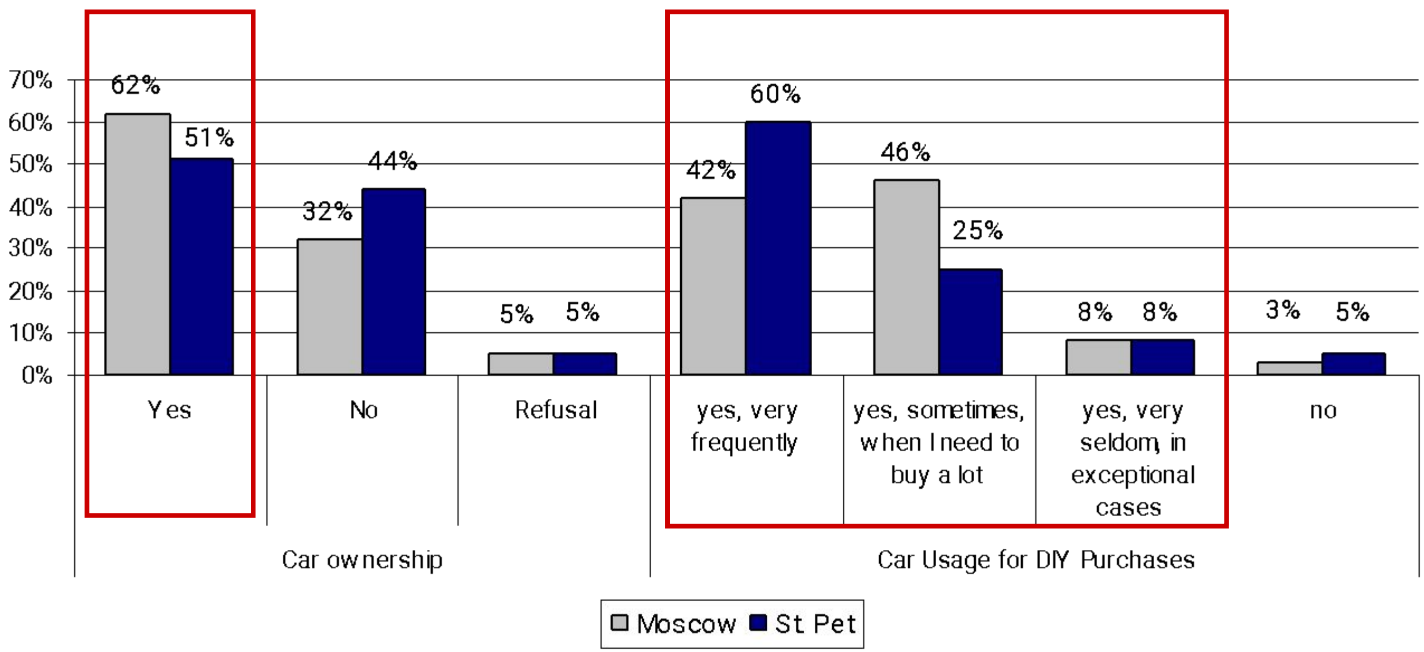
PARKING CAPACITY IS A KEY SUCCESS FACTOR

Car ownership and Car usage for DIY purchases



- Most of respondents (more than 60%) in Moscow have a car, and 50% - in St. Pet.
- Almost each respondent, who has a car, uses it for DIY purchases. So car parking is a critical success factor
- Casto stores will therefore need to offer a **minimum of XXXXX car park spaces**

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

GUIDELINE: This is a very important slide that demonstrates how you will keep track of customers and show your focus on customers needs and changes

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MARKET RESEARCH PROGRAMME IS IN PLACE TO KEEP LEARNING ABOUT CUSTOMERS

weekly	monthly	2 times a year
Price check monitoring	Customer Satisfaction Survey	Image Tracking Study
Reality	Customer Experience	Customer Perception

Castorama is...

OBI is... LM is ...

