

CME 2026 **GREAT BRITAIN**

GREAT BRITAIN LEADERSHIP



FRANK ELKINS

CHIEF EXECUTIVE OFFICER
GREAT BRITAIN

JOINING YEAR

Joined in 2024 as CEO of Selco and GB Distribution

EXPERIENCE OVERVIEW

30+ years of experience in building materials distribution sector

AT A GLANCE

Entered GB in 1988, and built out position via organic and inorganic growth

<p>MARKET ENTRY 1988</p>	<p>FY25 REVENUE £765.4M</p>
<p>% GROUP FY25 REVENUE 30.4%</p>	<p>FY25 EBITDA £106.4M 13.9% margin</p>
<p>LOCATIONS 120+</p>	<p>FY25 EBITA £49.4M 6.5% margin</p>
<p>HEADCOUNT 3,500+</p>	

GENERALIST

Acquired 1998



SPECIALISTS



Entered GB 1995



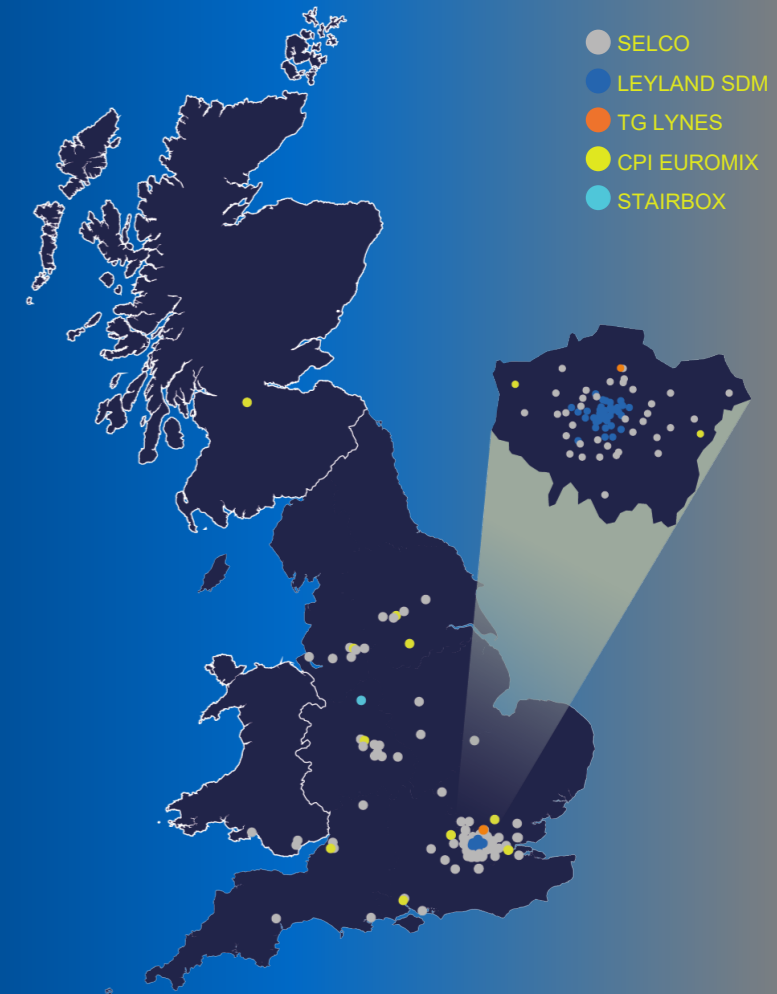
Acquired 2018



Acquired 2015



Acquired 2020



SUPPORTING TRADE FROM INITIAL BUILD TO COMPLETION

PROJECT BEGINNING

PROJECT COMPLETION


GENERALIST




Building materials



Flooring & tiling



