



BIG RIVER

For personal use only

Investor Day

Brisbane sites

10th October 2024



CONTENTS



03	Business Overview & strategy	<i>John Lorente (CEO)</i>
09	Construction Division	<i>Ray Ferretti (EGM Construction)</i>
15	Panels Division	<i>Scott Barclay (EGM Panels)</i>
21	Summary	<i>John Lorente (CEO)</i>



03 Executive Team

Experienced and capable executive team appointed to deliver the next phase of growth



John Lorente

CEO & Managing Director



John O'Connor

CFO



Damien O'Loughlin³

EGM - Business Transformation & Technology



Stephanie Basset¹

Head of People & Culture



Ray Ferretti

EGM - Construction



Scott Barclay²

EGM - Panels



Gareth Watson²

EGM - Supply Chain

1 – Appointed July 2023
2 – Appointed January 2024
3 – Appointed May 2024

For personal use only

04 Big River Overview

Solid market position

- Rich history, experienced, aligned and knowledgeable team with long average tenure.
- Flexible structure delivering decisions close to customer leveraging national scale.
- Vertically integrated manufacturer & distributor.
- Expanded supply chain capability – Best brands, international supply and local manufacturing direct to trade customers.

Diversified Product Mix

- Strong differentiated offer across two core divisions:
Panels and Construction.
- Sustainable competitive advantage in bespoke product offerings.
- Exposure to all market segments.
- Given scale & supply chain relationships ability to pivot quickly to new high growth products

Strong History of Growth

- Successfully listed on ASX since 2017.
- Revenue +10.7% and EBITDA +13.5% CAGR over past 5 years.
- History of successful acquisitions over the past five years, integrated well, delivering national network, depth in capability and improved product offer to market.
- Strong balance sheet performance with c100% historical cash conversion year on year and flexibility to pursue further growth opportunities.

Large Addressable Market

- Attractive industry with large addressable market across both divisions.
- Strong outlook for the addressable market in the medium term across Australia and NZ.¹
- A fragmented industry, ageing independent business owners and changes in market structure deliver potential opportunities for growth

1. Oxford Economics.

05 Growth History

Our story over the last 100+ years

For personal use only

1890's
THOS. PIDCOCK & SONS PTY LTD

1926
Big River Timber Incorporated

STACKS
BUILDING SUPPLIES

AUSPLI



\$177M

2017 Big River
Big River Groups floats on the ASX

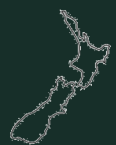


2017 ATBS SABDIA
 ▲ ATBS & Sabdia
 ▲ BTC expansion into SA
 ▲ Increased BTC distribution & capability
 ▲ Introduced Maxiwall & Maxifloor

2018 Ern Smith & MB Prefab
 ▲ Ern Smith & MB Prefab
 ▲ Introduced roof truss & prefabricated wall frame manufacturing capability in Geelong
 ▲ BTC expansion into Canberra

\$211M

2019 NZ Expansion with DecorTech & PlyTech
 ▲ NZ Expansion with DecorTech & PlyTech
 ▲ Introduced high value European panels
 ▲ Decortech added commercial facades & high-end acoustic panels capability.



2019 Midland Timber, Midcoast Timbers & Big Hammer
 ▲ Midland Timber, Midcoast Timbers & Big Hammer
 ▲ BTC distribution into Townsville
 ▲ Frame & Truss capability in Midland

2020 Pine Design
 ▲ Pine Design
 ▲ Introduced truss & prefabricated wall frame manufacturing capability into SA

\$281M

2022 TWP & RWP provided us with a platform for growth in the Brisbane & Melbourne markets.
 ▲ TWP & RWP provided us with a platform for growth in the Brisbane & Melbourne markets.
 ▲ Market leading sales & manufacturing capability for pressing veneers.

