

# Agreement to acquire UK home improvement & garden retailer Homebase



18 January 2016



# Acquisition overview & rationale

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## Acquisition overview

- Acquisition of 100 per cent of Home Retail Group plc's holding in Homebase for £340 million (A\$705 million)<sup>1</sup>
- Unanimously supported by Home Retail Group Board; Offer provides execution certainty & an attractive cash consideration for Home Retail Group shareholders
- Transaction completion conditional on approval of Home Retail Group shareholders & its banking syndicate
- Acquisition completion expected by end of first quarter calendar year 2016

## Acquisition rationale

- £38 billion UK home improvement & garden market<sup>2</sup> (HI&G) is an attractive & growing market
- Homebase acquisition delivers an established & scalable platform with stores that are the right size for the UK market & support warehouse merchandising & a low cost operating model
- First step in a program including investment in the Homebase team & reinvigoration of core assets, building an exciting new Bunnings-branded business over three to five years
- Ability to improve existing Homebase performance in the short-term through operational improvement

(1) £:A\$ of 0.4822 at 15 January 2016 (Reserve Bank of Australia); (2) Bunnings estimates based on industry analysis

# Attractive market entry opportunity

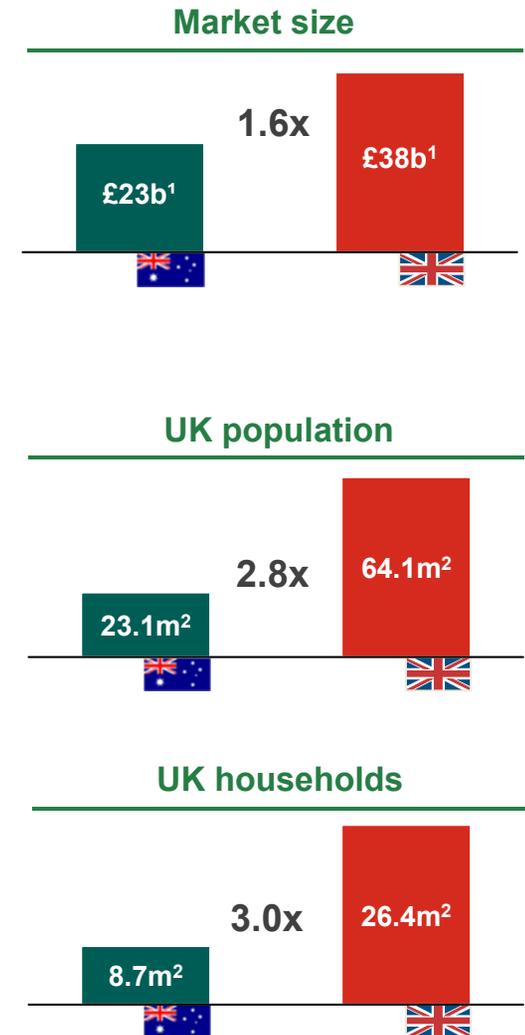
## UK home improvement & garden market

### Market overview

- Market size estimated to be £38 billion<sup>1</sup> (consumer & trade)
- Highly fragmented with top two players having < 15% market share competing across a variety of formats
- UK market forecast to grow at similar rate to Australia
- UK is a developed economy with positive macroeconomic environment

### Housing fundamentals

- Similar home ownership rates (60% UK, 62% Australia)
- Smaller & older dwellings
  - 56% of England's housing stock is over 50 years old<sup>3</sup>
- Higher wear & tear due to size & climate
  - Higher refresh & replacement activity & weighting of spend in key categories (kitchens, bath, flooring & garden)<sup>4</sup>
- New household formation ~1.5 times that of Australia<sup>2</sup>



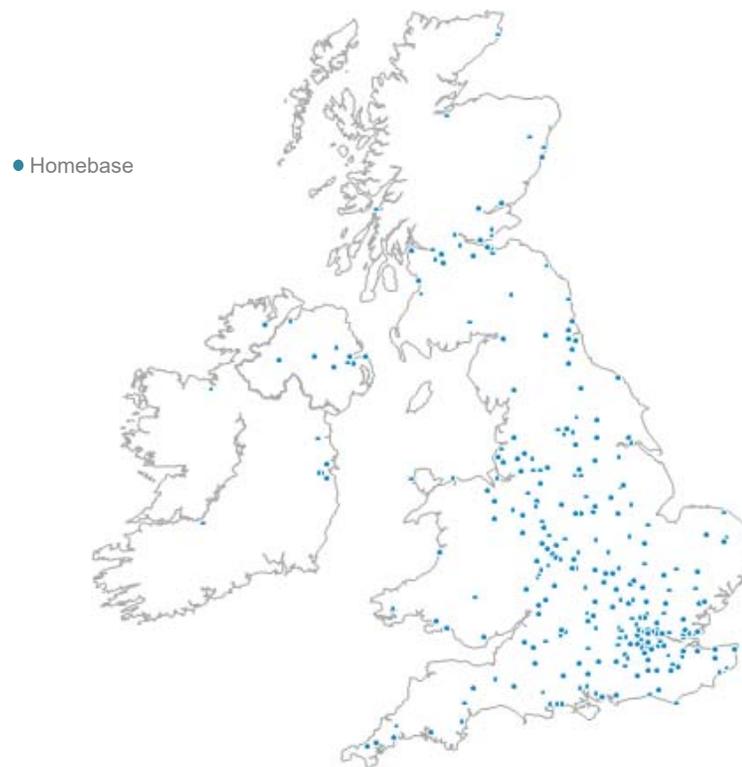
Sources: (1) Bunnings estimates based on industry analysis; (2) 2013 population, housing formation, occupied household estimates & gross disposable income sourced from Office for National Statistics (UK) & Australian Bureau of Statistics; (3) English Housing Survey Headline Report 2013-14; (4) HIA "Renovations out of the block" June 2014

# Attractive market entry opportunity

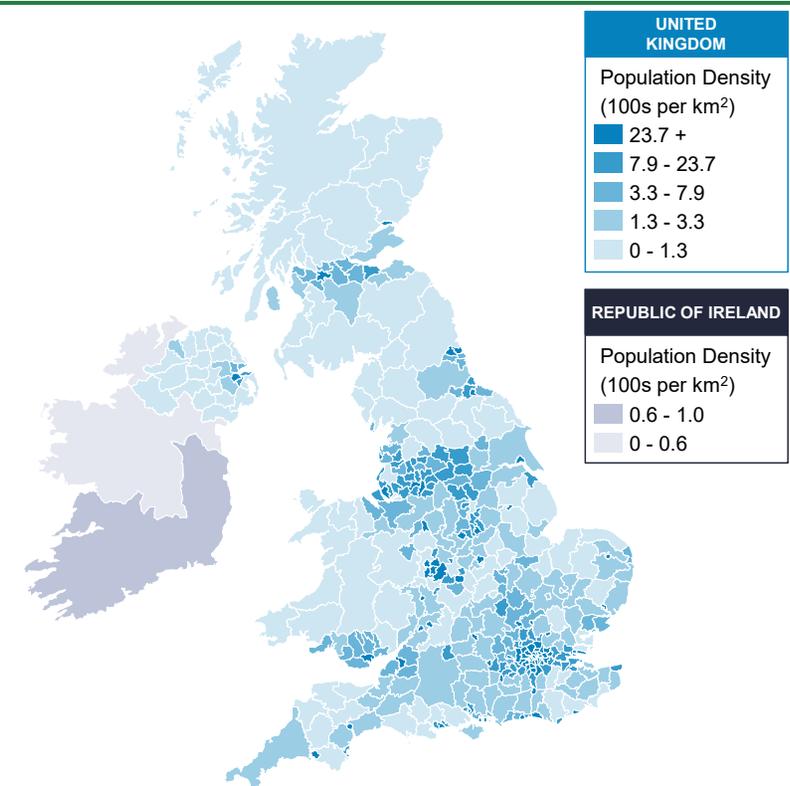
## Established store network with opportunity to expand

