





PlaceMakers®

c.\$1.3bn

FY25 Revenue FY25 Market Share



4m+

customer visits a year



c.25%

2,250

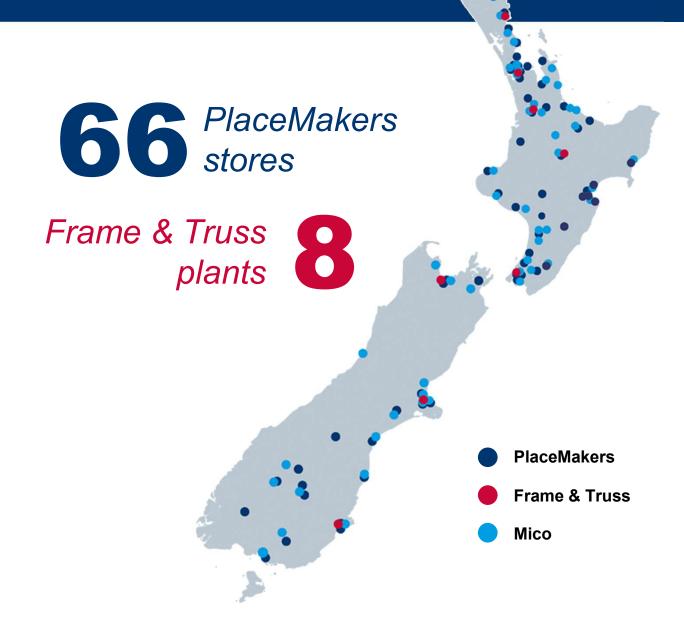
people



70k+

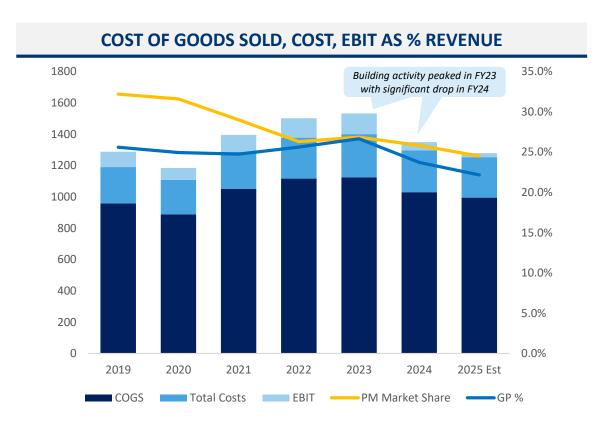
trade customers



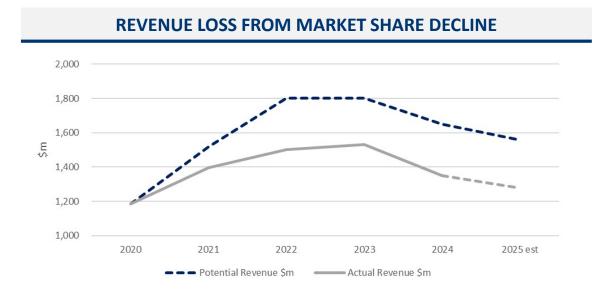




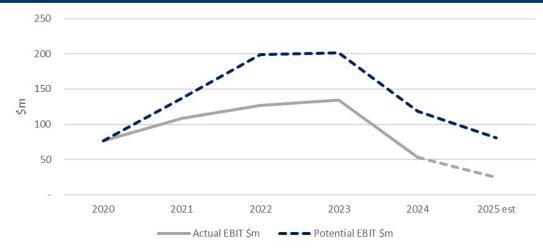
Financial performance FY19 to FY25F



- PM performance growth post COVID FY20, peaking in FY23 alongside market growth
- Market share starting to decline from FY19/20
- Revenue is relatively flat FY19 to FY25E while the market has grown
- Cost of Goods have grown just 3.9% over the six year period and overheads 11.3% significantly below inflation for the period.
- Margin compression through competition and price pressure flowing to loss of EBIT, compounded by loss of Revenue from Market Share