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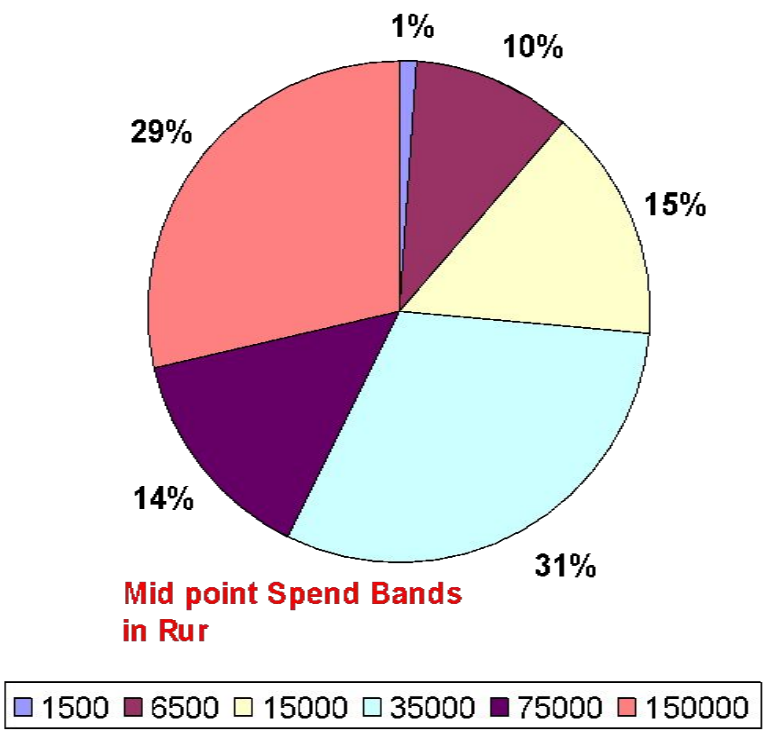
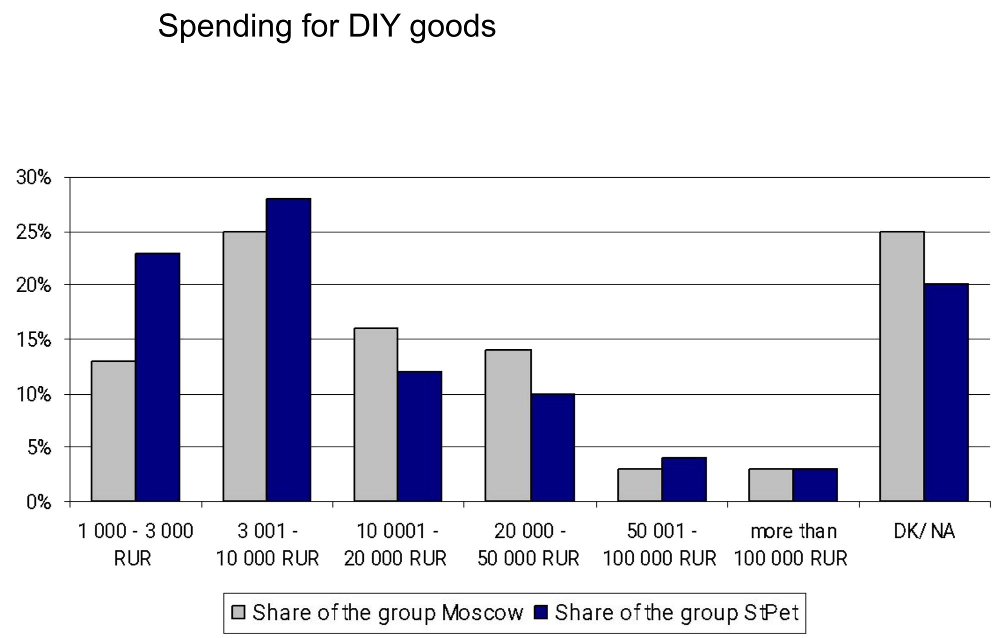
MOSCOW VS. ST PETERSBURG DIY MARKET

% of Market by spend levels St. Petersburg and Moscow





- **Average spending is about 19 800 RUR ($690) in Moscow and 16 700 RUR($580) in St. Pet.**
- **Consumers, which spend >20 000 RUR, make more than 73% of total spending. Thus market is driven by projects not individual purchases (Moscow and St. Pet).**

DIY STORE VS. TRADITIONAL MARKETS

Moscow DIY market. Evaluation of Stores vs. Markets

Markets win on price, stores on service and quality. Range is equal. Thus, it's important to beat markets on price and we could be a real winner.

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

GUIDELINE: Show main competition development progress and sales performance. This will highlight the challenge going forward

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MAIN COMPETITORS DEVELOPMENT

	2005 STORES	2006 STORES *	2005 SALES
OBI	XX	XX	XX
LEROY MERLIN	XX	XX	XX
Kashirski Dvor	XX	X	X
Starik Khottabych	X	X	X
Tvoi Dom	X	X	X
Maksi Dom	X	X	X

* Expected or forecasted number of store: sources???