- Established network with strong representation in high population density areas
  - Provides scalable platform for future growth
  - Currently with 265 stores: similar store numbers to Bunnings Australia network<sup>1</sup>
  - ~75% in greater London & home counties
- Detailed analysis indicates significant potential for store network expansion under new Bunnings format

### Homebase network<sup>1</sup>



### Population density<sup>2</sup>



# Attractive market entry opportunity

Acquiring right sized stores with proven capability to operate similar sized stores



- Average store size of 4,500m<sup>2</sup> (including 1,000m<sup>2</sup> of nursery & landscape)
- Well-sized for market given high UK property costs, supporting warehouse merchandising & low cost operating model
- Good lease tenure & characteristics



Sources: Company information



- Format flexibility a core strength (inner urban, small & large, multi level)
- Expertise in developing & operating similar formats in Australia & New Zealand
  - ~25% of Bunnings network < 7,000m<sup>2</sup>
- Constant format innovation & evolution
  - unlocks market opportunities
  - supports merchandising growth

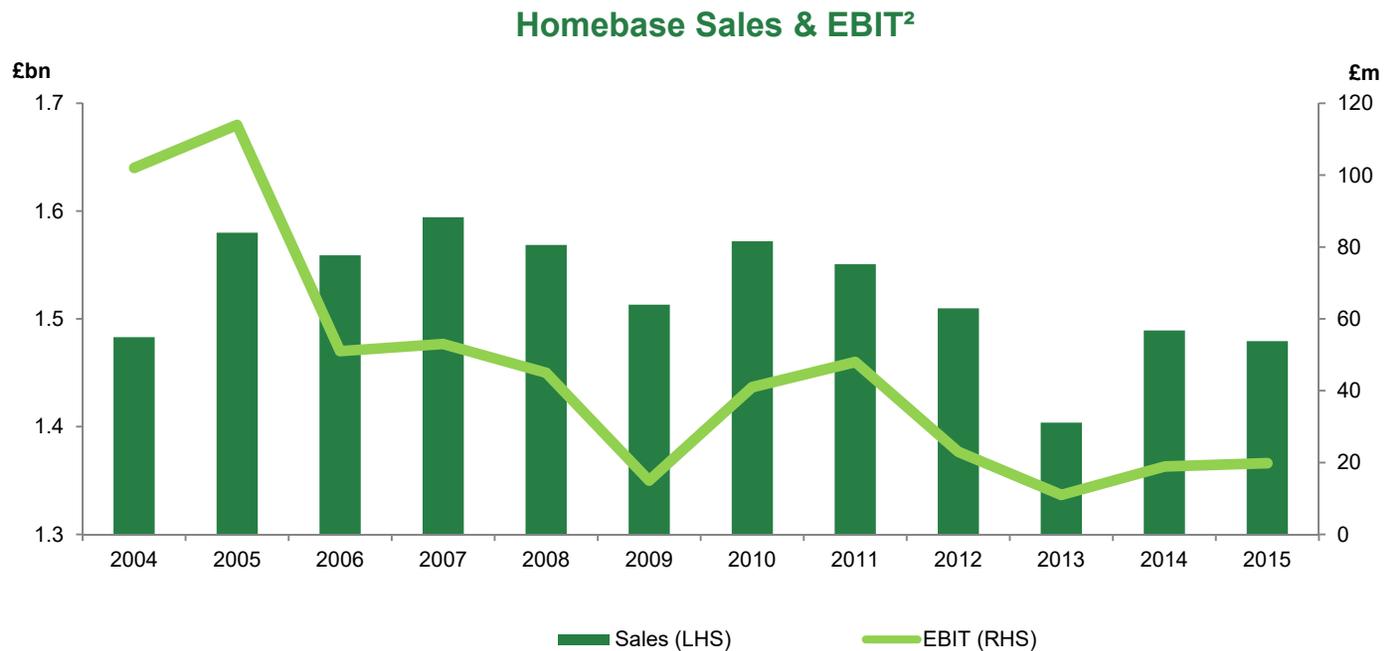


# Attractive market entry opportunity

## Performance improvement opportunity

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- Recent earnings improvement: EBIT of £26 million (A\$52 million)<sup>1</sup> for 12 months to 29 August 2015, up 35%
- Sites capable of significantly higher volumes
- Ability to leverage platform & fixed cost base
  - UK occupancy costs as a percentage of sales ~3.5x Australia
  - Higher property costs reinforces importance of right-sized stores & merchandising intensity



(1) £:A\$ of 0.4822 at 15 January 2016 (Reserve Bank of Australia); (2) Homebase company filings – financial years (February year end)

# Attractive market entry opportunity

Earnings performance improvement opportunity



**LOWEST PRICES** Everyday Lowest Prices

Premium pricing  
High-low promotional activity



**WIDEST RANGE**  
Widest range  
World leading brands  
Consumer & trade  
Strong availability

Limited range authority  
Home brand focus  
Home furnishing & consumer  
Low in stock position  
High income demographic



**BEST SERVICE**  
Best service  
Convenience & accessibility

Low service intensity  
Condensed trading hours

# Post acquisition implementation

## Improvement plans & investment

### Phase 1

**Build strong business foundations**

- Retail basics focus
- Invest in team
- Invest in core business activities
- Develop pilots for Bunnings Warehouse

First 12 months

### Phase 2



**Introduce new Bunnings branded offer**

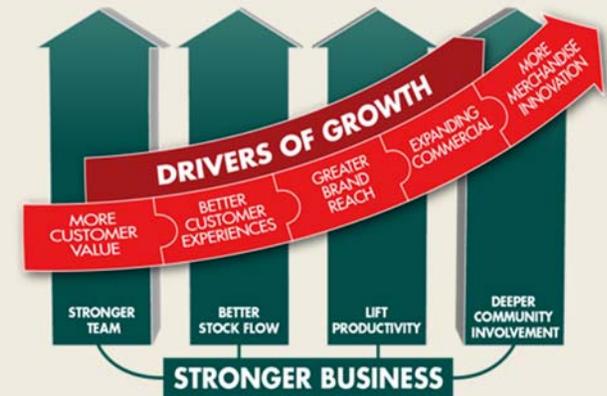
- Combine essential local elements with best of Bunnings to build new business
- Warehouse format
- Lowest prices, wider choice with trusted brands, great service
- Easy to get to with hours to suit all customers
- Extensive digital engagement
- Servicing both consumer & trade
- “Everything you want under one roof”

