



27 March 2025

The Manager  
Market Announcements Office  
Australian Securities Exchange

Dear Manager

**BUNNINGS INVESTOR BRIEFING AND SITE TOUR**

Following is a presentation that will be given as part of an investor briefing and site tour of Bunnings on Thursday 27 March 2025, at 8:45am AWST / 11:45am AEDT.

This briefing will be webcast and accessible via our website at [www.wesfarmers.com.au](http://www.wesfarmers.com.au).

Yours faithfully

A handwritten signature in black ink, appearing to read "Sheldon Renkema".

**Sheldon Renkema**  
Executive General Manager  
Company Secretariat

This announcement was authorised to be given to the ASX by the Wesfarmers Disclosure Committee.



# Investor briefing and site tour

27 March 2025

**BUNNINGS**  
warehouse

**BUNNINGS**

**BUNNINGS**  
TRADE

**BUNNINGS**  
Marketplace

**TKD** TOOL  
KIT  
DÉPOT

**BEAUMONT TILES**

**hammer**  
media  
powered by OneReach

**BUNNINGS TRADE**  
FRAME & TRUSS

# Bunnings executive team

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**Mike Schneider**



*Managing Director*

**Michael Howard**



*Chief Financial Officer*

**Rachael McVitty**



*Chief Customer Officer*

**Ryan Baker**



*Chief Operating Officer*

**Genevieve Elliott**



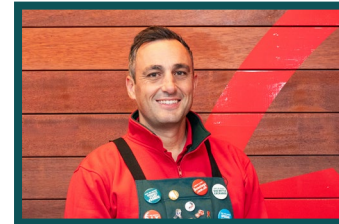
*Chief Information Officer*

**Melissa O'Neill**



*Chief Corporate Affairs Officer*

**Damian Zahra**



*Chief People Officer*

# Key messages

Bunnings has a significant opportunity to drive sustainable sales and earnings growth over the long term



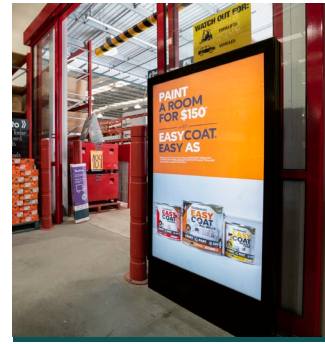
**Expand and innovate** our offer



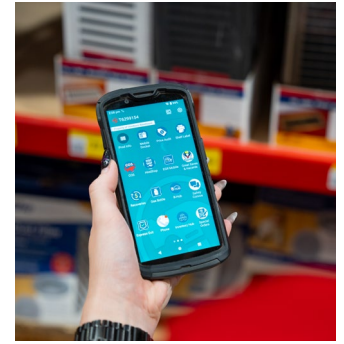
**Grow and optimise** our retail space



**Drive commercial growth**



**Accelerate** digital, data and retail media



**Enhance productivity** through our entire operations



# Our model and market



# The Bunnings model delivers value for all stakeholders

## Customers



**+5m**

Transactions per week

*Price, range, experience*

## Team members



**c.54,000**

Team members

*Focused on providing a safe, inclusive and rewarding environment*

## Suppliers



**+2,000**

Suppliers

*Long-term partnerships*

## Community



**\$61m**

in community support in FY24

*Local, meaningful, sustainable*

## Shareholders



**71.5%**

Return on capital in 1H25 (R12)<sup>1</sup>

*Long-term returns*

1. Rolling 12 month average.

# Our strategic pillars

## Lowest Prices



- Relentless focus on everyday lowest prices
- Enabled by warehouse format, cost discipline and productivity focus

## Widest Range



- Expansive ranging for consumers and commercial customers
- Diverse offer underpins resilient business model
- Leading brands complemented by own brands

## Best Experience



- Connected and personalised customer experience
- Expert advice and support – instore, on-site or online
- Family friendly and local community oriented



# Enabled by the best team and connection to community



## Unique, empowered and high-performance culture

- Safe and inclusive work environment
- Industry-leading benefits and development
- High retention and engagement drives lower costs and a better customer experience



## Local and meaningful

- Supported over 79,000 local community activities in FY24
- Helped raise over \$61 million for community groups in FY24

## Sustainable

- Business powered by 100% renewable electricity
- On track towards net zero scope 1 and 2 emissions by 2030



# Case study: response to ex-tropical cyclone Alfred



## Demonstrated operational resilience

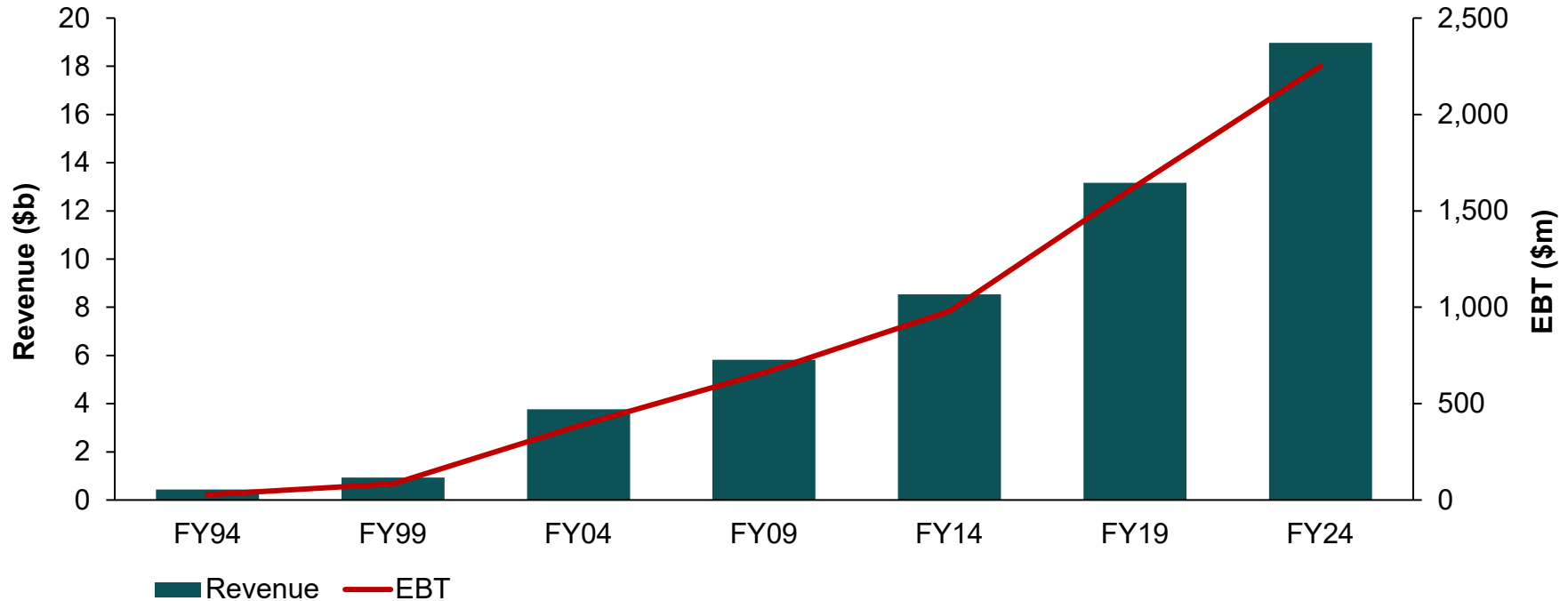
- Over 40 sites temporarily closed between Sunshine Coast and Grafton during peak of the event – support provided by surrounding stores
- Safely re-opened and overcame transport interruptions quickly to provide access to essential products