2021 United Building Products
 ▲ United Building Products
 ▲ BTC distribution & capability on South Coast NSW

2022-23 Epping Timber
 ▲ Epping Timber
 ▲ BTC distribution in Melbourne
 ▲ Additional pre-fab capability

\$415M

2024 SLQ
 ▲ SLQ
 ▲ Introduced additional high value panels products.

BIG RIVER
Master Rebrand

We're Big River Group

BIG RIVER

BIG RIVER
COMMERCIAL

BIG RIVER
TRADE CENTRE

BIG RIVER
PANELS

TIMBERWOOD
PANELS

PLY/TECH
PANELS

06 Business Overview

For personal use only

Supply chain diversity



- 18% of revenue**
Manufactured by BRI
- 18% of revenue**
Direct Import by BRI
- 64% of revenue**
Sourced from local supply partners

Revenue by construction market



- 39%** Detached housing
- 18%** Multi-residential
- 9%** Alterations & Additions
- 22%** Commercial
- 5%** Civil
- 7%** OEM (re-manufacturing)

Revenue by region



- 28%** Queensland
- 26%** Victoria
- 22%** New South Wales/ACT
- 17%** SA/WA
- 7%** New Zealand

Asset mix

26

Sites across major population centres

8

Manufacturing Sites

4

Frame & Truss prefabrication plants

4

Plywood / panel manufacturing plants

Diversified by geography, industry segment, construction type and customer

- Big River manufacturing facilities
- Big River sales / distribution sites



07 Our Strategic Compass

How we will become the leading Trade supplier:



 **Make**
Trade Customers'
Lives Easier!

For personal use only

08 Big River Strategic initiatives

For personal use only

Safety & People	Growth	Delivering Synergies	Operational Efficiencies	One Big River
<ul style="list-style-type: none"> • Training and personal development initiatives to upskill team and deliver industry leading expertise. • Bring in required talent where required. • Continued investment in safety initiatives to improve the wellbeing of our teams and minimize LTIs. 	<ul style="list-style-type: none"> • Deliver growth above addressable market by expanding in growth segments. • Continue developing differentiated offer in both Panels and Construction divisions. • Pursue further M&A opportunities that are EBIT accretive and add expanded capability to the Group. 	<ul style="list-style-type: none"> • Deliver further scale benefits across divisions and new acquisitions improving profitability. • Align with strategic supply partners across the Group. • Consolidate and or upgrade sites. • Increase manufacturing volumes both internally and to the market. 	<ul style="list-style-type: none"> • Harmonise IT platforms across the Group delivering improved collaboration and efficiencies. • Align product data across the sites and SKU rationalisation. • Improve operational systems and processes to deliver enhanced offer and speed for customers. 	<ul style="list-style-type: none"> • Re-branding under one Big River • Align culture, vision and values - way of doing business.

Long Term Financial Ambitions

- Sustainable revenue growth above the addressable market.
- Improve gross profit margins year on year across the group.
- Deliver EBITDA margins at 10% average through the cycle.
- Strong balance sheet – maintain working capital below 20% of revenue.
- A dividend payout ratio of c50-70% each year fully franked.

09 Construction

For personal use only



10 Construction Business Overview

Australia's leading diversified Formwork & Building Products distribution to trade businesses.



For personal use only

Division	Building Trade Centres	Formwork & Commercial
Focus	Building Products / Residential General building Renovations Fixout Frame & Truss Local trade supplier	Commercial and Formwork Concrete placement Site Works Heavy Construction Bulk Products Distribution Centres
Market Segments	Residential Housing Multi-Residential Alterations & Additions	Commercial Medium Density Civil / Infrastructure
Customers	Residential Home builders Multi-res Builders Carpentry Trades Renovators	Formworkers Civil Contractors Concreters Commercial Builders Commercial Contractors
Current sites	13 Building Trade Centre Sites 4 Frame & Truss manufacturing sites	4 Formwork & Commercial Sites 2 steel & ply manufacturing

Construction:

- ▲ 17 Sites
- ▲ c350 staff
- ▲ Revenue \$291M (FY24)
- ▲ >6000 customer accounts, Top 750 representing ~80%