Kitchens & bathrooms



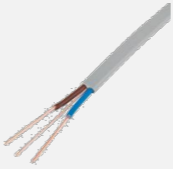
Fixings & adhesives




Timber & joinery



Plumbing & heating



Electricals, lighting & ventilation



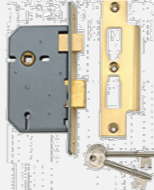
Painting & decorating



Landscaping & fencing



Tools, equipment & PPE



Security & ironmongery

SPECIALIST



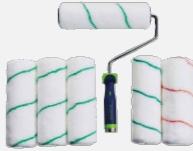
Masonry, mortar & bagged products



Bespoke timber staircases & windows

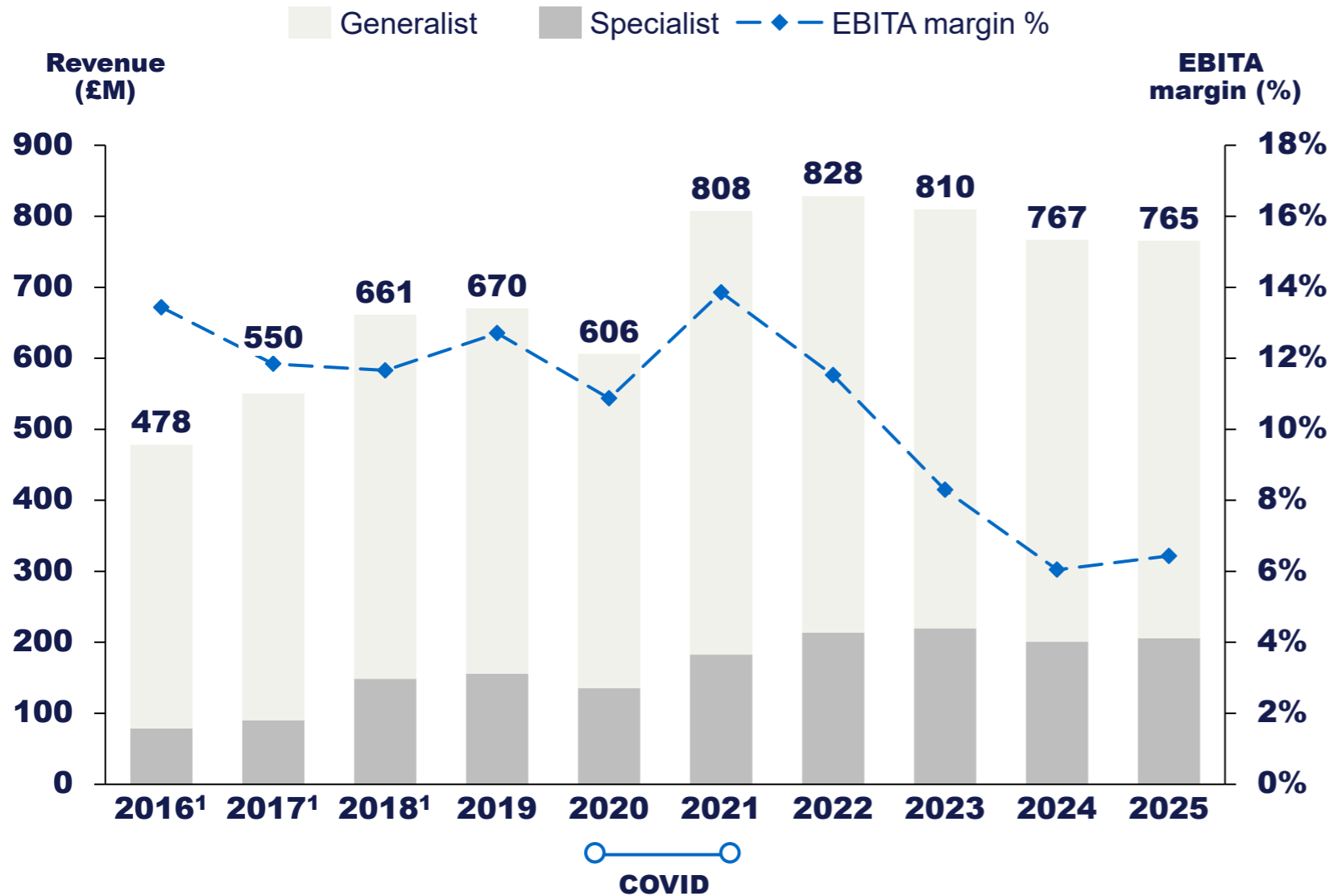


Heating, plumbing & air movement materials



Painting & decorating

HISTORIC FINANCIALS



COVID-driven boom in RMI

Challenging conditions since 2022

Volumes significantly below 2019 levels

WHY WE BELIEVE IN GB

UNDERSUPPLY OF NEW HOMES



AMBITIOUS GOVERNMENT TARGETS



OLDEST HOUSING STOCK IN EUROPE



CONTINUED POPULATION GROWTH




When, not if – housing market recovery is delayed, not derailed

