



PlaceMakers[®]

NAIL THE
BASICS



c.\$1.3bn
FY25 Revenue



4m+
customer visits a year



70k+
trade customers

c.25%
FY25 Market Share



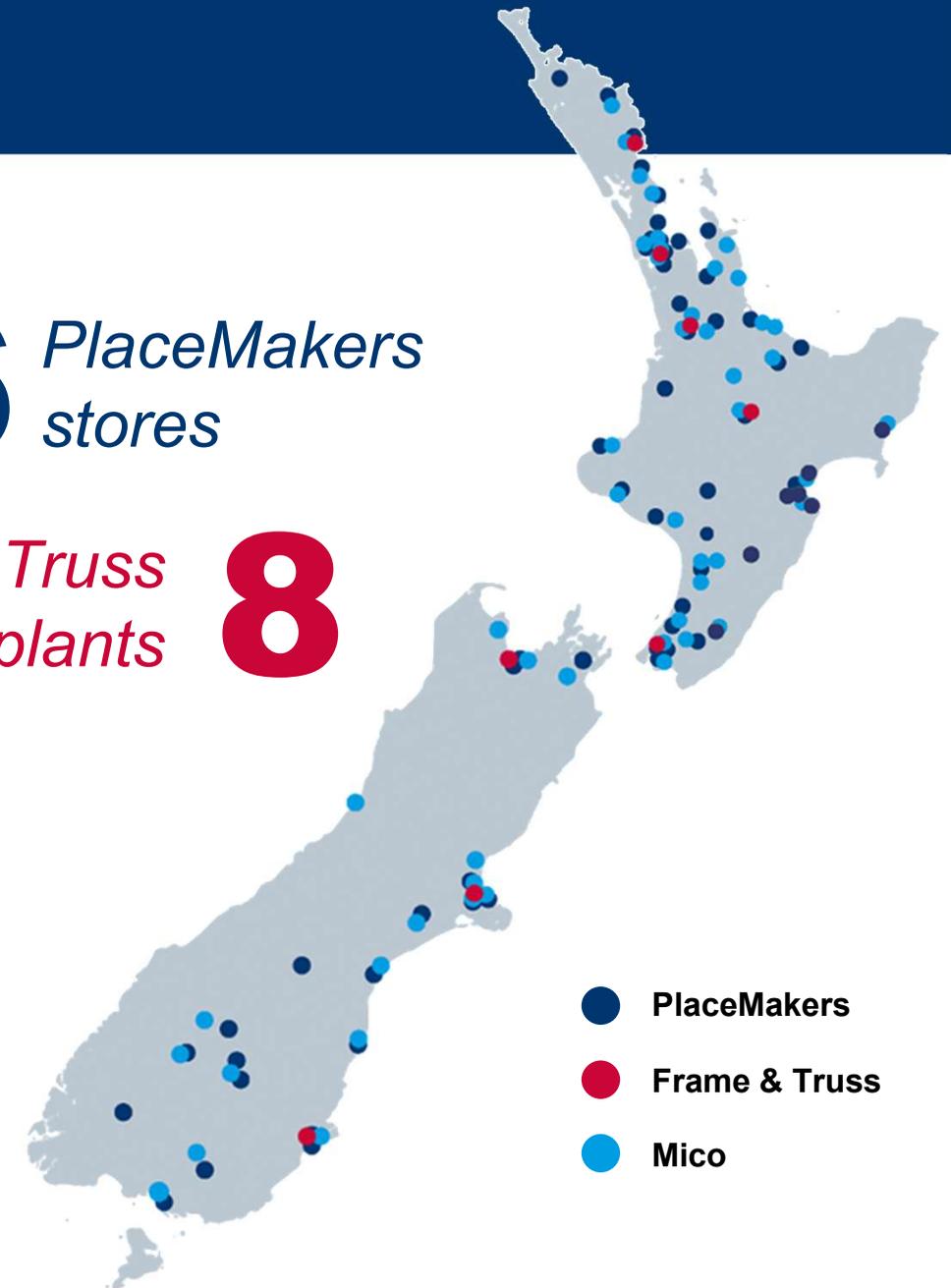
2,250
people



140,000
customer deliveries

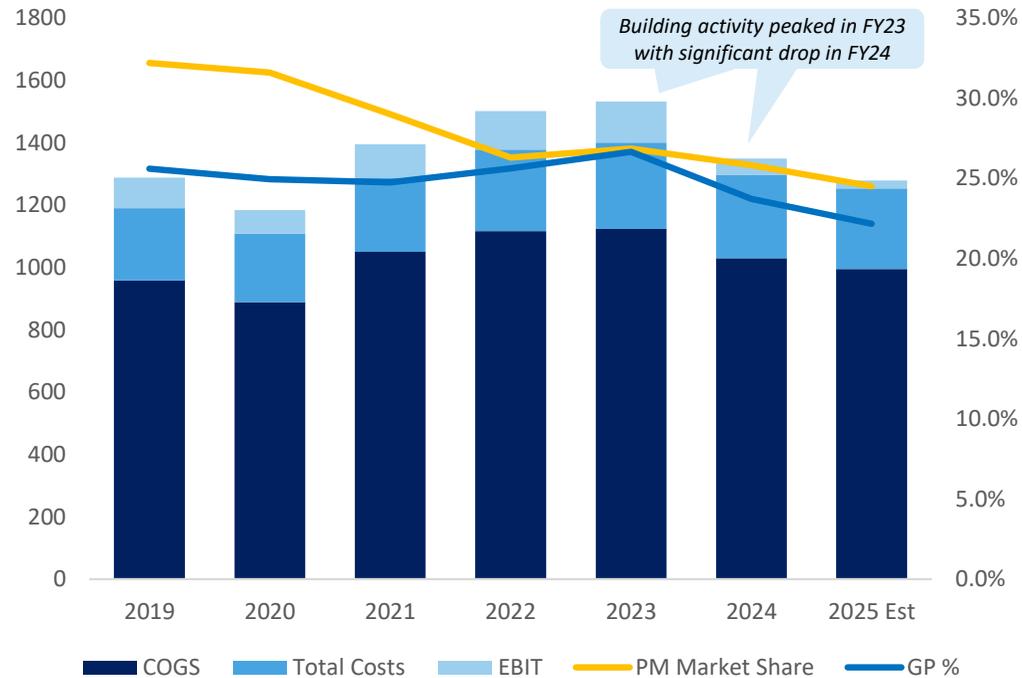
66 PlaceMakers stores

Frame & Truss plants **8**



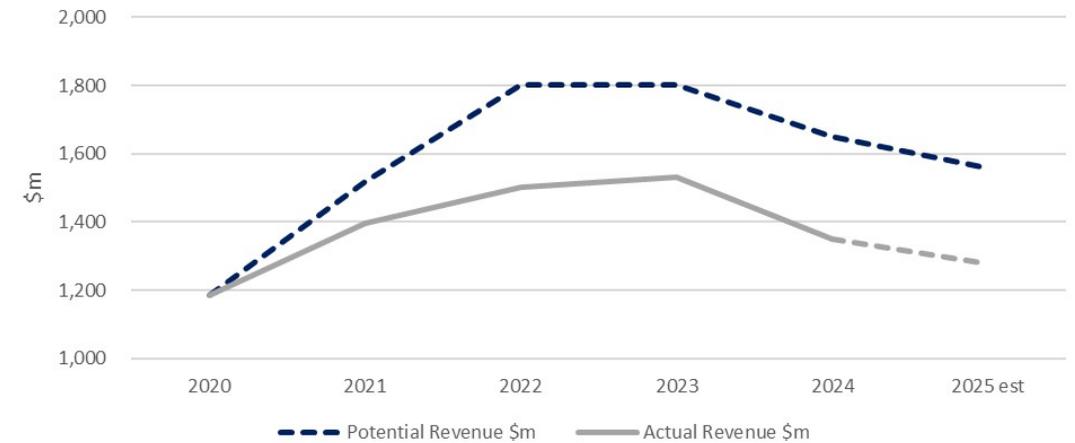
Financial performance FY19 to FY25F