## While meaningfully supporting our local communities

- Supported affected team members through financial assistance, natural disaster leave and counselling
- Partnered with local community groups to provide product donations of essential supplies and gift cards
- National community sausage sizzle raised over \$285,000 for affected communities



# Our model drives long-term value creation



# Our addressable market is continually expanding

2025



1994

**BUNNINGS**  
GROUP

**BUNNINGS**  
warehouse

**BUNNINGS**

**BUNNINGS**  
TRADE

**BEAUMONT** TILES

**TKD** TOOL  
KIT  
DEPOT

**BUNNINGS** TRADE  
FRAME & TRUSS

**BUNNINGS**  
Marketplace

**hammer**  
media  
powered by OneReach

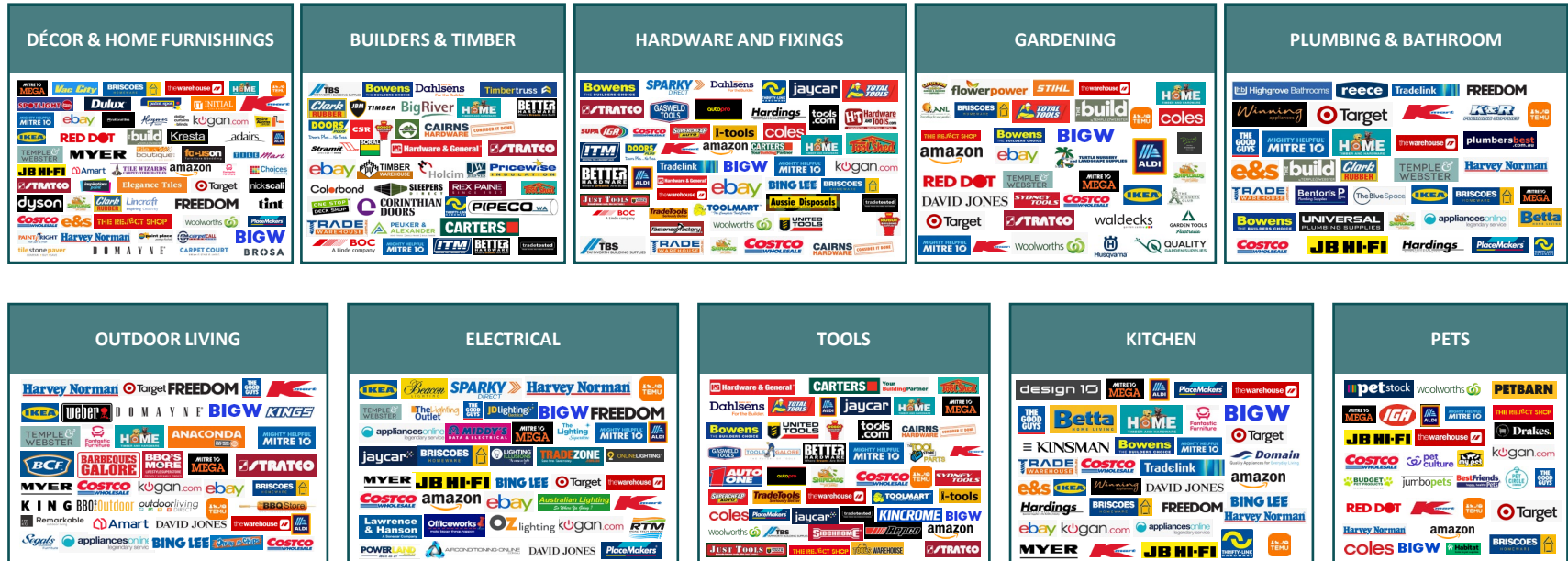
**BUNNINGS**

**BUNNINGS**  
warehouse

**McEwans**

**WA SALVAGE**

# Our addressable market is fragmented and highly competitive





# Strong fundamentals underpin long-term growth

## Population growth



Sustained population growth supported by net inbound migration

## Housing availability, churn and commencements



Structural housing undersupply supporting recovery in the residential building cycle

## Housing alterations, additions, repairs and maintenance



Resilient and growing demand for alterations, additions and repairs

## Lifestyle and demographic trends



Ageing population, customer demand for sustainable products and more renters prompting new categories and service offers

## Innovation and technology



Driving adoption of new or expanded categories

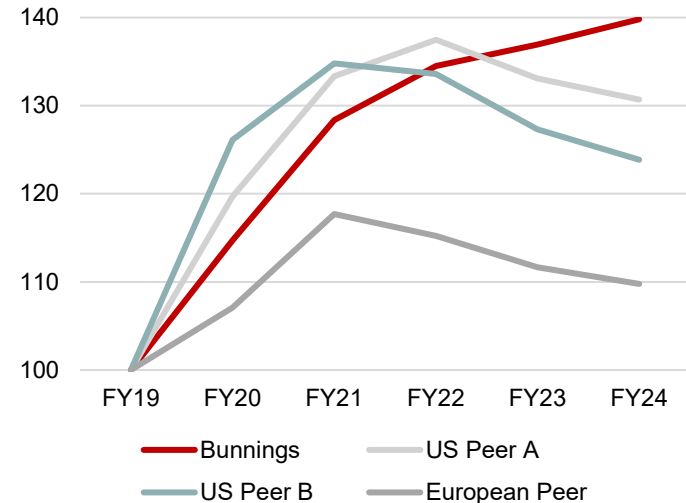
***Complemented by disciplined productivity focus***

# Our diversified model is resilient through the cycle

- Resilient sales and earnings performance since FY19 despite periods of a market-wide softness in residential construction, cost of living pressures and COVID trading disruptions
- Bunnings' sustained growth has been enabled by:
  - Commitment to our strategic pillars: **Lowest Prices, Widest Range, Best Experience**
  - **Diverse customer base** across consumer and commercial
  - Multi-category offer with **broad customer appeal**
  - **Disciplined cost management** and productivity focus
  - **Leading customer offer** – diversified suite of retail formats, digital channels, service capabilities and delivery options

## Comparable sales growth<sup>1</sup> (accumulation index)

(FY19 = 100)