Easing back restrictive planning system

80% of UK housing is 50+ years old

SELCO – IT'S WHERE THE TRADE GO

	#1 IN LONDON
Stores	70+
SKUs	15,000+
% Heavyside	~66%
Colleagues	2,500+
Collection	70%
Credit	15%
Digital	6.5%
HGVs & vans	300+



WHAT CUSTOMERS WANT...

SPEED

Quicker fulfilment

Minimal friction in stores and online



CERTAINTY

Reliability of promise

Time is money



VALUE

Trusted basket price

Demand for transparency



CONVENIENCE

Omnichannel offering

Customer proximity



KNOWLEDGE

Professional advice

Respect for trade



...AND HOW WE'RE RESPONDING

SPEED

Loyalty
Click and collect
Web and App
Same day delivery

CERTAINTY

Delivery management
Stock accuracy
Range availability

VALUE

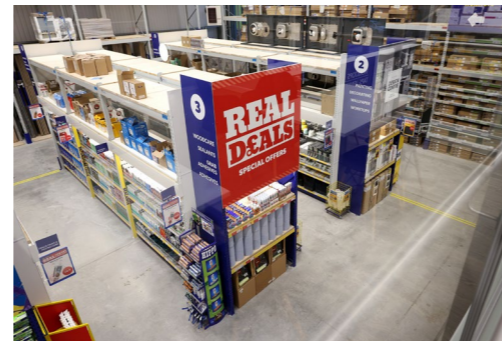
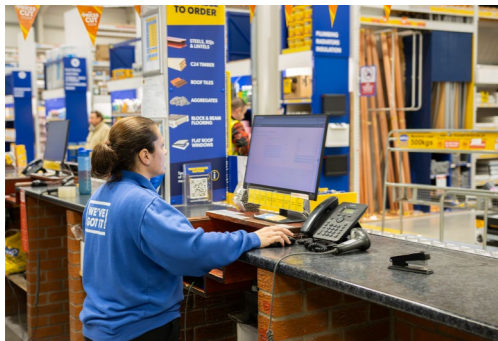
Shelf edge price
Promotions (informed by 1st party data)
Own brand