GUIDELINE: Show performance and awareness to demonstrate that the ambition of being #1 is not an easy target in Russia

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HOME IMPROVEMENT COMPETITOR PERFORMANCE

Local		
Players	**Awareness**	**Sales/store**
Kashirski Dvor	41%	
Starik Khottabych	33%	
Tvoi Dom	10%	
Maksi Dom		£22m/store
Mel'nitsa		
Mytischinskaya		
Open markets		>70% share

International		
Players	**Awareness**	**Sales/store**
OBI	15%	£22m/store
Leroy Merlin	10%	£20m/store
IKEA	10%	
Martkauf	>10%	
Casto	N/A	

Key take away

- Clear leadership of the 2 local players, however OBI was ranked #1 level of customer satisfaction
- Preferred store format: OBI, Mytischinskaya and LM
- Open market perceived as cheaper, offering as wide range and as good quality product as DIY store
- OBI plans +10 stores in 06-07

MOSCOW COMPETITON REVIEW

Competitor	Strengths	Weaknesses
Kashirsky Dvor	▪ the best known, popular POP, lots of clients ▪ high loyalty index ▪ good at prices and range ▪ good price/range of supplementary services ▪ win in the most part of categories	▪ not very good shopping environment and service quality ▪ no understandable price tags ▪ doesn't guarantee high quality of goods
Starik Khottabych	▪ well known, popular POP, famous store ▪ guarantee high quality of goods ▪ best shopping environment ▪ strong in many categories except garden, tools, electrical installation, household goods, lighting	▪ not good at prices ▪ not good at price/range of supplementary services ▪ has no convenient large parking
OBI	▪ good local awareness ▪ strong at garden, tools, electrical installation, household goods, lighting, linoleum and carpeting, sanitary	▪ low awareness ▪ not good at prices
Leroy Merlin	▪ good local awareness ▪ high loyalty index ▪ highest satisfaction level ▪ good at prices	▪ low awareness ▪ not very good at service quality

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

MOSCOW COMPETITON MAP

Insert map of Moscow competition and stores under construction

ST PETERSBURG COMPETITON REVIEW

Competitor	Strengths	Weaknesses
Maksidom	▪ absolute leader of the market with 95% awareness and 54% of purchases. ▪ the best known, popular POP ▪ highest loyalty index ▪ highest satisfaction level ▪ gives good ideas for renovation ▪ nice shopping environment ▪ convenient large parking ▪ win in all categories	▪ not good at prices ▪ inconvenient working hours ▪ problems with queues
Teks/ Stroimaster	▪ good loyalty index ▪ strong in the most part of categories except garden and kitchen	▪ confusion with two names
Rybinskaya	▪ good loyalty index ▪ affordable prices ▪ large assortment ▪ good price/range of supplementary services ▪ strong in many categories except garden, kitchen, decorative household goods, linoleum and carpeting, lighting	▪ not good shopping environment and service quality ▪ doesn't guarantee high quality of goods ▪ no well-known brands

Source: GFK ad-hoc research "Segment Monitoring of Consumer Habits in DIY Segment – Moscow, St. Petersburg", September-October 2005

Russia

ST PETERSBURG COMPETITON MAP

Insert map of St Petersburg competition and stores under construction

SAMARA COMPETITON REVIEW

Ptichiy market

Bystrosklad

TC Stroydom

	Ptichiy market	Bystrosklad	TC Stroydom
W/h Mon-Sat	9-18	8-20	9-20
W/h Sunday	9-17	8-20	9-18
Area	c. 50,000 m2	c.1,500 m2	Inside 9,000 m2 (5 floors), outside c.5 000m2
Staff	Enough, but not customer oriented	Lack of staff	Enough, but not customer oriented
Assortment description	All DIY assortment including gardening	Flooring Sanitary Building Deco	Flooring Building Sanitary, Technical
Additional	Typical open market	Very dirty	Special warehouse for sanitary
Summary	The biggest DIY market in Samara, hundreds small stores huge choice, dirty, no services	Warehouse store, cheap, dirty, no service	Large choice original concept, several owners

GUIDELINE: Your deep dive is about customer and store format, in order term your business proposition and your competitive advantage against main competition i.e. OBI, Leroy and local market

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MERCHANDISING PRINCIPLE

<u>Work to date- Strategic</u>

- **Leading/Famous for gardening in the regions**
- **Strong décor offer-softer look/feel than Poland**
- **Leading in showrooms-Low cost but still Inspiration / Aspiration**
- **Best in building-One stop shop for trade/projects**