11 Our Construction Business Today

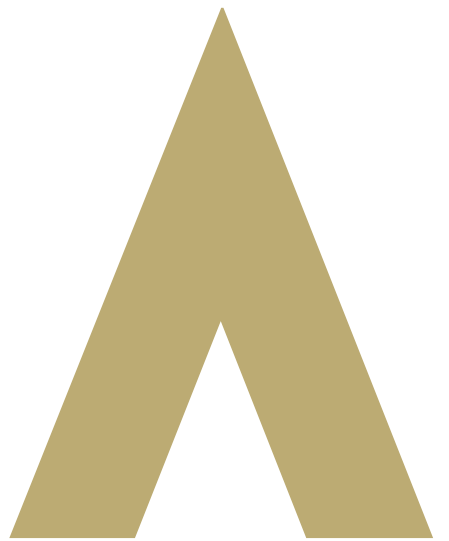
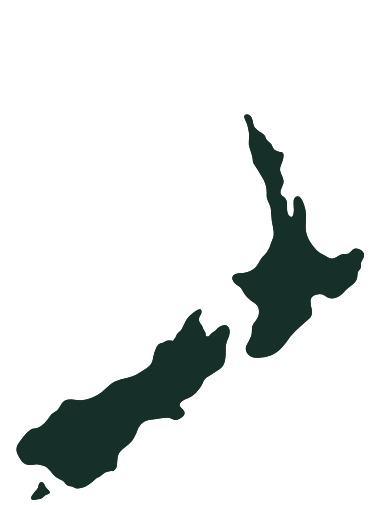
For personal use only



Existing Sites Include:

- 4 x Commercial sites
- 13 x Building Trade Centres (incorporating 4x Frame and Truss manufacturing facilities)