In 3 to 5 years

### Phase 3



**Drive long-term growth**



5 years plus

# Post acquisition implementation

## Improvement plans & investment

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### Phase 1

**Build strong  
business  
foundations**

- Retail basics focus
- Invest in team
- Invest in core business activities
- Develop pilots for Bunnings Warehouse

### Phase 2



Introduce new  
Bunnings  
branded offer

### Phase 3



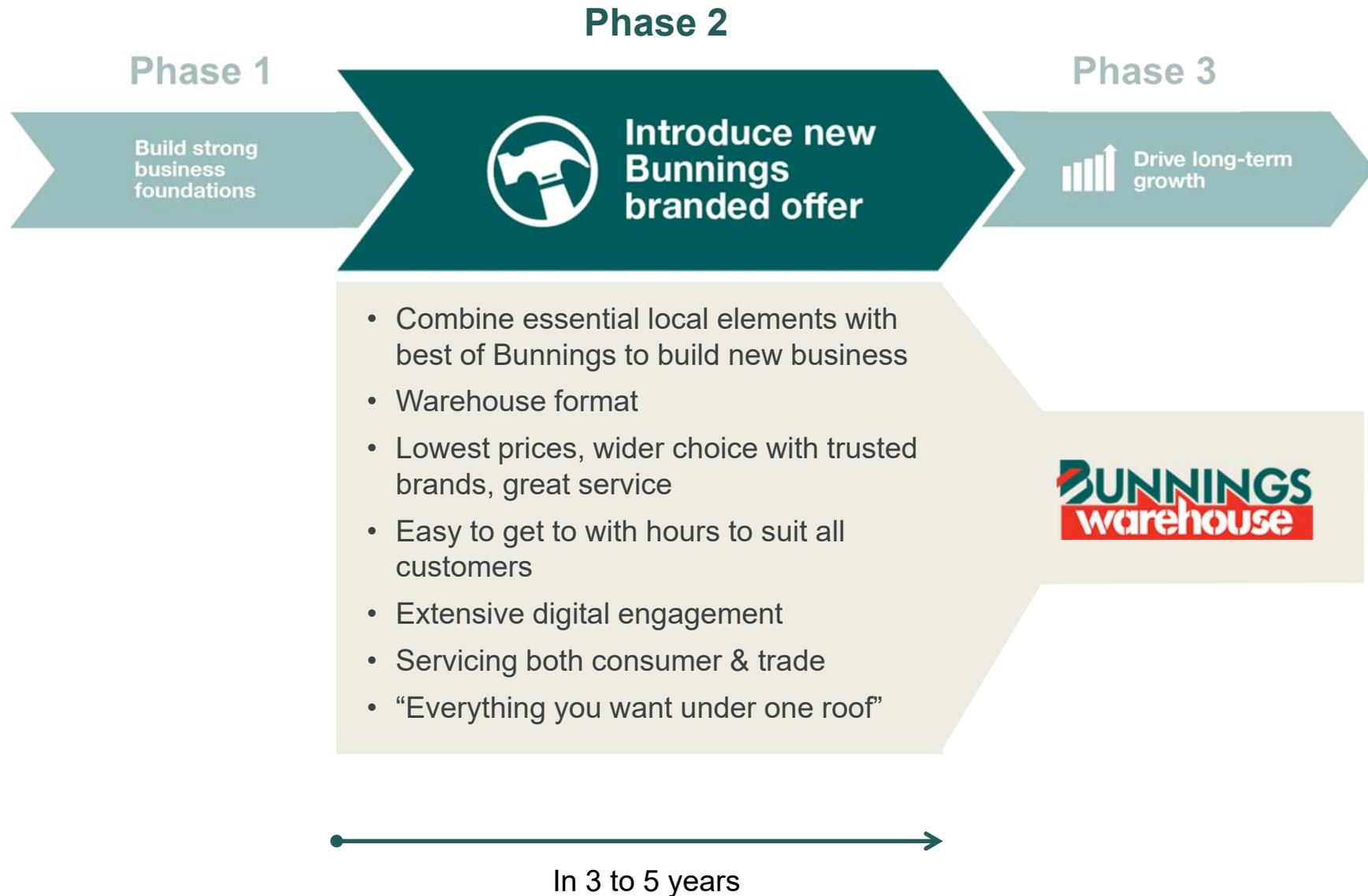
Drive long-term  
growth

First 12 months

# Post acquisition implementation

## Improvement plans & investment

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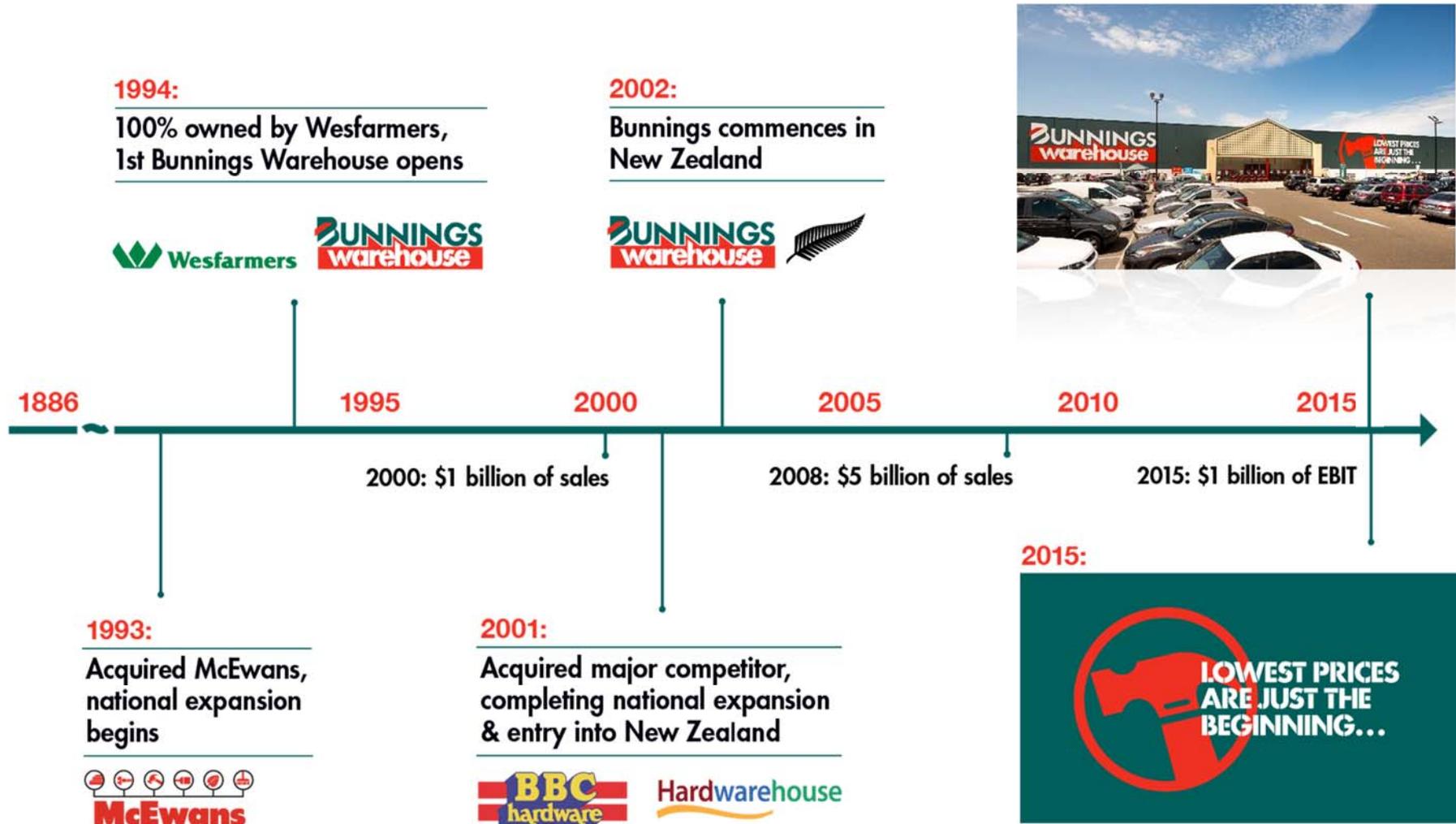
# Post acquisition implementation