<u>Implementation details</u>

- Macro store aiming to make our store easy to shop, whilst WOW’ing with presentation and Mass
- Consider & Learn from Group best practice change to reflect local market
- Learnt from known mistakes of Obi and Leroy (volume support)
- Micro store plan detail
- Merchandised 50% of ranges in lab
- On target to deliver installation information
- Ordered all equipment, local and import

STORE LOOK

Just Stock

Educate

Choice

Show me

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STORE LOOK

How to display, touch and feel & SRP

Pallet replenishment

"Stock to show", "stock to go" (above and in front)

STORE LOOK

High Level display, easy to change, stock below

"Stock to go"

Flooring- Bigger displays, pallet merchandising, pallet storage & layflat for promotions and volume

Ceramics Bigger displays, pallet merchandising, pallet storage & layflat for promotions and volume

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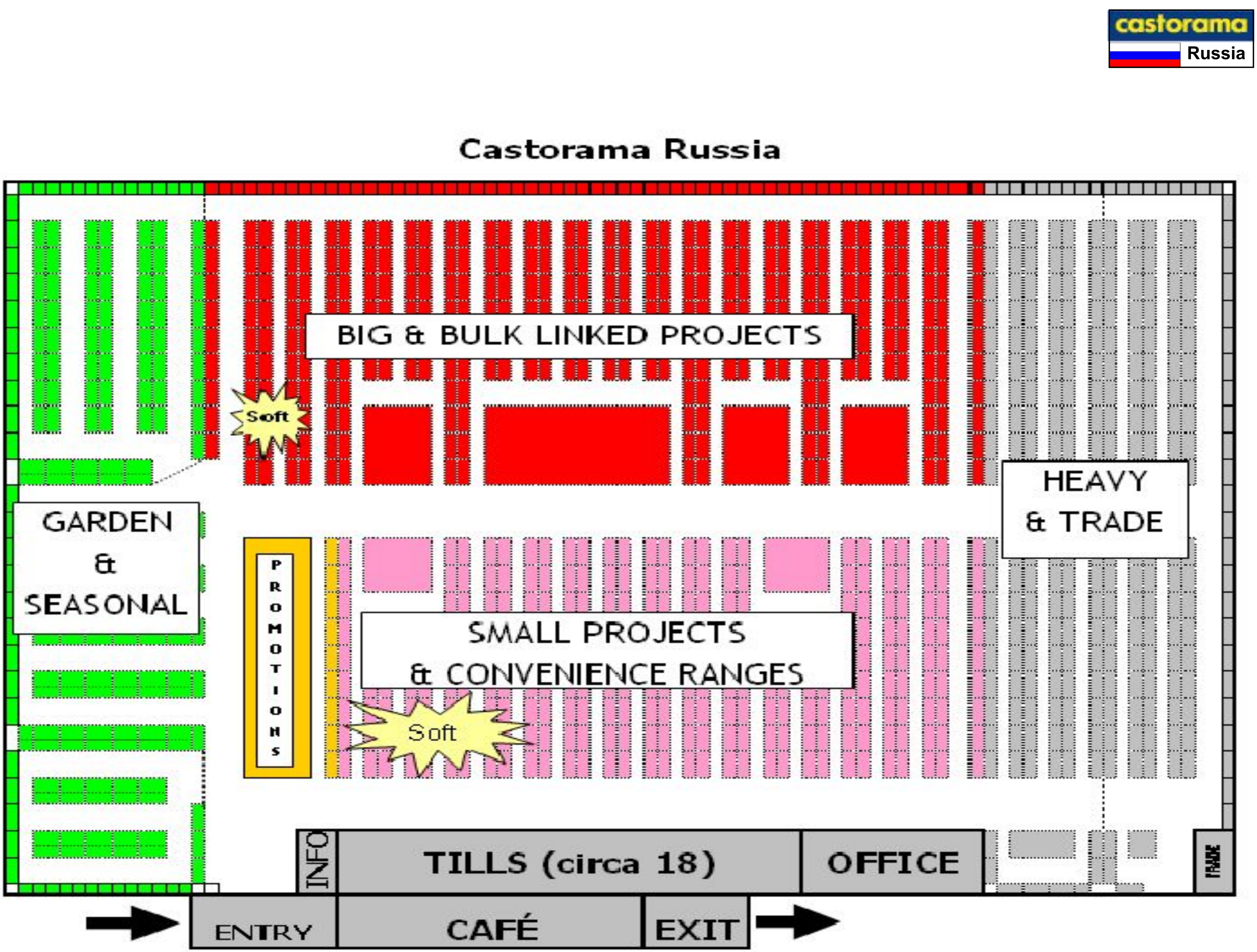