CONVENIENCE

Network
Digitalisation

KNOWLEDGE

Apprenticeships
Training



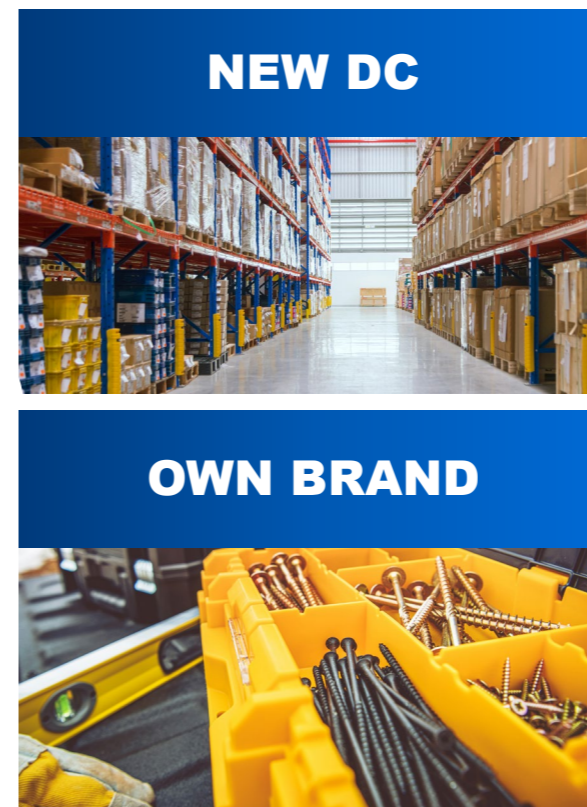
Underpinned by colleagues, data & operational efficiency

HOW SELCO WINS THE RECOVERY

Organic growth drivers

	Direct sourcing and own brand development
	New distribution centre
	Customer loyalty scheme
	Digital investment
	Branch expansion and new format

Investing for sustainable growth



Through a combination of self-help and business improvement initiatives, Selco is positioned to return to stronger operating margins

HOW OUR GB SPECIALISTS ARE RESPONDING

SPEED

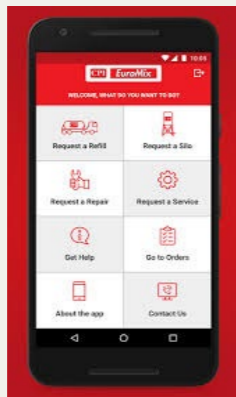
CPI EUROMIX DIGITAL APP

Customer-led digital proposition

Improved service & revenue quality

Operational efficiency gains

Data-driven engagement



CONVENIENCE

LEYLAND SDM NETWORK

New store in South Kensington

No cannibalisation from 2 existing stores within <1 mile

Opportunity to support customer collection business

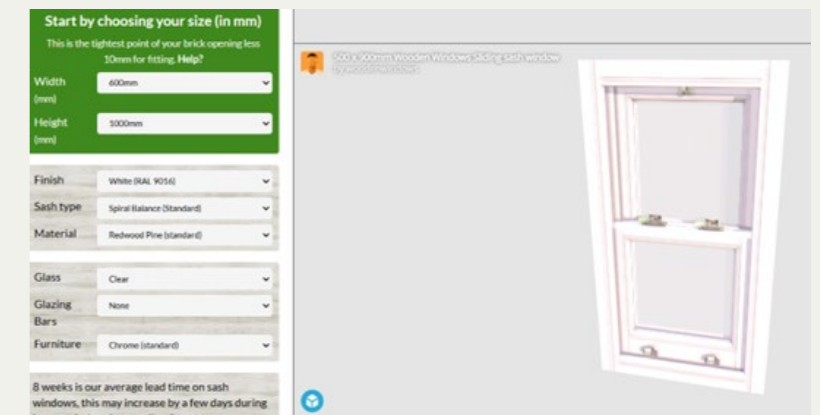


WINDOW BUILDER

Buying bespoke timber windows is slow, complex and time consuming

A fully self-service digital, bespoke offering

Live visual interface



LOOKING FORWARD

FUNDAMENTALS REMAIN POSITIVE

GB fundamentals remain positive for new-build housing and RMI

CUSTOMER PROPOSITION

Strengthen our proposition around speed, certainty, value, convenience & knowledge

INVESTING THROUGHOUT THE CYCLE

Not waiting for the market to recover, but addressing now

MORE THAN SELCO

New segment structure, making the businesses work together more, driving collaboration and efficiencies

STRATEGIC INITIATIVES

Launch initiatives guided by a deep understanding of customer priorities