



Company Presentation

16 February, 2024



An Australian Industrial Distribution Company

Our Approach.



What We Do

We are a wide-range distributor, and a retailer, of Industrial industrial MRO and Automotive products and value-add solutions to Commercial, Trade and DIY consumers.

Our Model

We provide products and solutions for every workplace.

Our Ambition

Industry leadership position by being Australia's go-to favourite place for Industrial and Automotive Supplies and Solutions.

Our Commitment

Responsible management to deliver sustainable long-term growth and shareholder value.



Why Invest?



Building the #1 market leading alternative to the majors.

- Defensive growth sectors in large, fragmented, \$60bn markets
- Scale and leading positions
- Differentiated customer proposition
- Clear track record of growth
- Multiple growth drivers
- Strong financial track record, solid balance sheet
- Growing industry leadership



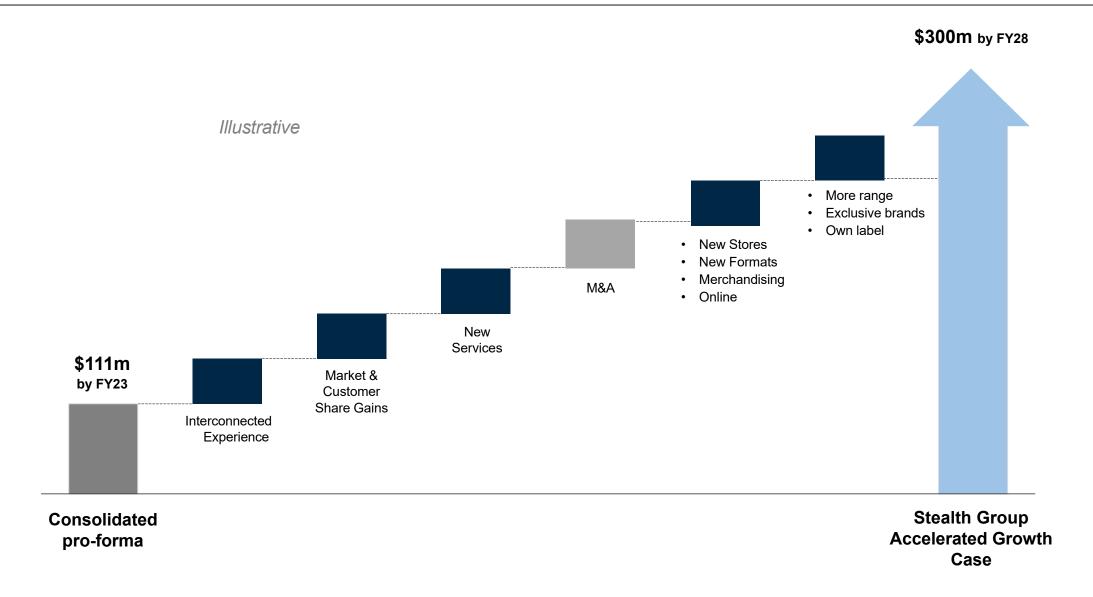




We are a Stronger, More Agile Company Today Than We've Ever Been, and Well-Positioned to Capitalise on the Growth Opportunities in Our Market.

Sales Growth 5-year outlook.







Where we are today.

65

Store locations Australia-wide **>95%**

Of products we sell are Non-discretionary items

> \$60m

Pipeline of organic new annual revenue in FY25 Well-positioned
to be the
#1 market-alternative
to the majors

Pre-Audit Financial Performance 1H24



Year ended 31 December (\$m)	1H FY24	1H FY23	Var %
Revenue	56.5	52.4	7.8%
Gross Profit	16.6	15.2	9.3%
Earnings before interest, tax, depreciation and amortisation	2.8	2.3	23.7%
Earnings before interest and tax	1.4	0.8	71.3%
Profit before tax	0.7	0.3	121.0%
Net profit after tax	0.5	0.3	49.1%
Basic earnings per share (cps)	0.45	0.31	48.4%
Return on capital employed (%)	11.8%	6.6%	77.3%
Operating cash flows	2.9	1.8	65.2%
Net capital expenditure	0.5	0.6	(9.8%)
Free cash flows	2.4	1.2	101.2%
Cash realisation ratio (%)	130	75	73.3
Net financial debt	5.8	10.1	(42.1%)
Net Debt to EBITDA (x)	1.0x	2.2x	(53.2%)

A new structure creates opportunities to drive more growth



One Group

Two business units

Three customer segments















Operating Divisions	Industrial			Automotive			
Our Business	-	ducts and Auto	motive afterma	Industrial maintenance, repair & operations aftermarket parts and accessories to le and DIY consumers.			
Products and					H	Q	
Solutions	INDUSTRIAL SAFETY & PPE	AUTOMOTIVE	WORKPLACE	HIRE RENTAL	SERVICES	SOLUTIO	

2024 focus areas



Positive impact on sales, margin and profit.



We are well placed to win.







advantage