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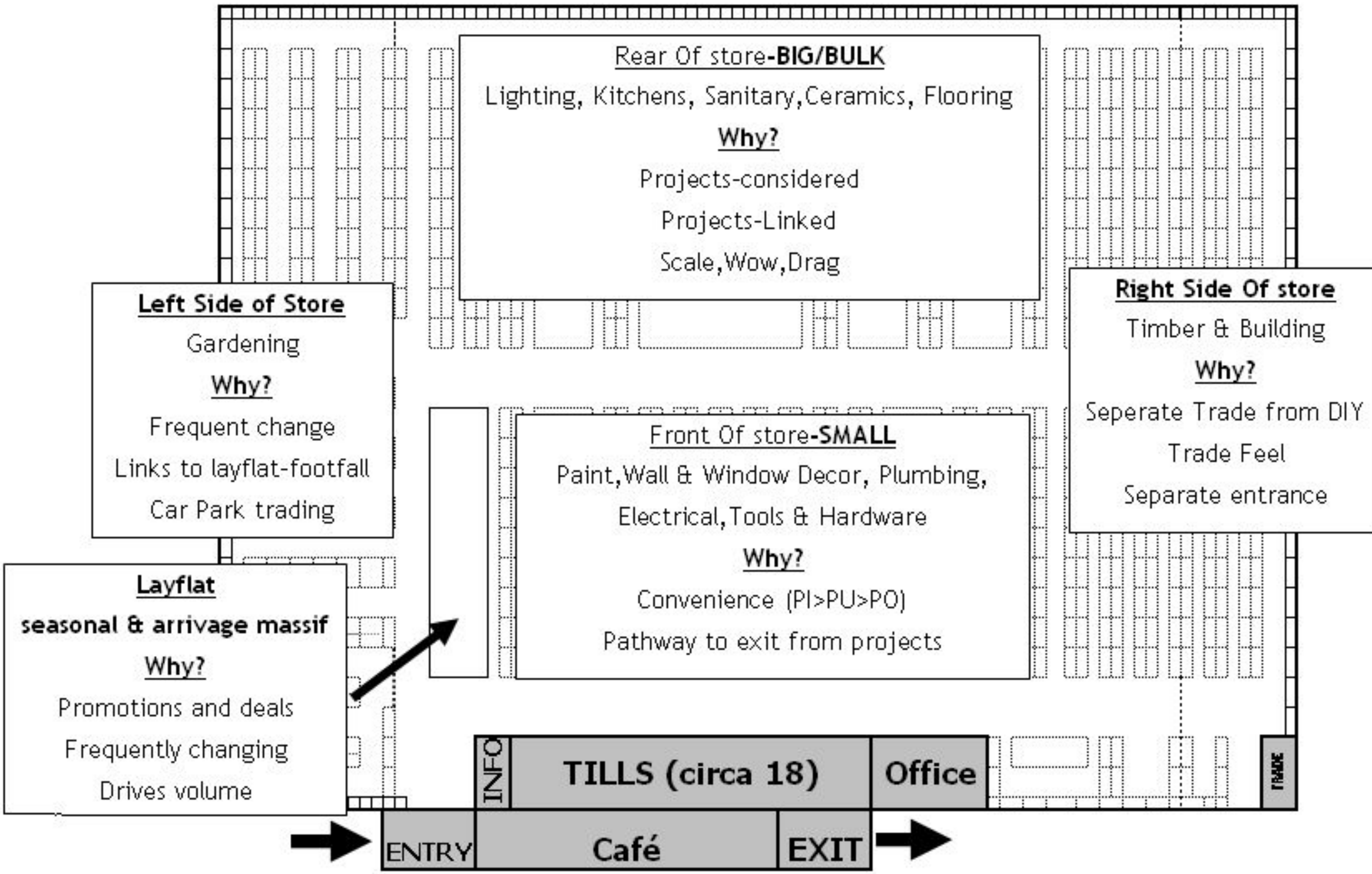
Overview store plan principles



ADDED VALUE SERVICES

MUST HAVE

- Demonstrations
- Finance offer
- Home delivery
- Timber, glass, pipe cutting
- Café Bar
- Taxi service
- Info re installation
- Curtains/blinds

UNIQUE AT CASTORAMA

- Customer Learning area
- Trade refreshments
- How to leaflets
- Department experts
- Free water
- Gift vouchers

GUIDELINE: Your deep dive is about customer and store format, in order term your business proposition and your competitive advantage against main competition i.e. OBI, Leroy and local market