## Improvement plans & investment



# Execution capability

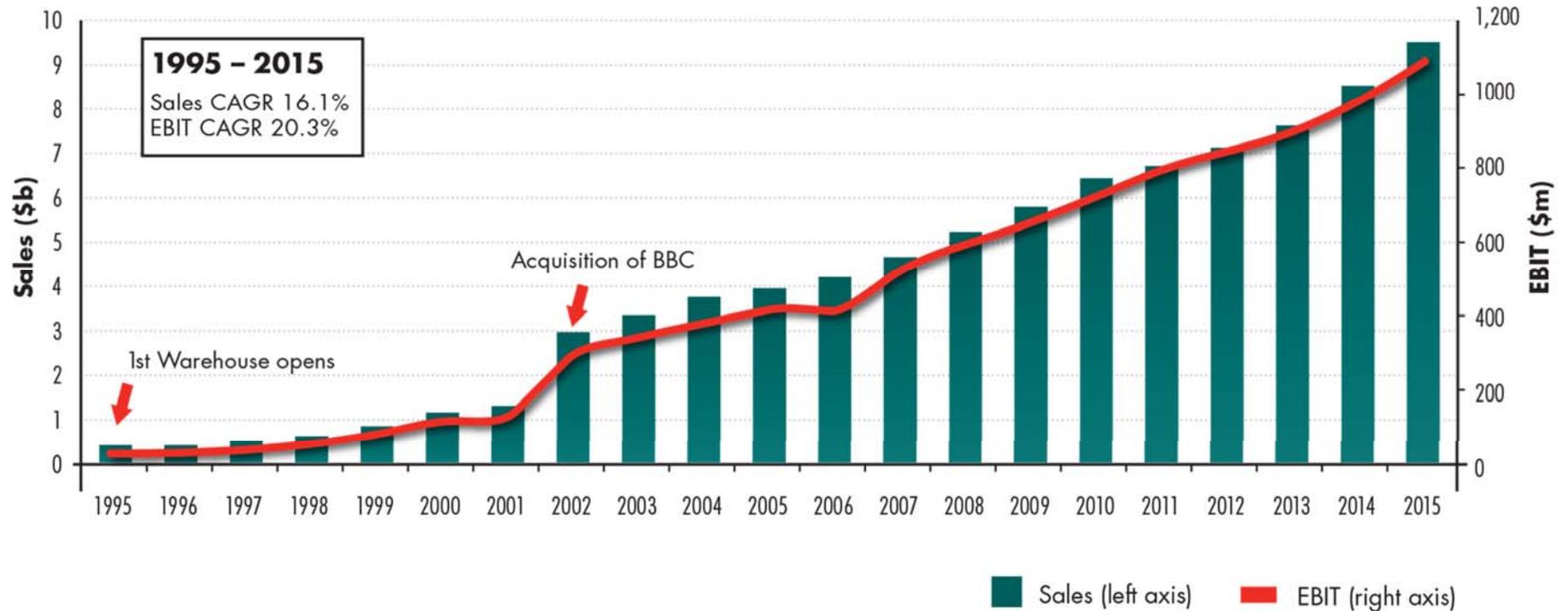
Long-term growth through investment & new market entry



# Execution capability

## Bunnings has demonstrated performance over the long-term

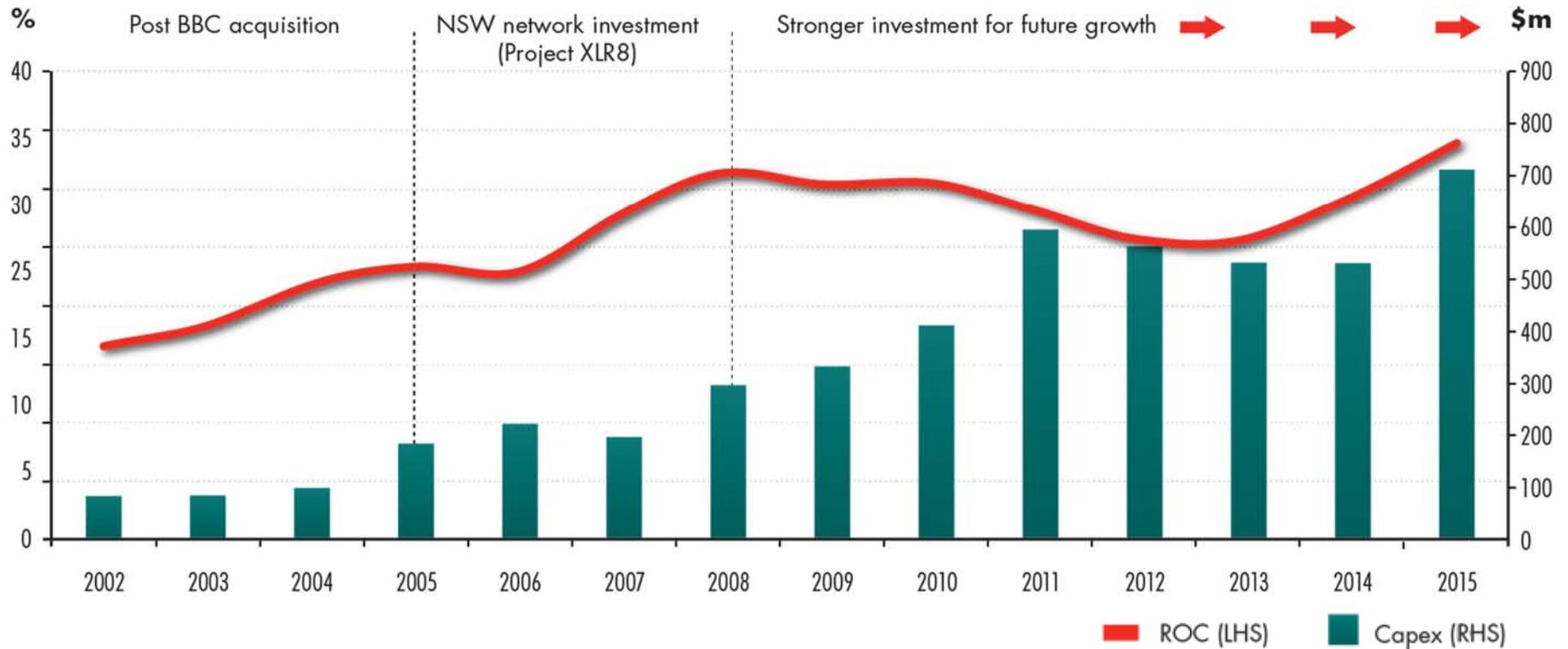
- Strong track record of investment, returns & growth over the long-term
  - Compound sales growth of 16.1% per annum (20 years to FY15)
  - Compound EBIT growth of 20.3% per annum (20 years to FY15)
- Business behaviors that build trust
  - Australia's most trusted retail brand for 10 consecutive years