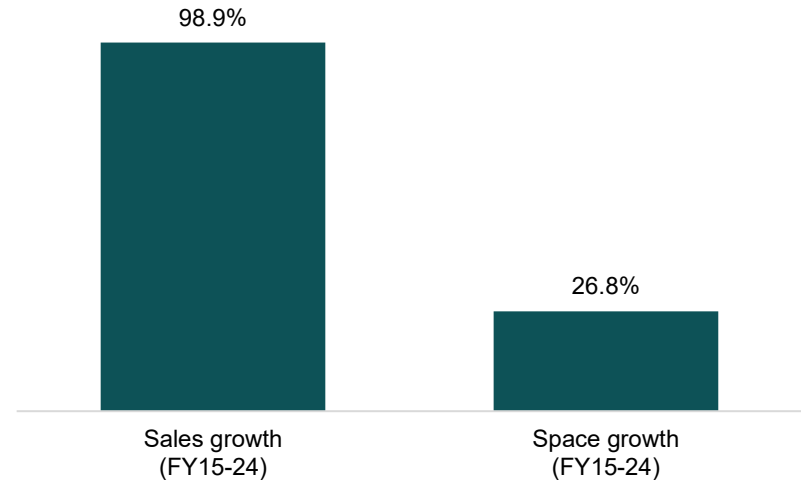


1. Comparable sales growth based on reported financial year, noting global peers have a different financial year end to Bunnings and FY24 is based on latest available full-year results. Calculated by compounding reported comparable sales growth, with Bunnings based on reported same-store sales growth.

# A track record of growing return on space

- Bunnings is focused on growing sales and earnings over the long term, with a demonstrated history of driving growth in sales density and gross margin return on space
- Over the last decade, Bunnings has grown sales c.3.7 times faster than space growth
- This track record of sales density growth is accelerated by more recent investments in core space planning systems and capability

## Sales and space growth<sup>1</sup> (FY15-24)

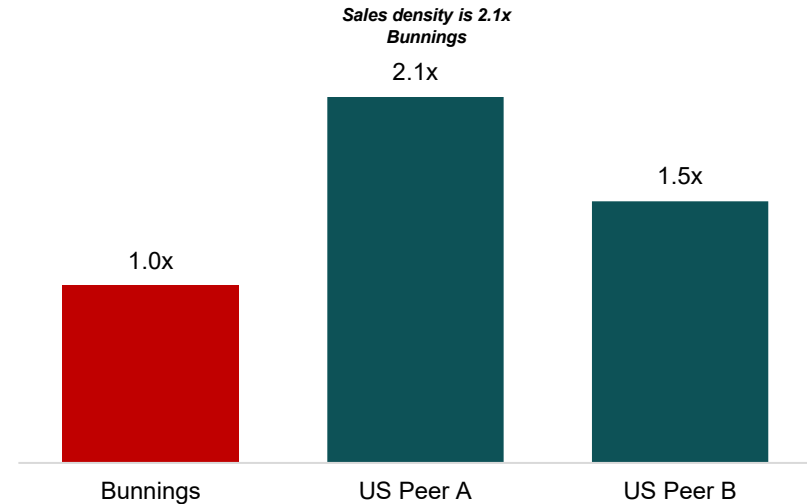


1. Sales growth based on Bunnings total retail sales. Space growth based on Bunnings Warehouse and Bunnings smaller format stores.

# Tangible space optimisation opportunity ahead

- Bunnings has identified significant opportunities to accelerate momentum in sales density and return on space growth
- Material actionable opportunities exist across:
  - New and expanded categories, ranges, layouts and formats
  - Better range localisation
  - Commercial growth
  - Digital channel growth
- Noting differences in local markets and operating models, leading international peers illustrate the opportunity to accelerate growth in sales density and return on space
  - US peers' sales density are 1.5-2.1x Bunnings' sales density

## Sales density<sup>1</sup> (\$/m<sup>2</sup>, indexed to Bunnings)



1. Sales density for Bunnings calculated as FY24 total retail sales divided by total space for Bunnings Warehouse and Bunnings smaller format stores. Peers based on latest reported financial year and converted to AUD using average foreign exchange rates over the period (AUD/USD 0.66).





# Expanding and innovating our offer

**LOWEST PRICES ARE JUST THE BEGINNING...**

Yates Weed 'n' Feed LIQUID HOSE ON 4L  
55518 3 x 4L Gross weight 14.1kg  
\$18.98 each

Yates Weed 'n' Feed LIQUID HOSE ON 4L  
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# Continually evolving our range and offer

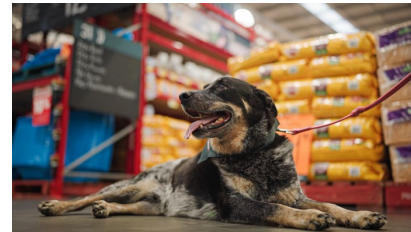
*Smart home*



*Automotive*



*Pets*



*Rural*



*Moving and storage*



*Renewable energy*



*Electric vehicle (EV) charging*



*Assisted living*



# While growing participation in low-share categories

## Kitchens



**+\$5b**

addressable market

## Plumbing



**+\$7b**

addressable market

## Electrical and Lighting



**+\$10b**

addressable market



# A track record of expanding product ranges – Pets

## Pet food and expanded pet durables range launched in 2023

- Range more than 800 products in over 300 stores, across leading brands and own brands
- Strong focus on customer value, e.g. via unique bulk pack sizes
- Offer continues to resonate with customers
  - Sustaining strong sales growth year-on-year
  - Driving higher customer frequency
  - Attracting new customer demographics

**Continuing to expand and evolve the offer in response to strong customer demand**





## While driving the core – Tools

### New tool shop format and offer

- Initial rollout completed across 49 stores in 1H25
  - Better use of space instore, with higher racking and improved product display
- Adding over 1,600 additional bays and +20% increase in Bunnings' power tool range across leading brands
- Strong sales uplift from initial rollout
- Wider network rollout underway, targeting c.190 total stores by the end of FY25



## While driving the core – Tools

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# While driving the core – Paint

## New paint range

- Reintroduced the iconic Wallyt brand into existing paint bays
  - Strengthened the exterior paint offer
- Rolled out to over 250 stores
- Delivering strong space productivity improvements
- Continued opportunity to expand commercial paint

# With tangible opportunity ahead – Automotive

## Expanding the automotive range

- +\$1.5b addressable market opportunity
- Expanded offer of over 300 new automotive products
- Ranging leading suppliers and own brands
- Strong customer and supplier interest to date
- Rolling out to over 300 stores in CY25





# With tangible opportunity ahead – Energy & Renewables

## Solar and battery



Household solar and battery installation packages

## EV charging



Home EV charging offer – powered by leading brands



Instore customer EV charging network trials underway

## Actionable roadmap ahead

Customer education and industry partnerships

Commercial ranges

Finance options and virtual power plants

# Further complementary growth initiatives

## *Own brands*



- Portfolio of over 40 own brands
- Market-leading value and exclusive product innovation for customers

