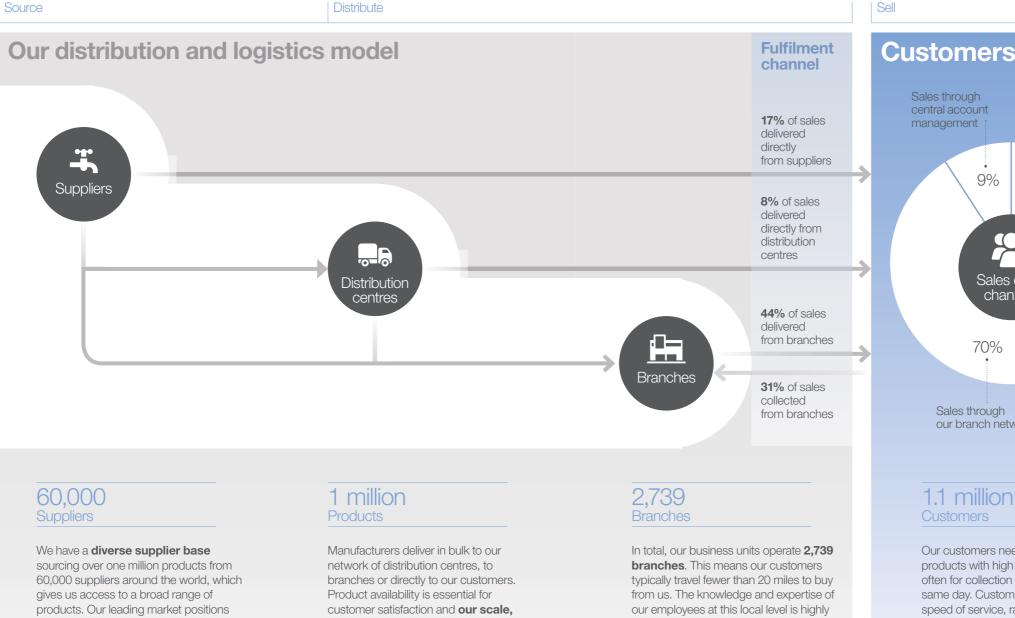
Shareholder information

Wolseley is a specialist distributor, bridging the gap between 60,000 suppliers and 1.1 million customers. We market and sell a wide range of products that our customers need and provide our suppliers with access to these customers cost effectively.

Key resources & relationships range of fundamental assets and partnerships. Capital Suppliers Our people Customers Distribution network E-commerce Showrooms Fleet Call centres



enable our central sourcing teams in each region to leverage our scale to negotiate competitive prices in return for access to high volume distribution to our 1.1 million customers. In plumbing and heating businesses, the model is predominantly distributing from distribution centres and branches to customers. In building material businesses, the model is more direct from supplier and branch to customer.

logistics know-how, rigorous stock control and large fleet enable us to provide reliable product availability and flexible delivery options to cater for all our customers' needs.

valued, as many customers, from sole traders to large businesses, build a strong rapport and visit individual branches several times a week. While customers are increasingly demanding a 24/7 multichannel experience, the majority of our business is still conducted through our branch network.

Outcomes

Sales through

central account

management

9%

Sales order

channels

Our customers need a wide range of

products with high levels of availability

often for collection or delivery on the

same day. Customers value quality and

speed of service, range and availability

of products, billing and order accuracy,

in terms of choosing the most suitable

sales order channel when they buy from

us. We aim to deliver a "best-in-industry"

channels and that is why our customers

service for all of these categories and

keep coming back to us.

competitive pricing, knowledge and relationships. They also want flexibility

70%

Sales through

1.1 million

our branch network

Sales through

e-commerce

13%

Sales through

showrooms

See pages 17, 37 and 38

See pages 39 to 41

See pages 41 and 42