# Execution capability

## Bunnings has achieved long-term growth & sustainable returns

- Strong track record of investment, returns & growth over the long-term
  - A\$3.3b capital expenditure investment over five years to 30 June 2015
  - Return on capital of 33% (R12) at 30 June 2015



# Bunnings post acquisition

## Management structure & governance

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- Bunnings run by John Gillam as Chief Executive Officer
- Locally focused management & operations tailored to market
  - Bunnings Australia & New Zealand
    - Mike Schneider: Managing Director
    - Clive Duncan: Chief Operating Officer
    - Justin Williams: Chief Financial Officer
  - Bunnings UK & Ireland
    - Peter (PJ) Davis: Managing Director
    - Rodney Boys: Finance Director
- Overarching organisational structure to provide strong governance & commercial guidance
  - Ensuring brand alignment & Bunnings business principal disciplines
  - Extracting business model leverage (e.g. global sourcing & IT)
  - Driving continued high performance in Australia & New Zealand
  - Supporting market entry plans in UK & Ireland



# Transaction benefits, economics & timing

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- Due to early transformation activity, initial immaterial effect on Wesfarmers' EPS & ROE; EPS & ROE progressively accretive (third year post acquisition) reflecting long-term growth prospects
- Transaction & subsequent Bunnings UK & Ireland capital requirements to be 100% debt financed
  - GBP denominated facilities, guaranteed by Wesfarmers & funded through existing relationship banks
  - Subsequent investment of ~ £500 million (A\$1,037 million)<sup>1</sup> (comprising capital expenditure & net working capital investment)
- Rating agencies Standard & Poor's & Moody's Investors Service have been updated on transaction
  - Whilst no change expected to Group's existing credit ratings (A- & A3 level respectively), anticipated short term impact on credit metrics may change Group's outlook
- Continued commitment to distribute available franking credits to shareholders
- Indicative timing has acquisition completion by end of first quarter of calendar year 2016, conditional on approval of Home Retail Group shareholders & its banking syndicate

(1) £:A\$ of 0.4822 at 15 January 2016 (Reserve Bank of Australia)



# Supplementary Information



# Contents

1. Background on Wesfarmers
2. Overview of Australian & New Zealand Home Improvement & Outdoor Living market
3. Background on Bunnings



# Background on Wesfarmers



# The Wesfarmers Way



Our objective	Value creating strategies	Growth enablers	Core values
To provide a satisfactory return to shareholders	<ul style="list-style-type: none"> <li> Strengthen existing businesses through operating excellence and satisfying customer needs</li> <li> Secure growth opportunities through entrepreneurial initiative</li> <li> Renew the portfolio through value-adding transactions</li> <li> Ensure sustainability through responsible long-term management</li> </ul>	<ul style="list-style-type: none"> <li>Outstanding people</li> <li>Commercial excellence</li> <li>Empowering culture</li> <li>Innovation</li> <li>Social responsibility</li> <li>Robust financial capacity</li> </ul>	<ul style="list-style-type: none"> <li>Integrity</li> <li>Openness</li> <li>Accountability</li> <li>Boldness</li> </ul>

# Wesfarmers operating model



# Strong corporate infrastructure

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## Strong corporate infrastructure

### Wesfarmers' core values underpin key corporate systems, processes & initiatives:

- Lean corporate office
- Divisional Boards
- Group-wide planning, budgeting & monitoring processes
- Executive talent development & key role succession planning
- Strong governance: centralised statutory accounting, tax, legal, treasury & investor relations
- Business development team: evaluation of value adding transactions & significant capex

## Core values

**Integrity**

**Openness**

**Accountability**

**Boldness**

# Disciplined approach to delivering long-term shareholder returns

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## Cash flow generation

- Drive long-term earnings growth
- Manage working capital effectively
- Strong capital expenditure processes

## Balance sheet strength

- Risk management of maturities
- Diversify funding sources
- Optimise funding costs
- Maintain strong credit metrics



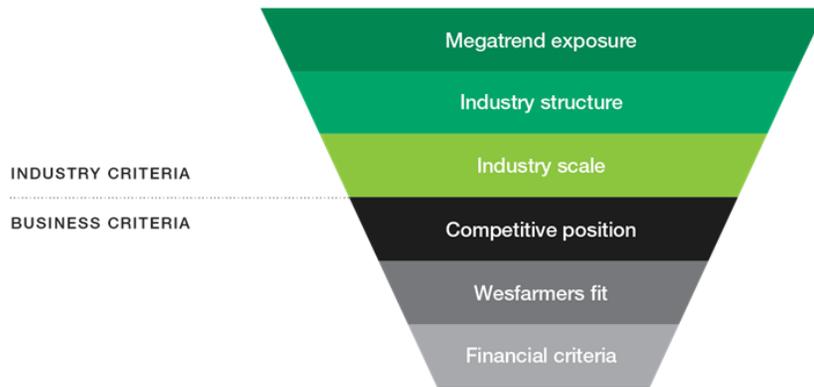
## Delivery of long-term shareholder returns

- Improve returns on invested capital
- Grow dividends over time
- Effective capital management
- Invest above the cost of capital
- Financial discipline

# Value creating business model

## Opportunity identification & investment approach

### Opportunity identification



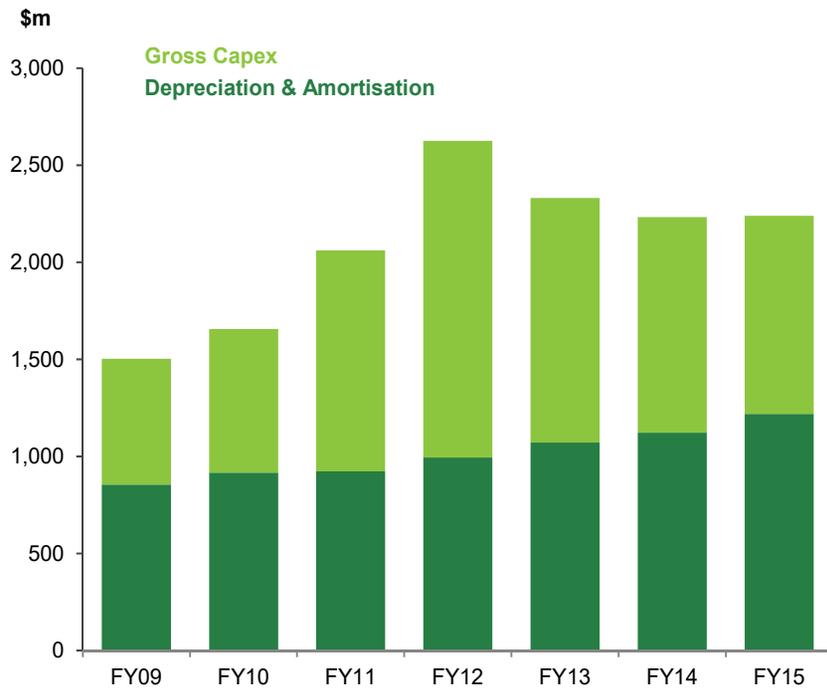
- Growth orientation
- Long-term time horizon