## *Services*



- Over 50 service and installation offers
- Driving strong product attachment and better customer experience

## *Marketplace*



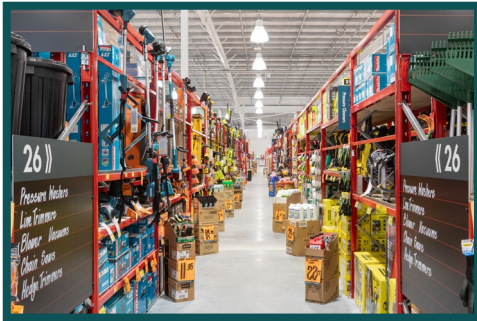
- Complementary ranges of c.140,000 SKUs
- Scalable business model driving profitable digital channel growth (+60% gross merchandise value CAGR from FY21-24)





# Growing and optimising our retail space

# Our stores enable a compelling customer offer



*Widest range, complemented by extended ranges online*



*Unique destination experience*



*A scaled and distributed network of +400 customer fulfilment nodes*

**SPACE GROWTH**

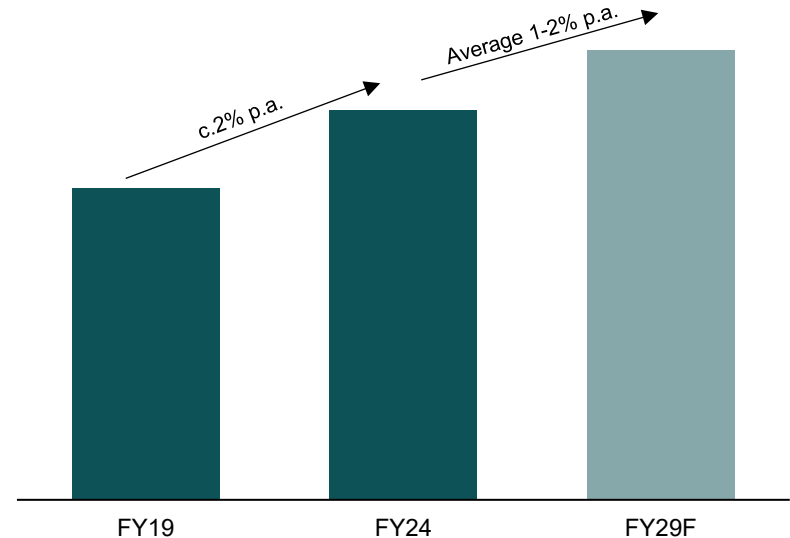
**Driving sales growth through**

**SPACE OPTIMISATION**

# Opportunity to drive continued space growth

- Active and disciplined approach to long-term network planning and portfolio management
- Investing in space growth to support and drive customer demand
- Over FY19-24, Bunnings increased space by c.2% p.a., while increasing revenue by 7.6% p.a.
- Targeting average space growth of c.1-2% p.a. over the next five years, underpinned by a pipeline of +100 projects including:
  - New stores
  - Replacement stores
  - Store expansions
- Space growth is variable year-to-year and subject to development timing, approvals, property market and construction conditions

## Bunnings selling space<sup>1</sup> (m<sup>2</sup>)



1. Includes Bunnings Warehouse and Bunnings smaller format stores.

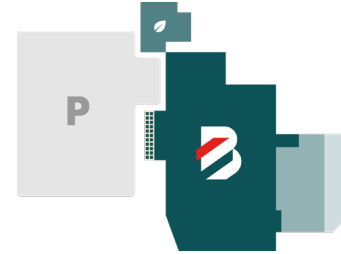
# Space growth underpinned by network renewal

## Northland Warehouse (opened November 1996)

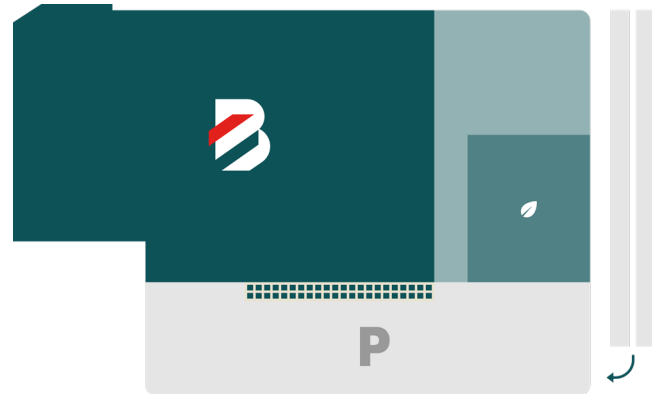
- 13,200m<sup>2</sup> retail space
- Over 25 years old, undersized for catchment
- Replaced in 2023 by Preston Warehouse

## Preston Warehouse (opened June 2023)

- Approx. 6,000m<sup>2</sup> additional retail space (total 19,000m<sup>2</sup>)
- 4,800 additional products
- Over 30 additional team members
- Double digit sales uplift, driven through growth in transaction volume and average order value



Northland Warehouse (13,200m<sup>2</sup>)



Preston Warehouse (19,000m<sup>2</sup>)





# Curated and localised ranges for smaller format stores

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## Smaller format store range localisation trials

- Allocating more space for the best-selling products in each catchment and optimising stock weights
- Initial concept trials completed, driving encouraging uplift in network sales
- Further rollout across the smaller format store network is underway
- To drive stronger trading performance, better in-stock position and lower replenishment costs

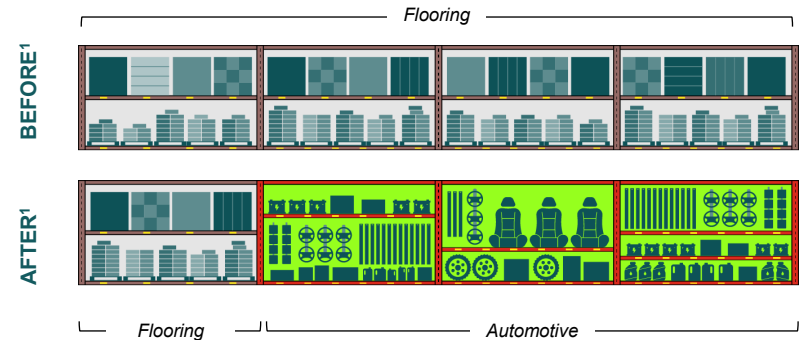
# More space for new or expanded categories

## Cleaning



- Consolidated the window furnishings range to expand the cleaning range in 1H24
- Introduced over 250 new cleaning products across 1,700 additional cleaning bays
- Delivered a sustained uplift in sales per bay
- Consumable products driving more frequent visitation and attracting new customers