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AGENDA

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KEY POSITIONING ELEMENTS

Best in Building	At least 30% of all renovations are done with involvement of professionals. Professionals – opinion makers / advisers to BIY's
Leading in Showrooms, Ceramics, Flooring & Gardening	59% of all renovations in Kitchen &/or Bathroom 90% of renovations involve Wall & Floor works 45% of Russian families have dachas
Permanent "low prices" message **Match or beat the lowest price on the market**	Creates trust and customer confidence Entry segment is vital for success. Price is the key factor in POP choice
WIGIG "arrivages" (-10% vs. competitors)	Arouses interest & excitement in the customer
Good, Better, Best Products	Product for every type of customer. Brands important.
Professional ranges	Professional and B2B clients form 20% of base Hardware and Decorative Sundries

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SALES-MARGIN-CONTRACT

Objective:

Forms a guide for sales forecasts & contract signing

Result:

Contracts agreed with front margin to budget at LM retail prices

Next steps:

When negotiations complete, need to recut the budget to actual achieved figures.

Category	Sales Budget ($m)	GM Budget ($m)	GM% Budget	Sales Mix	**BM Fact ($)**	**BM% Fact (%)**	**SC Fact ($)**	**SC Fact (%)**	**Supp. Qty**
Building	5.6	1.1	19.0%	18.7%	**90k**	**1.5%**	**159k**	**2.8%**	**69**
Showrooms	4.8	1.1	23.7%	15.9%	**138k**	**2.7%**	**247k**	**5.1%**	**66**
Hardware	5.1	1.5	29.1%	17.0%	**165k**	**3.0%**	**371k**	**7.2%**	**44**
HARDSIDE	15.5	3.7	23.7%	51.6%	**393k**	**2.3%**	**777k**	**5%**	**178**
Flooring	3.3	0.9	26.0%	11.0%	**123k**	**3.5%**	**185k**	**5.6%**	**34**
Décor	5.0	1.5	29.7%	16.5%	**175k**	**3.3%**	**341k**	**6.8%**	**65**
Garden	6.3	1.9	29.4%	20.9%	**245k**	**3.6%**	**308k**	**4.8%**	**98**
SOFTSIDE	14.5	4.2	28.9%	48.4%	**543k**	**3.5%**	**834k**	**5.7%**	**197**
TOTAL	30.0	7.9	26.2%	100%	**936k**	**2.9%**	**1,611k**	**5.3%**	**375**

GUIDELINE: Update as appropriate, show example of a product?

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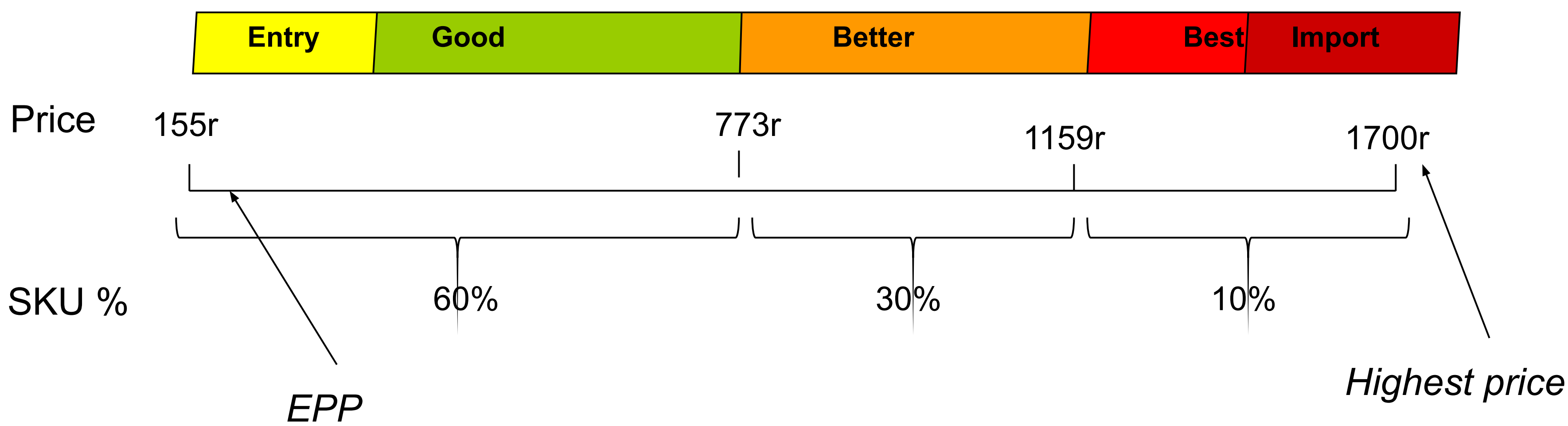
DRIVE SALES AND CUSTOMER PRICE PERCEPTION

<u>Mid Ends</u> - 50 Promotional Arrivages every 8 weeks
- Arrivages are priced minimum -10% to the market.