### Investment approach

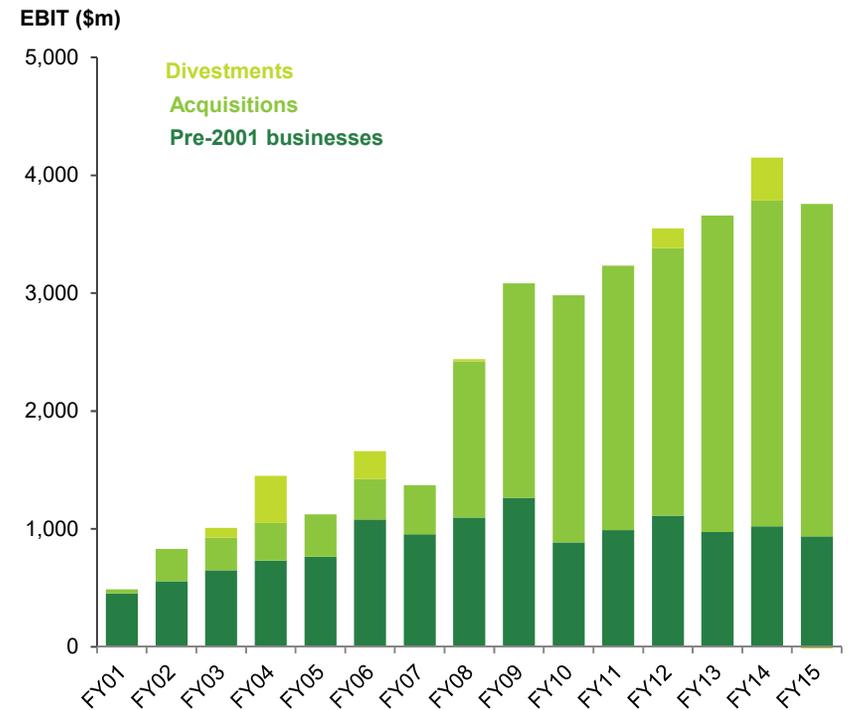
- Capacity to act through strong balance sheet & focus on cash flow
- Flexibility through alternate ownership models (e.g. minority interest, full control, partnerships)
- Remain opportunistic to sector, structure & geography
- Financially disciplined including investment comparison to capital management alternative