## Automotive



- Consolidating the flooring range to expand the automotive range – rollout underway
- Introducing over 1,300 additional automotive bays
- New offer to expand addressable market and attract new customers

1. Illustrative only.

# Deeper curation within existing space and ranges

## *Small domestic appliances*



Reconfiguration of space to introduce new product ranges

## *Fixings*



New and expanded collated fastener ranges

***Achieved without any additional floor space***



Driving  
commercial  
growth



# Material opportunity to drive commercial growth

*The commercial segment (c.38% of sales in 1H25) operates in a large, growing and fragmented market. Bunnings' diverse commercial customer base provides resilience through the cycle*

## Whole of Build



### Scope

Building materials used across the residential build & renovation process

### Core customer



**Builder**

### Commercial revenue

c.30%

### Value proposition

Consolidated offer across the 'Whole of Build' process – from frame, fit-out to finishing

## Equip the Trades



Tools of trade and consumables required to complete the job



**Trade**

c.45%

Trade-quality brands, convenient network, easy fulfilment

## Business and Organisations



Broad range of products required by businesses



**SME / Healthcare /  
Education / Hospitality**

c.25%

Diverse range, compelling value, convenient purchasing and account management

# Commercial segment well positioned for improving market conditions

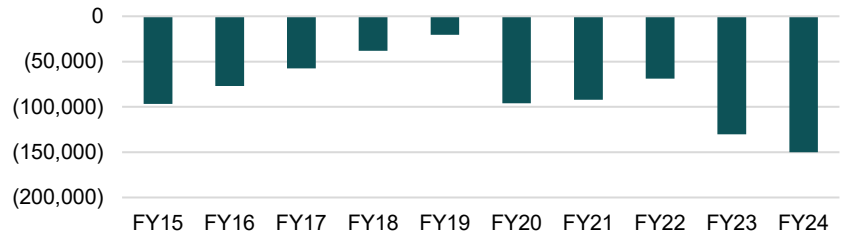
## Market conditions expected to improve over the medium term

- Dwelling commencements expected to grow from CY25, supported by the shortage in Australian housing stock, easing monetary policy and moderation of skilled labour shortages
- Alterations and general repair and maintenance activity expected to remain resilient

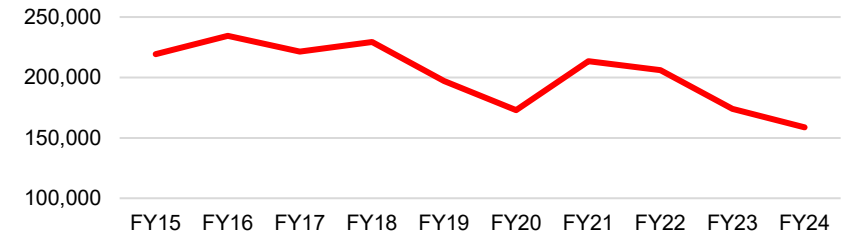
## Bunnings is well positioned to grow

- Continued to invest in the commercial offer throughout the cycle
- Expected to benefit from our 'Whole of Build' strategy (frame, fit-out, finishing) as residential building activity grows and from supporting trades as alterations, additions, and repairs and maintenance activity increases

## Australian dwelling stock deficiency



## Australian dwelling commencements



Source: ABS, Oxford Economics.

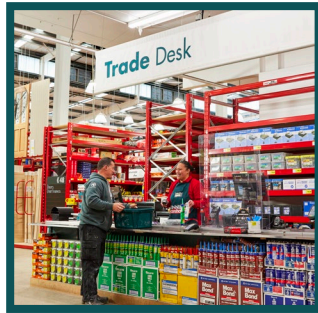
# Strengthening commercial offer and capabilities

## Commercial ranges



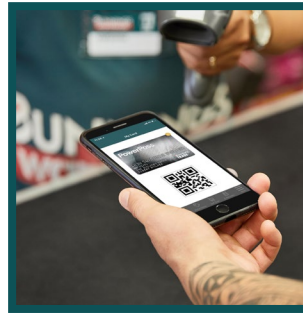
Evolving assortment of complete and credible commercial ranges

## Sales and service



Convenient and tailored service offer: on-site, instore, on the phone and online

## Digital experience



Dedicated digital channels allowing customers to order, schedule, track orders and manage their account, with integration into business systems

## Fulfilment



Diverse commercial delivery offer – parcel, ute, truck  
Same-day and scheduled delivery options

## Personalisation and loyalty



Repositioning the PowerPass loyalty program to reward loyalty and enhance personalisation

# Commercial offer complemented by specialist formats

## Frame and Truss



- Established network of timber and steel fabrication
- Driving sales attachment across later build stages
- Enabled by automation

## Tool Kit Depot



- Specialist commercial tool and equipment format
- Achieving strong digital participation, with +90% digital sales growth in 1H25 compared to the prior corresponding period
- Driving network growth in targeted catchments

