

Our Investment Proposition

- › UK's leading retailer of automotive and leisure products
- › UK's leading independent operator in garage servicing and auto repair
- › Consolidation opportunity in attractive, fragmented markets characterised by small independents
- › Brands and categories hold number one sales positions
- › Strong competencies
 - Unrivalled scale and national coverage
 - Leveraging brand equity and maximising marketing opportunities
 - Unique service proposition
 - Multi-channel integration
 - Agile international sourcing

Our Strategy

Organic growth plan:

- › Extending range and service advantage
- › Investing in the Store Portfolio
- › Ongoing focus on cost control
- › Leveraging the Halfords brand in multi-channel

Augmented by disciplined merger and acquisition opportunities

Group Long-Term Vision

- › Grow earnings at a sustainable 15% CAGR
- › Maintain Halfords' leading core retail position achieving earnings growth 8% CAGR
- › Expand the Halfords brand into automotive aftercare
- › Leverage core capabilities in the retail sector
- › Increase multi-channel penetration and operating revenues
- › Identify and develop international opportunities
- › Maintain an efficient Balance Sheet across the financing cycle

Watch the overview video › www.investinginhalfords.com