

## Introduction

**Introduction**

Our Investment Proposition	01
Our Strategy	01
Group Long-Term Vision	01
Financial and Operational Highlights	02
How We Report	04
Chairman's Statement	05

## About Halfords

**About Halfords**

Halfords Value Diagram	06	1 Markets and Brands	08
		2 Products and Services	16
		3 Channels	26
		4 Supply Chain	34

## Business Review

**Business Review**

Business Review	42
Finance Director's Report	52

## Responsibilities

**Responsibility**

Board of Directors	60
Directors' Report	62
Corporate Governance	66
Directors' Remuneration Report	71
Corporate Social Responsibility	81

## Financials

**Financials**

Statement of Directors' Responsibilities	88	Consolidated Statement of Changes in Shareholders' Equity	93	Reconciliation of Movements in Total Shareholders' Funds	130
Independent Auditors' Report to the Members of Halfords Group plc	89	Consolidated Statement of Cash Flows	94	Accounting Policies	131
Consolidated Income Statement	90	Notes to Consolidated Statement of Cash Flows	95	<b>Notes to the Financial Statements 132</b>	
Consolidated Statement of Comprehensive Income	91	Accounting Policies	96	Five Year Record	135
Consolidated Statement of Financial Position	92	Notes to the Financial Statements	103	Key Performance Indicators	135
		Company Balance Sheet	129	Analysis of Shareholders	136
				Company Information	136