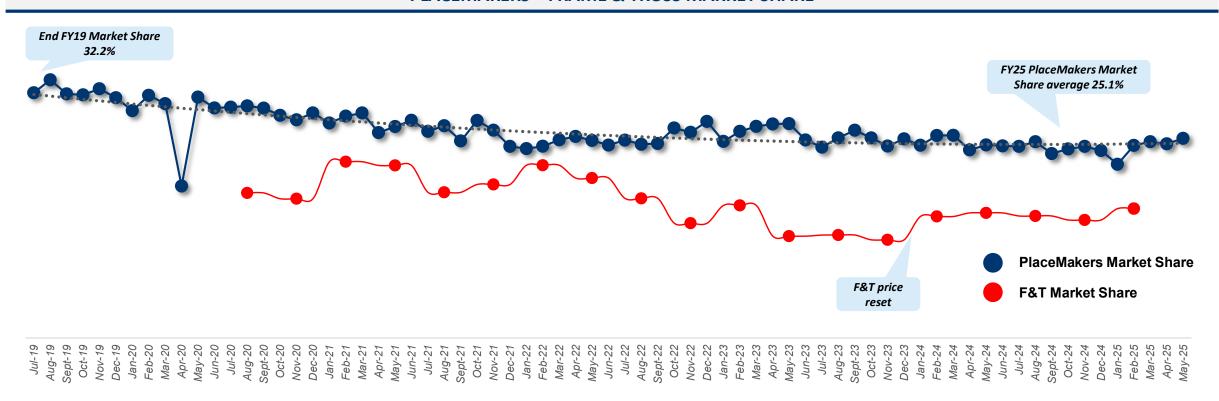




Market Share

PlaceMakers has been losing market share since 2019

PLACEMAKERS + FRAME & TRUSS MARKET SHARE



F&T Price reset began Q2 FY24, early share recovery of four points....

Structural share loss accelerated when the cycle turned...





NAIL THE BASICS

Great builds start with **SOLID FOUNDATIONS** - both in construction and in business. Nail the basics, and everything else falls into place

Why it matters?

Customer Trust, Cost Discipline, Execution Excellence



Nailing the basics

Getting us back on track

ISSUE ACTION

CUSTOMER

- We focused brand on the wider market including DIY and Retail Customers instead of our core business
- We forced a specialised Urban Hub structure into rural creating additional management layers, additional cost and loss of relationships in market
- We disestablished our Joint Venture structure across the Rural market, creating new competitors (3)

- We are 100% refocused on growing our Trade and Commercial Customer base
- We have removed two layers and 200+ roles where our team were too removed from our customers
- We have disestablished Hub structures in the rural markets
- We are relaunching Joint Ventures in rural areas over the next 3 years – Provincial Markets work best with local ownership and community relationships
- We are doubling down on our 'Know How, Can Do' roots to deliver increased technical value to our customers
- We are improving our category management right range, right place, at the right price



Nailing the basics

Getting us back on track

ISSUE ACTION

MANUFACTURING & SUPPLY CHAIN

- We did not have the **manufacturing expertise** needed resulting in **poor capital decisions** (Felix Street)
- We did not adjust to the slowing cycle fast enough to remove cost and lower prices resulting in lost market share

- Our team has been refreshed with the expertise needed
- We stopped the Felix Street Frame & Truss project and opted to repurpose the Clever Core Cavendish Drive site c.\$30m capex avoided and reduction in construction time of c.6 months
- We have repriced our Frame & Truss offer to win the work
- We have a strong focus on cost and efficiency so to deliver value to our customers
- We keep improving our DIFOT (target >95%)



Competitive advantages

Set up to Win







PEOPLE

STORE NETWORK & RANGE

BRAND

MANUFACTURING & SUPPLY CHAIN

- ✓ Knowledge 'Know How, Can Do'
- ✓ 100% Commitment to our Customers
- ✓ Community Relationships
- ✓ Joint Venture owners with 'skin in the game' and strong connections to rural community
- √ 66 Stores providing coverage across the country
- Key locations and proximity to customers winning the local and national customer
- Biggest trade range in the market

- Iconic and trusted brand
- Known and supported by the Trade and wider community for 44 years
- ✓ 8 Frame & Truss Plants with a focus on productivity and efficiency
- ✓ Dedicated Estimations team
- ✓ Dedicated Delivery Fleet with excellent Delivery on time in full (DIFOT)