<u>Front Ends</u> - Mainly EPP Product every 8 weeks
- 283 EPPs and 114 KVIs to be measured and price matched

All the ranges built around this price structure. Focus on <u>entry price</u> segment.



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CASTORAMA PROMOTION CALENDAR 2006

	15 Apr – 14 Jun	15 Jun – 14 Aug
Promo Period	Summer Event I	Summer Event II
Promo Themes	Get ready for Dacha / Garden Secure Your home Basic DIY Building work	Renovate Inside the Dacha Keep cool inside Enjoy outside (leisure)
Key Events	Easter 01 May, 09 May (May Holidays)	Kids' Holidays
Key Categories	Building Hardware	Deco Flooring

	15 Aug – 14 Oct	15 Oct – 31 Dec
Promo Period	Autumn Event	Winter Event I
Promo Themes	Back to flat life Heating Repair - get ready for Winter Deco, Tiling and Flooring	Heating. X-mas Seasonal Event - Snow & ice Home Life - Finishing Touches
Key Events	Back to school	Halloween 1st Jan - New Year
Key Categories	Showrooms Tiles	Seasonal

Maintenance advertising campaign will be built on 4 key promo events.

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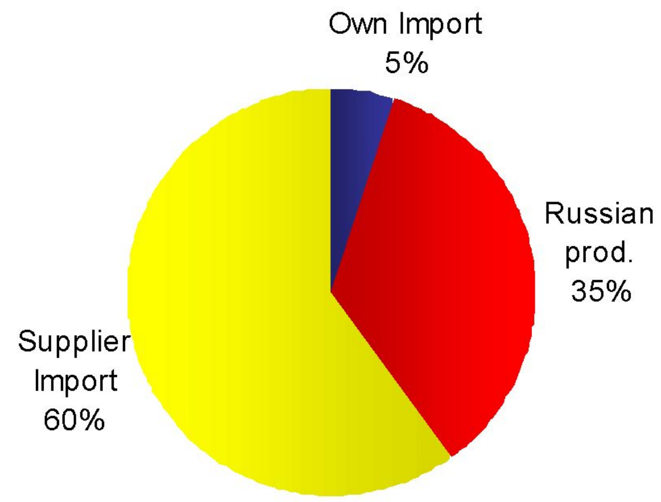
VENDOR BASE

- 375 Suppliers – 365 signed contracts
- 10% Suppliers – Nationwide Service
- 40% of suppliers through DC (149)
- 36 Castorama Import products
- Of 20 future Group Deal Suppliers
- 40% common to Castorama Russia.
- Problems receiving support from Group. Little leverage from Kingfisher.
- Increasing move to Russian Manufacturing – Tiles, Laminate, Building Materials



* Own import will increase in 2006

GUIDELINE: Your deep dive is about customer and store format, in order words your business proposition and your competitive advantage against main competition i.e. OBI, Leroy and local market

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AGENDA

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IMPORT

Current Status

Volume: 5% of total throughput (till end 2006)

Purpose: Arrivage for store opening

Suppliers: KAL

10 Chinese vendors sourced via sourcing manager at B&Q China

Orders: 7 orders, to the total value of $ 236k are placed with KAL

10 orders, to the total value of $ 55k are placed with Chinese vendors

5 + 3 orders delivered

Certification: Certification process in place. Certificates done

50% of cost covered by vendors

Insurance: insurer selected (with help of Willis)

