

Halfords is the UK's leading provider of motoring and cycling products and services. Through *Halfords Autocentres*, it is also one of the UK's leading independent operators in vehicle servicing, maintenance and repairs.

Our Vision

Our vision is clear:

- To Inspire and Support a Lifetime of motoring and cycling



Online Annual Report

Read our Annual Report online, including a link to the full Remuneration Policy



halfords.annualreport2019.com

Corporate Website

Catch up with our latest news and learn more about Halfords on our corporate website



www.halfordscompany.com

Our Integrated Report

This is our fifth integrated report and is designed to provide a concise overview of how we generate value for all stakeholders. By following an integrated reporting model, we aim to show how our competitive advantage is sustainable in the short, medium, and long term. While this report focuses on value generation for our shareholders, it also demonstrates how we interact with all of our stakeholders.

Our Approach

In producing this report we have built upon the key changes introduced previously and then developed it further in line with the evolving practices in integrated reporting. Our future reports will seek to keep up with these new developments and achieve our aim of continually improving our stakeholder communications.

The steps we have taken in this report:

- our business model continues to evolve to provide greater clarity on how we create value in the short, medium and long term. We have provided more detail on the outputs of our business model;
- we have increased the signposting and consistency between sections to show how they connect and interact;
- we have ensured that we discussed material matters both positive and negative in a fair, balanced and understandable way.

A little direction for your journey through our report



This icon signposts the reader to other sections in this report



This icon signposts the reader to more information that can be found online



This icon is used to indicate content on the outputs of the business model.