# Earnings supported by organic investment & acquisition activity

## Investment for growth

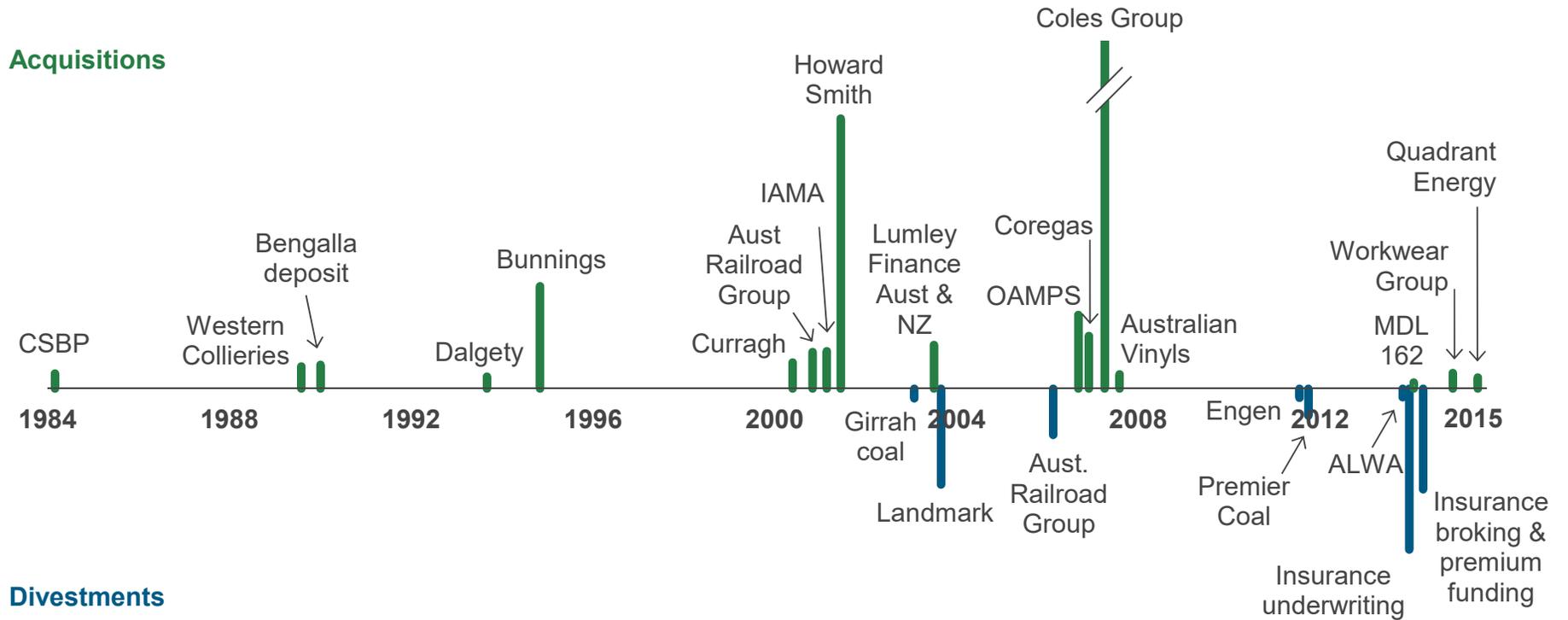


## Acquisition activity



# History of value adding transactions

## Group transaction activity (inflation adjusted transaction size)



# Superior long-term financial performance

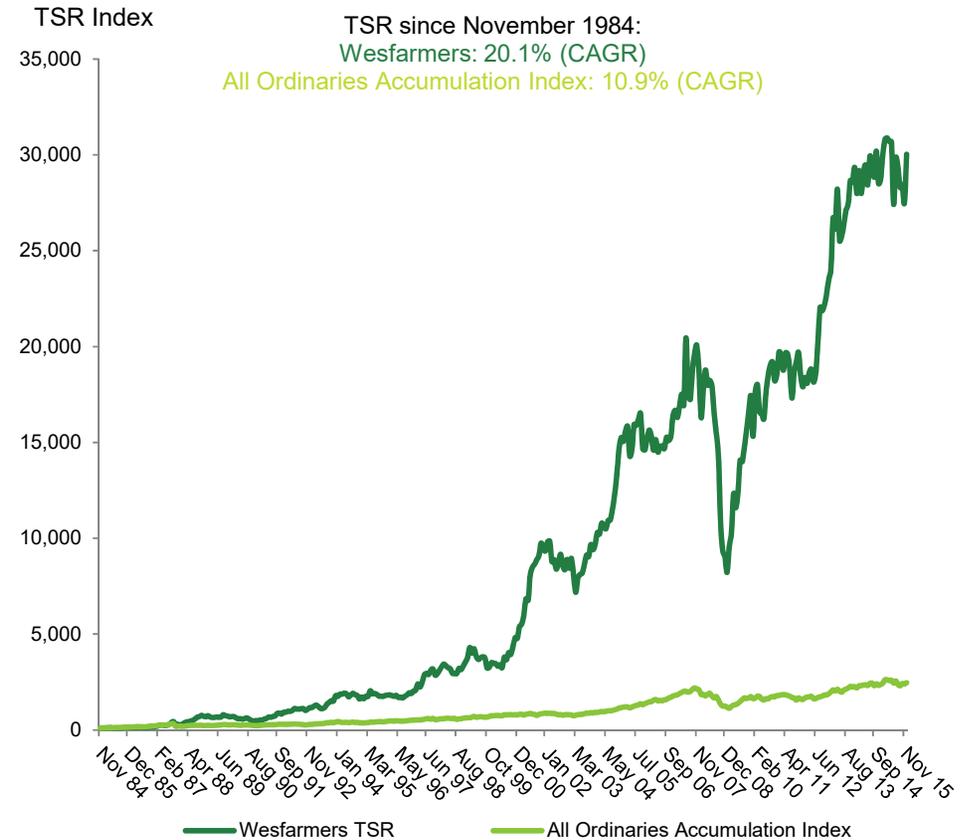
## Key statistics<sup>1</sup>

Share price	A\$/share	39.32
Market capitalisation	A\$m	44,279
Net debt <sup>2</sup>	A\$m	6,209
Enterprise value	A\$m	50,488
Credit Rating		
- S&P		A- (stable)
- Moody's		A3 (stable)

## Financial performance - year ended 30 June 2015

Revenue	A\$m	62,447
EBITDA	A\$m	4,978
EBIT	A\$m	3,759
NPAT	A\$m	2,440

## Total Shareholder Return<sup>3</sup>



(1) As at 15 January 2016 unless otherwise stated; (2) As at 30 June 2015; (3) Assumes 100% dividend reinvestment on the ex-dividend date, & full participation in capital management initiatives e.g. rights issues, share buybacks as at 31 December 2015  
 Source: Annual report & IRESS

## Strength through diversified earnings

EBIT (\$m) Year ended 30 June	2015	2014	↑% ↓%	Percentage of divisional EBIT FY15	EBIT growth
<b>Food, liquor &amp; petrol retailing</b>	<b>1,783</b>	<b>1,672</b>	<b>6.6</b>		<b>+\$111m</b> 
Coles	1,783	1,672	6.6		
<b>Home Improvement &amp; Office Supplies</b>	<b>1,206</b>	<b>1,082</b>	<b>11.5</b>		<b>+\$124m</b> 
Home Improvement	1,088	979	11.1		
Office Supplies	118	103	14.6		
<b>Department store retailing</b>	<b>522</b>	<b>452</b>	<b>15.5</b>		<b>+\$70m</b> 
Kmart	432	366	18.0		
Target	90	86	4.7		
<b>Industrials</b>	<b>353</b>	<b>482</b>	<b>(26.8)</b>		<b>(\$129m)</b> 
WesCEF	233	221	5.4		
Resources	50	130	(61.5)		
Industrial & Safety	70	131	(46.6)		

# Overview of Australian & New Zealand Home Improvement & Outdoor Living Market

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# Market evolution

Addressable market expanded by evolution & innovation

Bunnings' focus:

- Grow the market
- Grow our share



# Market evolution

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Addressable market expanded by evolution & innovation



# Wider market opportunities

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Addressable market expanded by evolution & innovation opportunities to sell into every other market where HIOL products are used



# Market evolution

Addressable market wider than just home improvement & outdoor living...



toilets in every building



light fittings everywhere



ply for formwork & hoarding



line trimmers for grounds work everywhere

*... most products used in & around homes & gardens have much wider everyday use in every building, structure & grounds ... used for repairs, refits, maintenance, construction & business operations*

# HIOL market structure & drivers

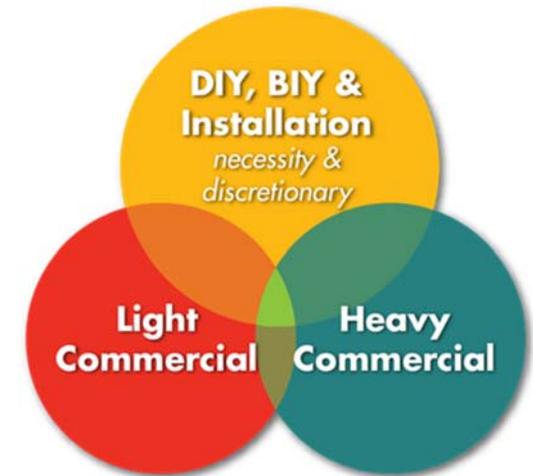
## Multiple Drivers

- Household disposable income
- Renovation activity
- Housing  
– churn, value & formation
- Weather
- Lifestyle / demographic trends
- Government activity
- Technology

## Varied Formats

*nb: online activity prevalent in all formats*

1. Category specialists
2. Hard goods mass merchants
3. Traditional hardware
4. Suppliers direct-to-market
5. DDS & supermarkets
6. HIOL category killer



# Background on Bunnings

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# Long-term value creation

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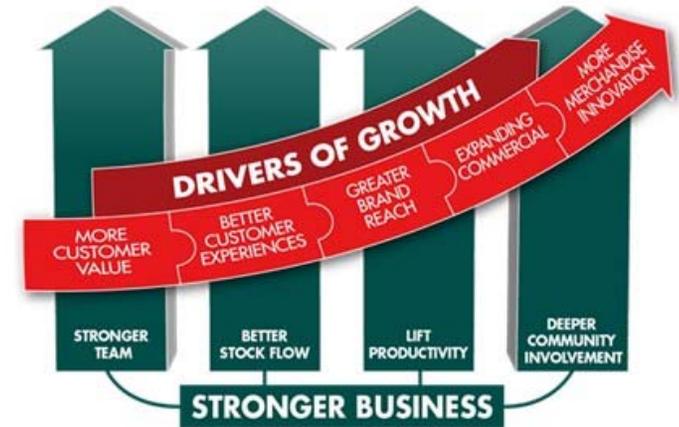
1. A winning offer to customers
2. An engaged, focused & committed team
3. Business behaviour that builds trust
4. Sustainable satisfactory shareholder returns



# Strategic agenda & drivers of growth

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- **A consistent strategic agenda**
  - Focus on customers, team & community
  - Grow the market
  - Grow share of the market
  - Create long-term shareholder value
- **Focused on long-term value creation**
  - A winning offer to customers
  - An engaged, focused & committed team
  - Business behaviour that builds trust
  - Sustainable satisfactory shareholder returns
- **A winning offer to customers**
  - Relentless improvements to offer & business model
  - Innovated to develop a total market capability across physical & digital, consumer & commercial
  - Ongoing innovation growing the market & growing market share



# Positioned for continued growth

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- **Lots of runway in +\$46b Australian market**
- **Strong momentum**
  - growing participation levels
  - all categories & all regions
  - consumer & commercial
- **Investing for long-term growth ...**
  - “winning offer” from all growth drivers: value, service, brand reach, commercial & merchandising
- **Focus on the best long-term outcomes**
- **Strong customer loyalty & brand trust**
- **More gains from productivity & capital management work**