Customs. Clearance: Moscow

Landed Cost: 25-30% lower than at local market

GUIDELINE: Update as appropriate

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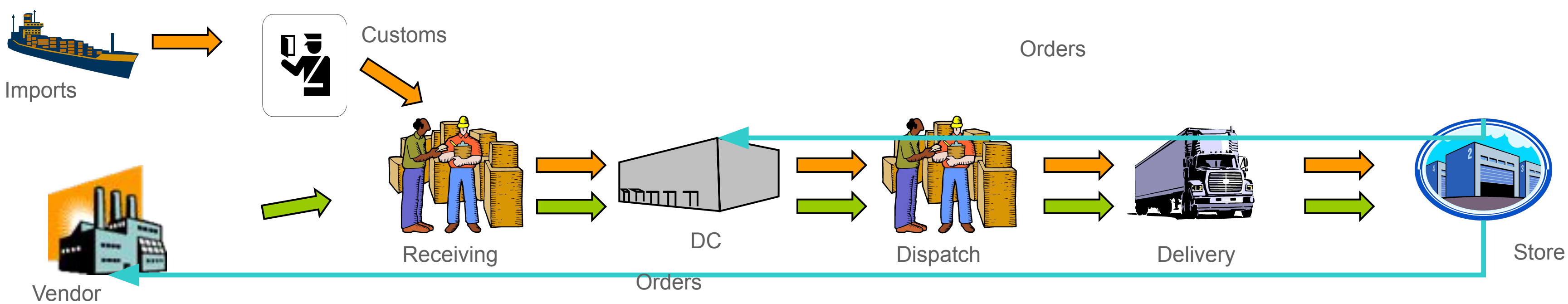
DISTRIBUTION

Current Status

- Total flow 35% of total throughput (5% imports +30% cross-docked)
- Stockholding: imports 90 days (30/60); cross-docked product – 10 days
- 149 vendors; over 11k SKUs
- Cross-docked costs to be covered by vendors
- Total net cost to CASTORAMA in 2006 - $ 805433 (1% of Net Sales)

Operations Flowchart



Short Summary

- Contract signed
- Operations started 11-th November

Issues

- No IT solution
- Recruitment of on-site representative

EQUIPMENT

Background

According to Russian Law, foreign investors have the right to import into Russia certain equipment duty & tax free

Current Status

- Castorama has decided to import € 2.65 worth of handling and racking equipment
- Potential savings may amount to around € 450k for 2 stores
- Costs to Castorama - € 45k
- Changes to Charter – drafted and submitted to registration
- Preferences are preliminary approved by Russian Customs
- 20 cntrs with racks for Samara are in St.Petersburg's port
- Delivery schedule for the rest in place

Issues

Apply for permission - end November
Importation - December '05- January '06

GUIDELINE: Update as appropriate

castorama Russia

DISTRIBUTION CENTRE OVERVIEW

Located on the main road to Moscow

Show store location in Moscow

Give some details about who operate the DC, estimation of DC costs as % of sales, capacity etc…

castorama Russia

AGENDA

GUIDELINE: Show full year P&L summary as presented and explain positive and negative variance to budget

castorama Russia

SUMMARY P&L

	2005		2005 BUDGET		VAR TO BUGGET		COMMENT
	ACTUAL £ m	% OF SALES	ACTUAL £ m	% OF SALES	ACTUAL £m	% OF SALES	
Head Office Costs - Regional							Comments
Head Office Costs - Central							Comments
IT Costs							Comments
Net Pre-Opening Costs							Comments
Total Other Costs							Comments
Property Costs							Comments
Total Overheads							Comments
Retail Profit/Loss							

GUIDELINE: Show details of all approved Capex and variance to proposal. Use notes to give details/explanations when appropriate.

castorama Russia

CAPITAL EXPENDITURE

£ 'm

	Property Land+ Building	Retail Fit out/ HO	Total CAPEX	Variance to proposal
New Store CAPEX				
Store 1	-11.5	-11.5	-11.5	-11.5
Store 2	-10.2	-10.2	-10.2	-10.2
Store 3	-7.1	-7.1	-7.1	-7.1
Store 4	-9.6	-9.6	-9.6	-9.6
Store 5	-11.3	-11.3	-11.3	-11.3
Store 6	-14.4	-14.4	-14.4	-14.4
HO CAPEX				
Total	**-428.7m**	**-428.7m**	**-428.7m**	**-428.7m**

Notes:

castorama Russia

AGENDA

I. *TRADING UPDATE*

II. LEARNINGS

III. DEEP DIVE: CUSTOMER PROPOSITION

IV FINANCIAL UPDATE

V. CONCLUSION / Q&A

GUIDELINE: SUMMARY OF THE KEY MESSAGES TO KINGFISHER, state your key achievements again and your challenges/ questions to kingfisher, state your focus for the coming months and your objectives for 2006

CONCLUSION

- **Casto Russia…..**
- **In 2006, we will….**
- **Xxx**
- **Xxxx**
- **Xxxx**
- **Xxxx**
- **xxxx**

Thank you !

Q&A

GUIDELINE: Add any other info in appendices that will support the points you reviewed in your presentation. This can be external sources, other retailers development or performance like Auchan. Financial info or further store pictures etc…

APPENDICES