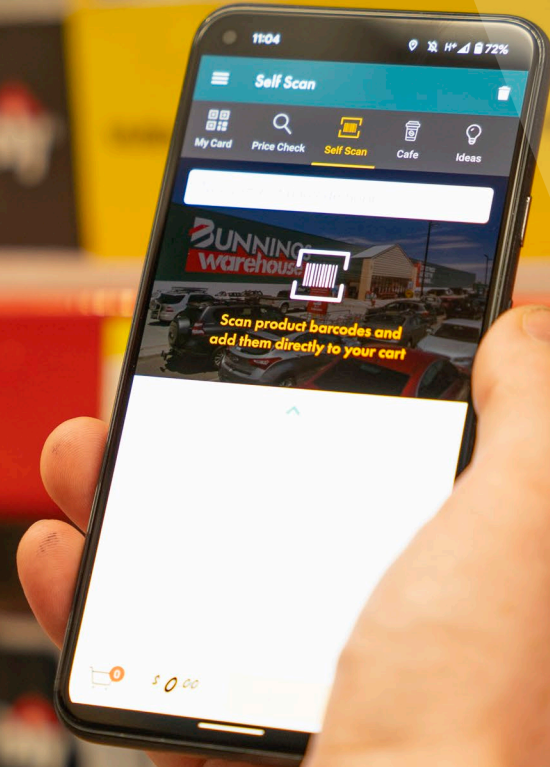
## Beaumont Tiles



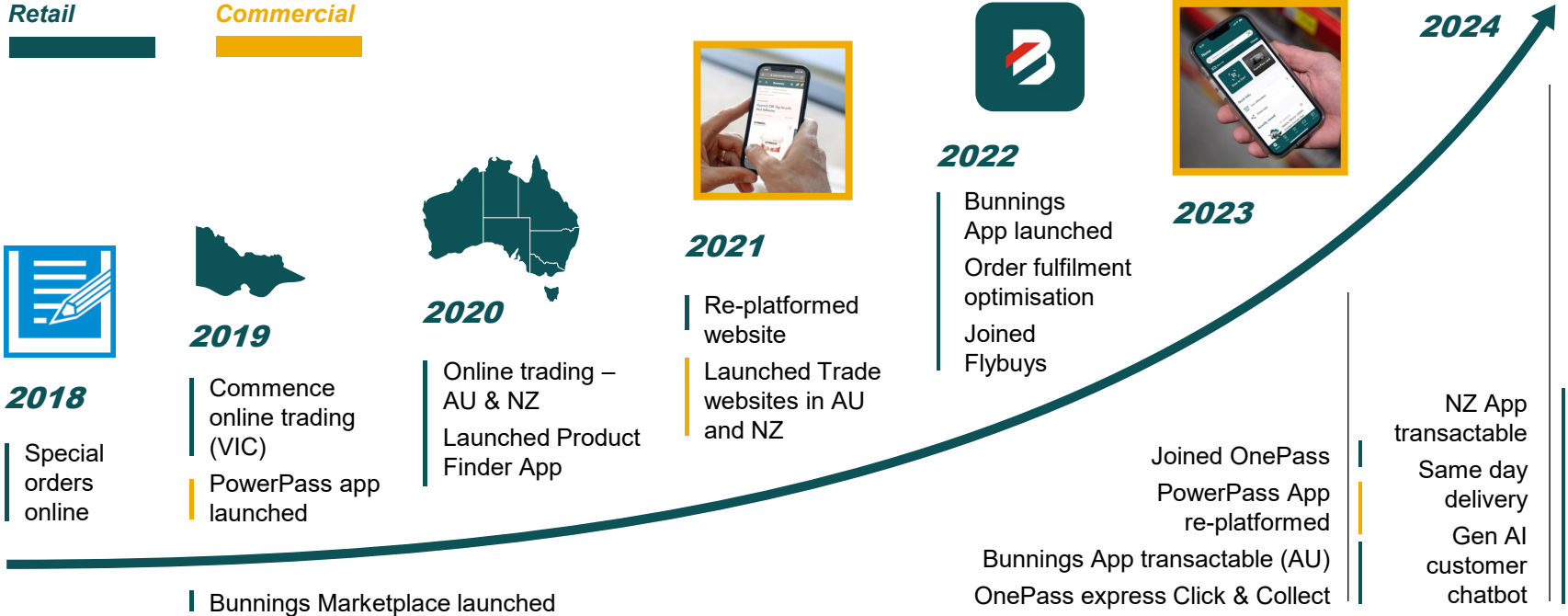
- Australia's leading hard surfaces retailer
- Network and range expansion resonating strongly
- Leveraging growth opportunities across the group



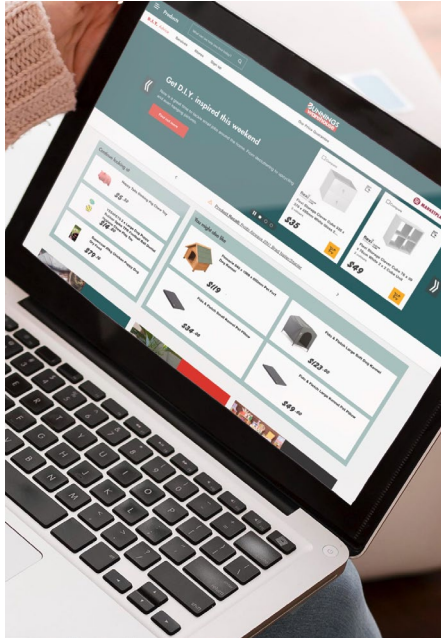
# Accelerating digital, data and retail media



# Digitally enabled customer experience continues to improve



# Our omnichannel model delivers substantial value



**90%**      **2.5x**

of Australian online  
customers also shop in  
store

spend by Australian  
omnichannel customers

**2.0x**

store visit frequency for  
Australian omnichannel  
customers

# Data is enabling us to better understand and serve customers

Improving our understanding of key customer attributes



*Life stage*



*Household composition*



*Home ownership*

Leveraging data insights to support our growing customer base

**+6m**

Known and contactable consumer and commercial customers

**+25%**

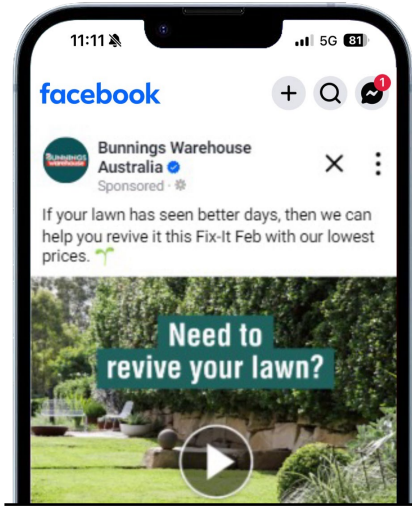
Higher average order value from known consumer customers

**+13%**

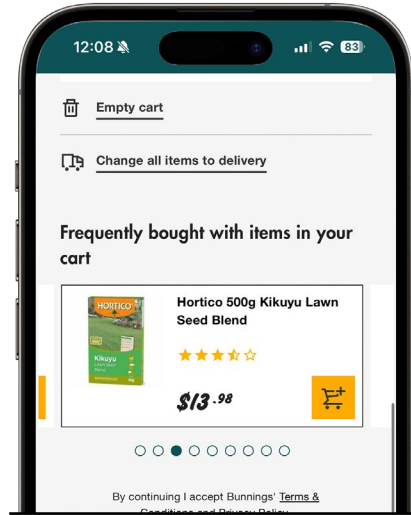
Uplift in annual spend per known and contactable customer over FY22-24



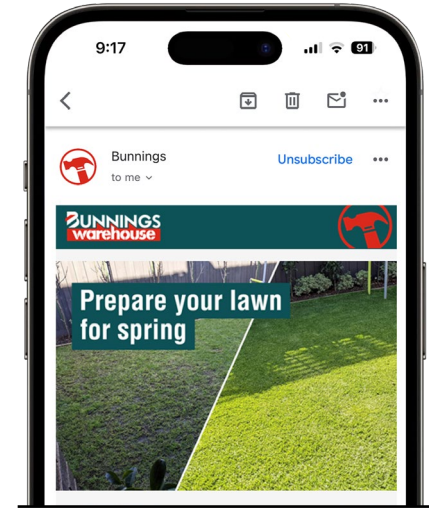
# Increasing our use of data to drive growth