COST OF GOODS SOLD, COST, EBIT AS % REVENUE

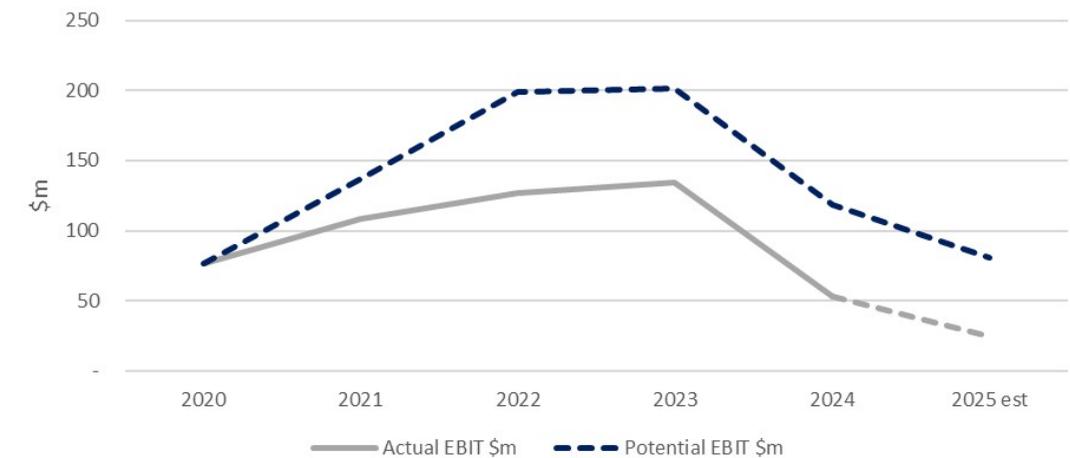


- **PM performance growth** post COVID FY20, peaking in FY23 alongside market growth
- Market share starting to decline from FY19/20
- **Revenue** is relatively flat FY19 to FY25E while the market has grown
- **Cost of Goods** have grown just **3.9%** over the six year period and overheads **11.3%** - 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