# Greater brand reach

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## Three elements to brand reach

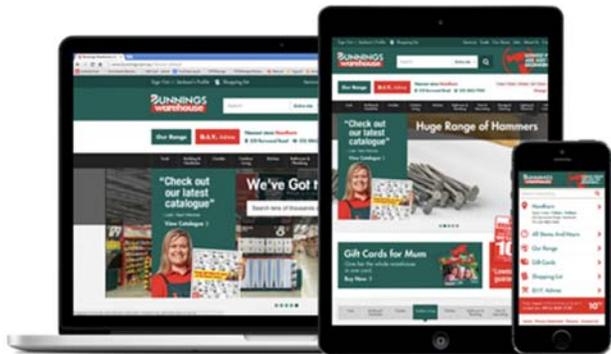
1. Widening our digital eco-system
2. Expanding our physical network
3. More in-home services

*We are accelerating all activities*



# Greater brand reach

- **Deeper customer engagement & involvement**
  - pre & post-shop + services
  - online + in home + on site + in store
  - across multiple dimensions
- **Expanded capability**
  - more consumer
  - more commercial
- **Pathway to complementary adjacencies**

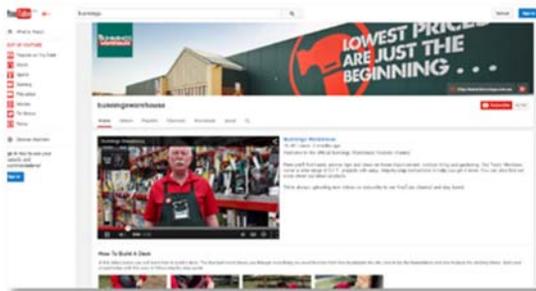


“Research online, purchase offline” dominant in home improvement & outdoor living market

# Greater brand reach – physical & digital

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- **Customers living their lives more & more virtually**
  - Digital brand reach everywhere & anywhere
- **The more customers live virtually, the more they value “touch & feel”**
- **Physical & digital fully leverages Home Improvement capabilities**
  - Humanises technology, takes service to new levels
- **24/7 product & project knowledge, how to, inspiration, engagement**



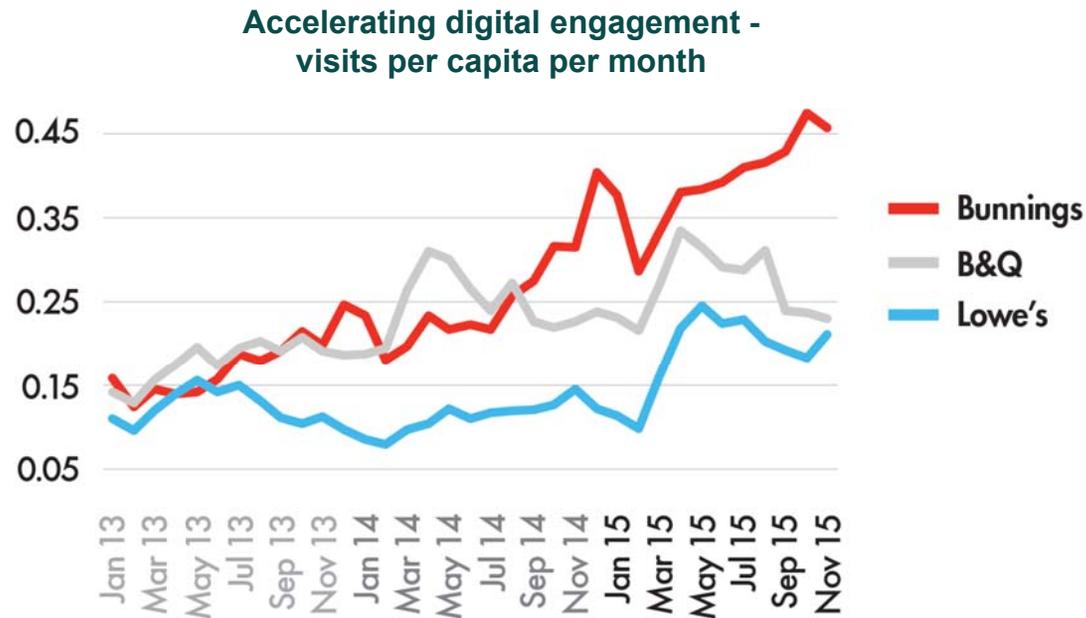
# Greater brand reach – digital

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Market leading customer engagement & involvement

Leveraging eco-system capability

Accelerating all digital activities



Source: Experian Hitwise, Aust, UK, US

# Greater brand reach – digital eco-system

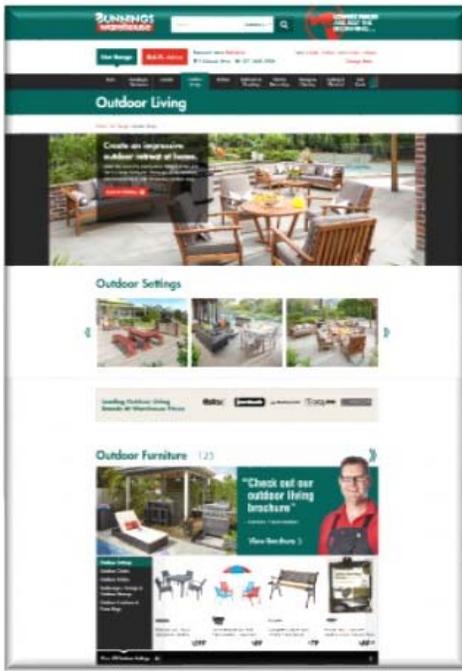
Digital brand reach everywhere & anywhere...



*...Customers living their lives more & more virtually...the more customers live virtually, the more they value “touch & feel”...physical & digital fully leverages Home Improvement capabilities...24/7 product & project knowledge, how to, inspiration, engagement*

# Greater brand reach – digital

*Product & project knowledge,  
how to, inspiration,  
engagement*



*Supplier partnerships...  
product & project knowledge,  
how to, inspiration, engagement*



*Media partnerships...  
inspiration, engagement*



## Greater brand reach – physical

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### Expanding our physical network

- Leverage total market capability
- Excellence in every channel
- Highly flexible & innovative
- Constant format evolution
- Commercially disciplined; driving return on space
- Linking seamlessly with digital



**BUNNINGS**

**BUNNINGS**  
warehouse

**BUNNINGS**  
TRADE

# Greater brand reach – physical

## Bunnings Warehouse



- large format; highly flexible
- cornerstone brand
- ~5,000m<sup>2</sup> to ~20,000m<sup>2</sup>
- retail & commercial customers
- 240 in network
- format adaptability supports growth
- open 15 to 18 in FY16 & FY17
- open 10 to 14 p.a. long term
- constant innovation & evolution

# Greater brand reach – physical

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## Bunnings: smaller format



- heritage format “home centres”
- ~2,000m<sup>2</sup> to ~5,000m<sup>2</sup>
- regional & metro markets
- retail & commercial customers
- 67 in network
- opening 2 to 4 p.a. long term
- greenfield & acquisition