Pre-shop



Shop



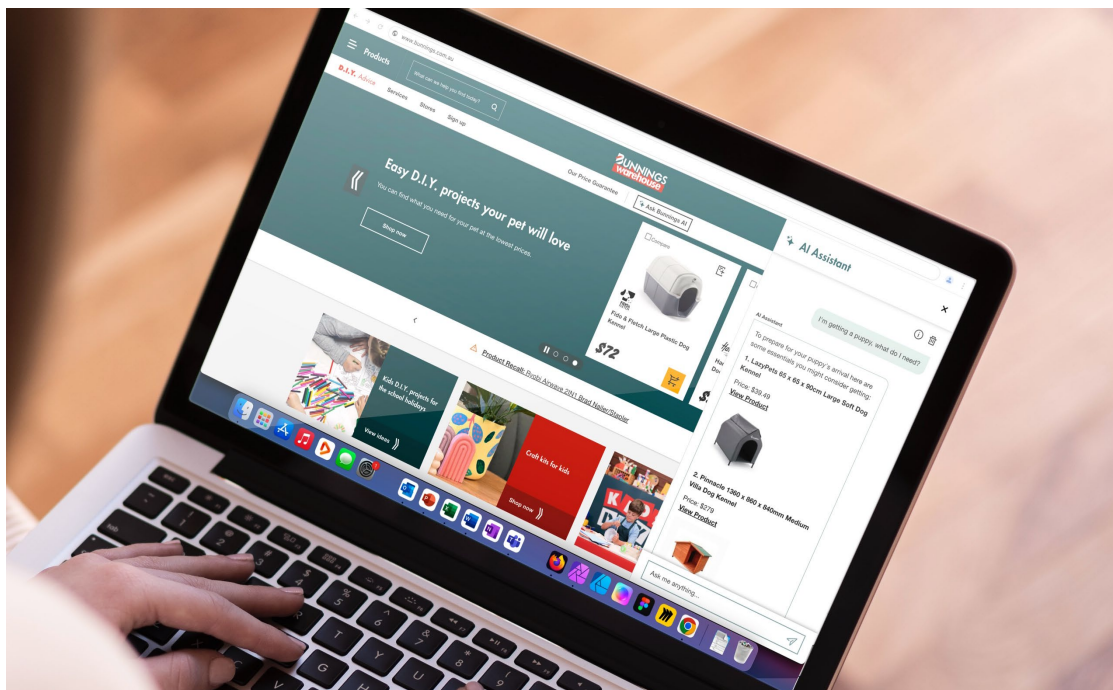
Post-shop

PowerPass

flybuys

OnePass

# Leveraging generative AI to support the unique Bunnings experience



## Customer AI chatbot trial

- Trial launched in 2024
- Trained on Bunnings' existing content library
- Accelerating wider rollout and additional capability based on success of initial trial
- Underpinned by commitment to privacy and data security

**+10%** Increase in average order value

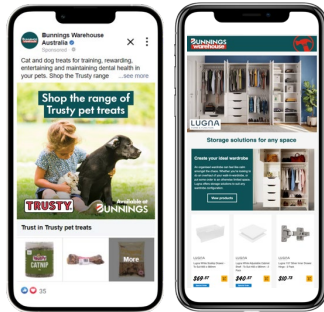
**+30%** Increase in online conversion rate

# Retail media at Bunnings: introducing

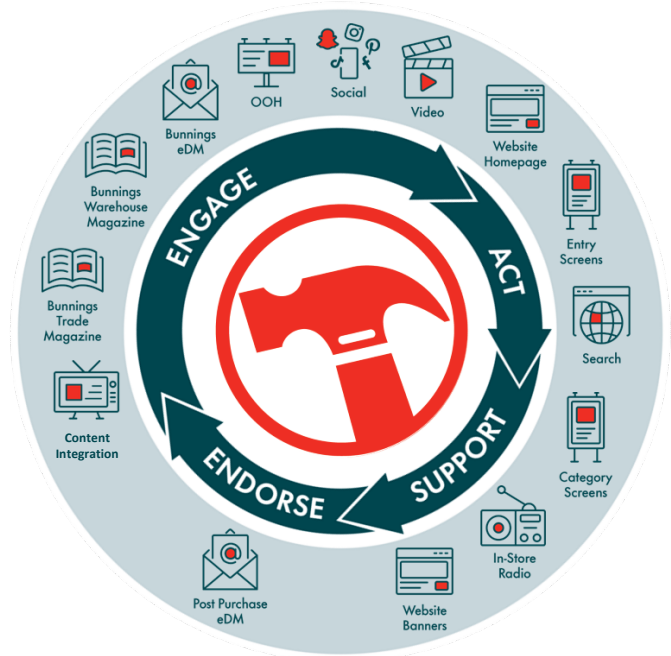
**hammer  
media**

powered by **OneReach**

*Complemented by emerging capabilities from the Wesfarmers Group retail media network*



**hammer  
media**  
powered by **OneReach**



**Since 2019**

The number one Home & Garden magazine in Australia

**2023**

Trialed email and off-site media with supplier partners

**Now**

An omnichannel retail media offering across instore, on-site and off-site media channels

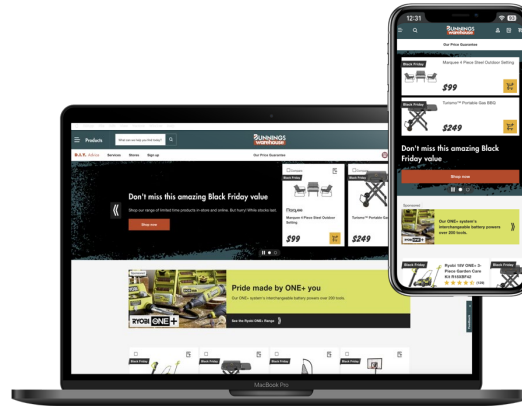
# Seamless and relevant offers across channels



## Instore

300 digital screens, with further rollout underway

Complemented by instore radio



## On-site

Display banners on homepage and high traffic pages

Sponsored search



## Off-site

Targeted campaigns across major platforms, including social media and streaming video



# Confidence in our proposition

Trusted

Australia's Most Trusted Brand



Connected

Flybuys

OnePass

PowerPass

Powered by leading loyalty and rewards programs

At Scale

351 stores

Across Australia and New Zealand

+40m

Website sessions each month

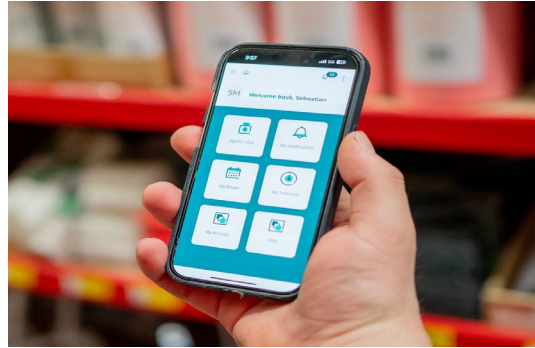
+1.9m

Monthly magazine readers - largest home and lifestyle magazine in Australia

Enhancing  
productivity  
through our  
entire  
operations



# Our team drives growth



## *Attract, retain, develop*

Unique enterprise agreements support industry-leading flexibility, benefits, training and culture