REVENUE LOSS FROM MARKET SHARE DECLINE



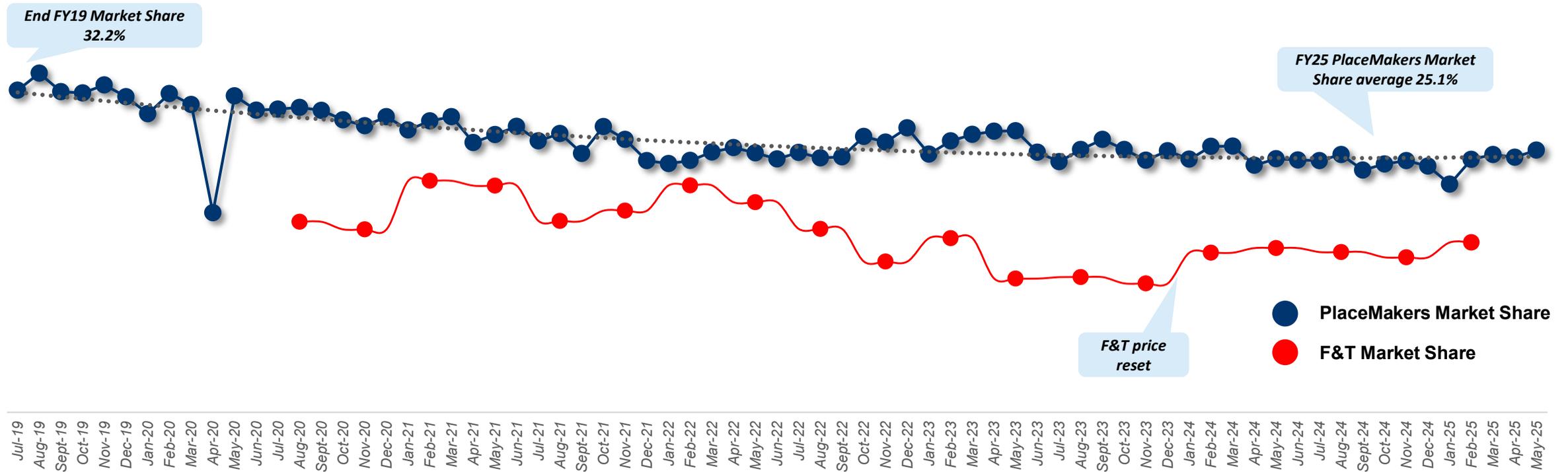
EBIT LOSS FROM MARKET SHARE DECLINE



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*

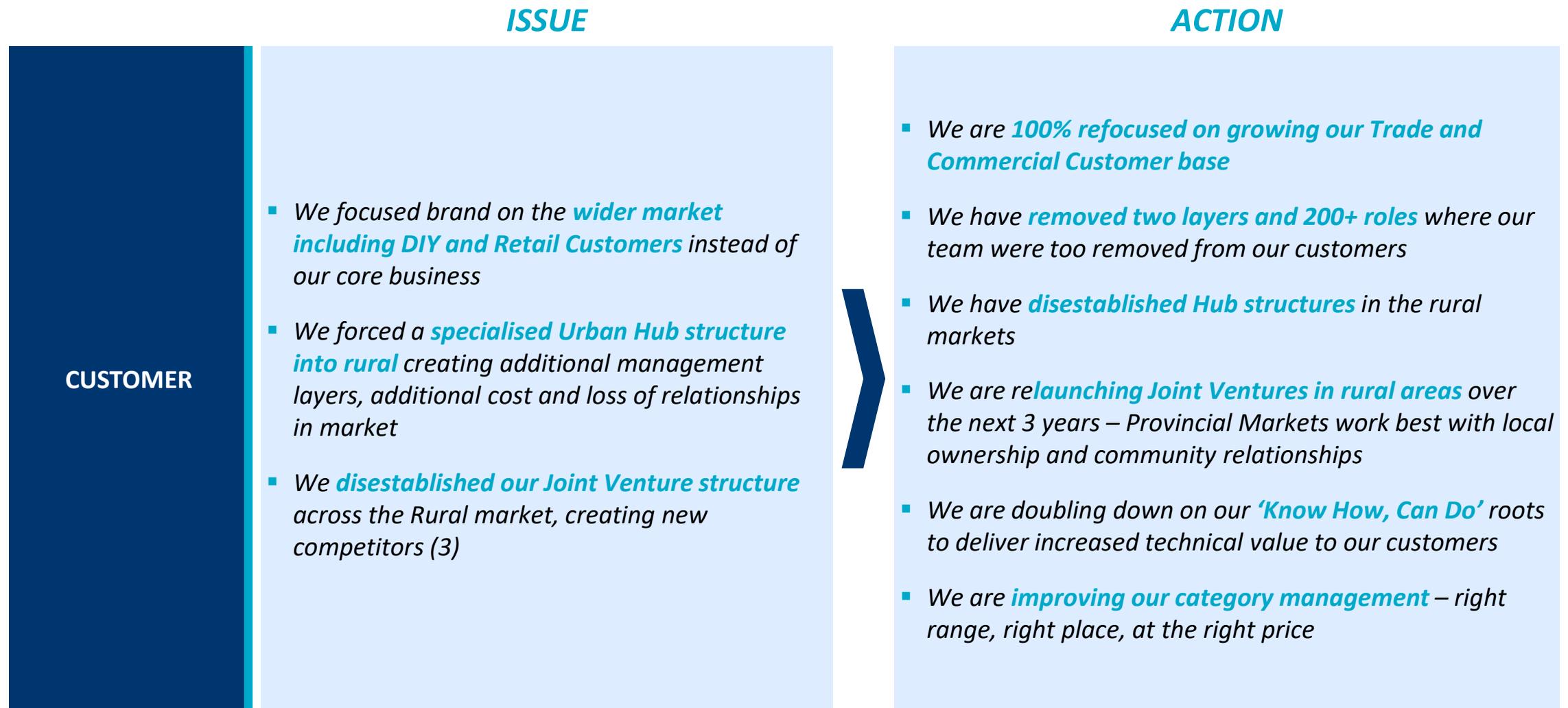
Why it matters?

*Customer Trust, Cost Discipline,
Execution Excellence*



Nailing the basics

Getting us back on track



Nailing the basics

Getting us back on track

	<i>ISSUE</i>	<i>ACTION</i>
MANUFACTURING & SUPPLY CHAIN	<ul style="list-style-type: none">▪ 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	<ul style="list-style-type: none">▪ 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

- ✓ 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



STORE NETWORK & RANGE

- ✓ 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



BRAND

- ✓ Iconic and trusted brand
- ✓ Known and supported by the Trade and wider community for 44 years



MANUFACTURING & SUPPLY CHAIN

- ✓ 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)