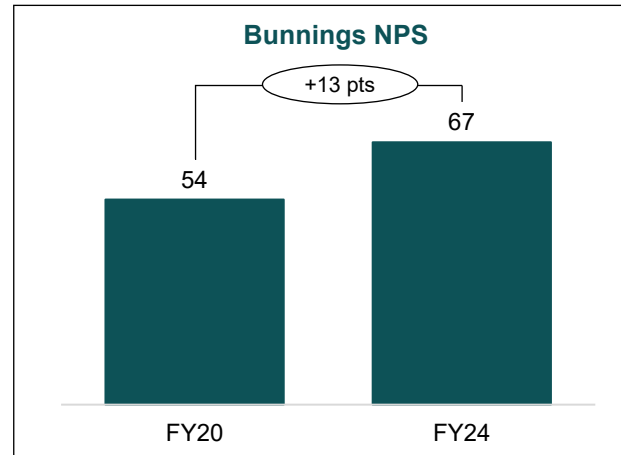
## *Enable*

Through investment in technology and tools to remove tasks and redeploy labour to customer service

## *To deliver*

The best customer experience at the lowest cost: instore, online and on-site

# Resourcing optimisation to deliver the best customer experience at the lowest cost



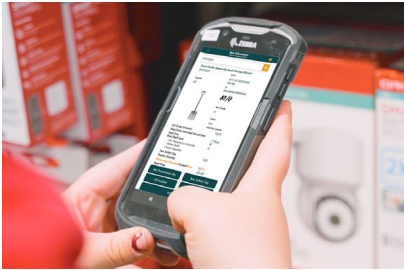
- Improved rostering ease and flexibility
- Aligned rosters with peak trading periods and skill requirements
- Structured approach to planning, streamlining and removing tasks to execute new offers at pace and scale

***Supporting +3.4 million hours of productivity savings since 2020***



# Driving productivity through investment in technology

## Better team applications



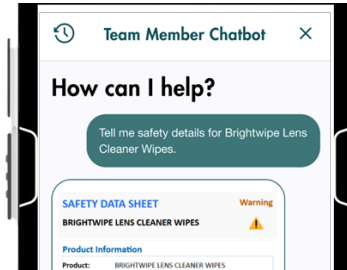
- Consolidating and updating legacy store applications
- Removing, reducing and streamlining store tasks

## Improved systems



- Better demand planning through new technology and process improvements
- Improving product availability and inventory productivity

## Generative AI



- Team-facing chatbot capability since 2024
- Delivering strong engagement and productivity savings
- Progressively adding and expanding further capability

## Electronic shelf labels



- Proof of concept in 18 stores
- Reducing manual price label changes
- Network rollout underway in select categories

# Driving productivity through our supply chain: incremental and customer led



**c.400,000**

Annual deliveries to stores



**+2m**

Annual deliveries to customers

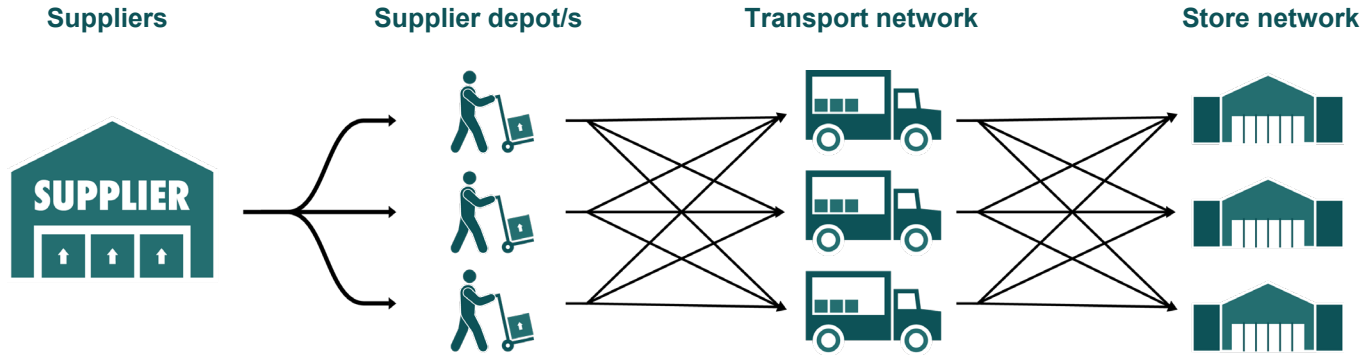


**+400**

Fulfilment locations across Australia  
and New Zealand

# Productivity opportunities in store replenishment

Current state



Future state benefits

Evolving the store replenishment model over time by consolidating inbound supplier deliveries to unlock:

**Lower transport costs**

Fewer, fuller trucks to stores

**Lower store costs**

Simpler, faster and more efficient shelf replenishment

**Improved safety**

Less congestion and goods inwards traffic

**Better customer experience**

Optimised replenishment, balancing in-stock and inventory efficiency

# Building fulfilment capabilities

## A leading fulfilment offer



Crane, truck, ute and parcel deliveries



Bunnings Local Delivery and third-party carriers



2-hour Click & Collect



Same-day and economy delivery

## Continuing to take an incremental approach to developing the customer fulfilment network

### Leveraging the store network

- For Click & Collect, parcel deliveries and express deliveries
- Unparalleled customer convenience and faster delivery options

### Partially centralised fulfilment in metro areas

- Select network of e-Hub stores to consolidate and optimise deliveries
- Leveraging trade centres for big & bulky orders, reducing store congestion
- Fulfilment centres in major metro areas to support growth: Victoria operational since 2022, Queensland planned in 2025, New South Wales planned in 2026

### Store-based and trade centre fulfilment in regional areas

- Leveraging the distributed network

### Enabled by market-leading technology and data insights

- Including optimised fulfilment routing



# Closing comments



# Significant opportunity to drive sustainable sales and earnings growth over the long term

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- **Our model and addressable market continues to support growth and resilience through the cycle**
  - A large and expanding addressable market with favourable long-term demand drivers
  - Diverse offer, customer base and network enable resilient trading performance
- **Key strategies to deliver growth**
  - **Expand and innovate our offer** to unlock incremental sales and earnings
  - **Grow and optimise our retail space**, including through better localisation and ranging (instore and online)
  - **Drive commercial growth** throughout the cycle, via improved ranging, experience, fulfilment and loyalty
  - **Accelerate digital and data** capabilities to support omnichannel growth and enable **retail media**
  - **Drive productivity** across our entire operations, supported by technology

# Questions?



**BUNNINGS**  
warehouse

**BUNNINGS**

**BUNNINGS**  
TRADE

**BUNNINGS**  
Marketplace

**TKD** TOOL  
KIT  
DEPOT

**BEAUMONT TILES**

**hammer**  
media  
powered by OneReach

**BUNNINGS TRADE**  
FRAME & TRUSS