▲ Commercial
▲ Trade Centre



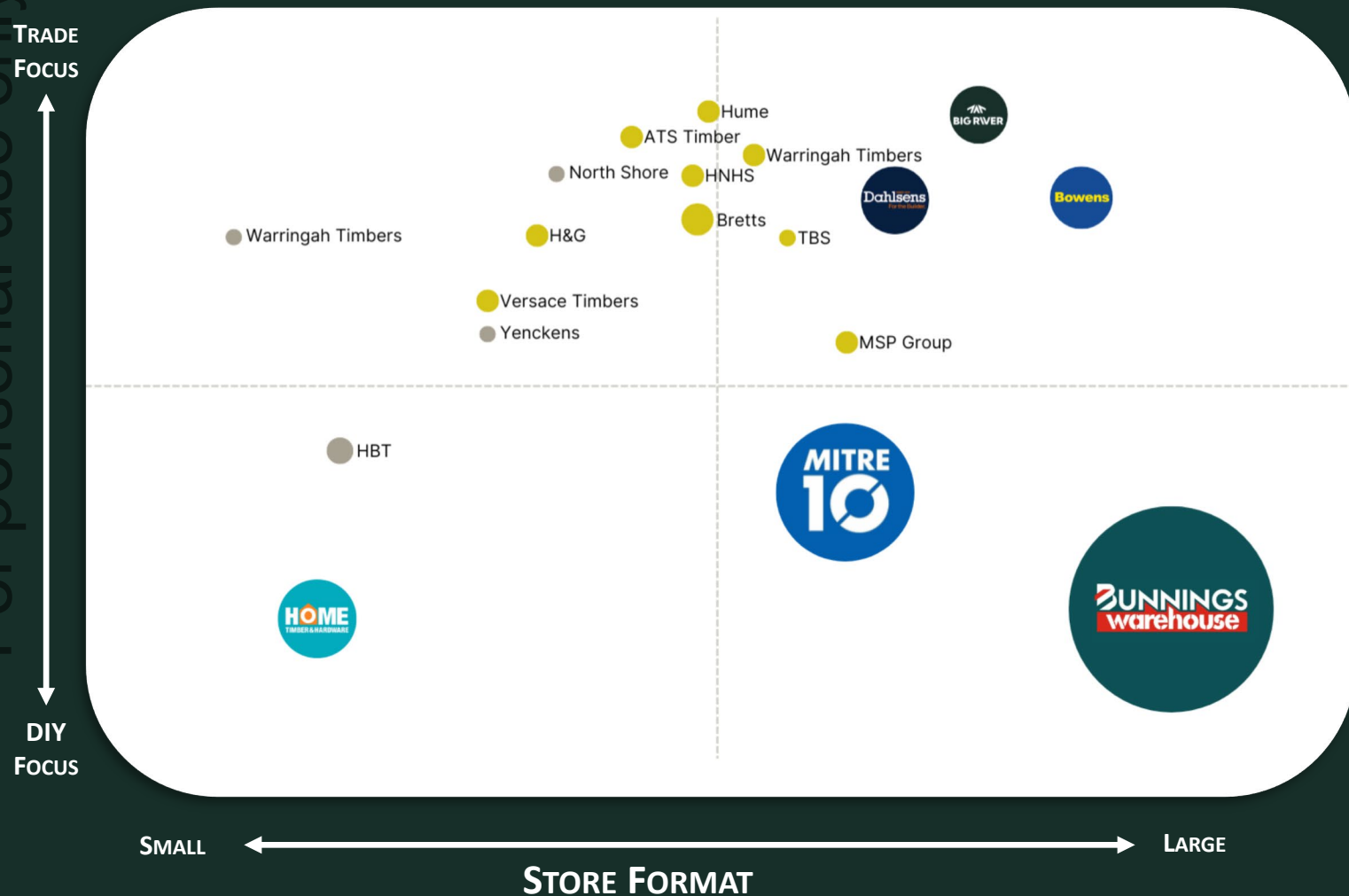
12 Market Positioning

- ▲ Total addressable market (excluding retail distribution) is circa \$15bn.
- ▲ 700+ privately owned operators
- ▲ Ongoing market consolidation clearly visible / Large players consolidating and growing share
- ▲ Big boxes generalists – key segment retail and aiming to get “Whole of House”

“Local Service Excellence with National Scale & Capability”

- ▲ Strength in local trade focus, knowledge, service & flexibility while leveraging scale.
- ▲ Continuing to leverage our scale and deliver group synergies through key supplier relationships, internal supply chain and local manufacturing.
- ▲ Deeper with trade customers with expanded product and service offer and growing network.

For personal use only



For personal use only



14 Panels Division

For personal use only



15 Panels Business Overview

Industry leaders in decorative timber panels to the trade for architectural and fit-out applications



For personal use only

	TIMBERWOOD PANELS	PLY/TECH PANELS	BIG RIVER PANELS
Division	Panels Distribution - Australia	Panels Distribution – New Zealand	Panels Manufacturing – Australia & New Zealand
Product	Decorative Structural Technical Commodity	Decorative Structural Technical Commodity	Decorative Structural Technical
Market Segments	Architectural Residential Housing Alterations & Additions Commercial Building Transport & RV Engineered/Industrial	Architectural Residential Housing Alterations & Additions Commercial Building Transport & RV Engineered/Industrial	Architectural Residential Housing Alterations & Additions Commercial Building Transport & RV Engineered/Industrial
Customers	Cabinet Makers & Joiners Fitout trades Resellers/Merchants Transport Authorities OEM's	Cabinet Makers & Joiners Fitout trades Resellers/Merchants Transport Authorities OEM's	Cabinet Makers & Joiners Fitout trades Resellers/Merchants Transport Authorities OEM's
Current sites	5 Timberwood Sites	1 Plytech	3 Big River Panels

Panels:




- ▲ 9 Sites
- ▲ c210 staff
- ▲ Revenue \$124m (FY24)
- ▲ >3000 customer accounts, largest <2%



16 Our Panels business today

For personal use only



-  Big River Panels - Manufacturing
-  Timberwood Panels
-  Plytech Panels
-  Distributors

17 Channel Strategy

Strong distribution channel in Australia and New Zealand to support growth in revenue from our niche decorative panel manufacturing

MANUFACTURING SITES

GRAFTON



BRISBANE



MELBOURNE



AUCKLAND



DISTRIBUTION CHANNEL



- Brendale
- Dandenong
- Campbellfield
- Smeaton Grange
- Canberra



- Auckland



- Brisbane
- Auckland
- Grafton
- Campbellfield

DISTRIBUTOR*

- Christchurch
- South Australia
- Western Australia
- Tasmania
- North Queensland

* Not Big River Group owned sites.

For personal use only

18 Market Positioning

We aim to be the most agile supplier of high-value panel products & solutions in Australian and NZ, serving customers of all sizes. Our focus is on adopting an always ready approach.

\$2.5B Panel Market:

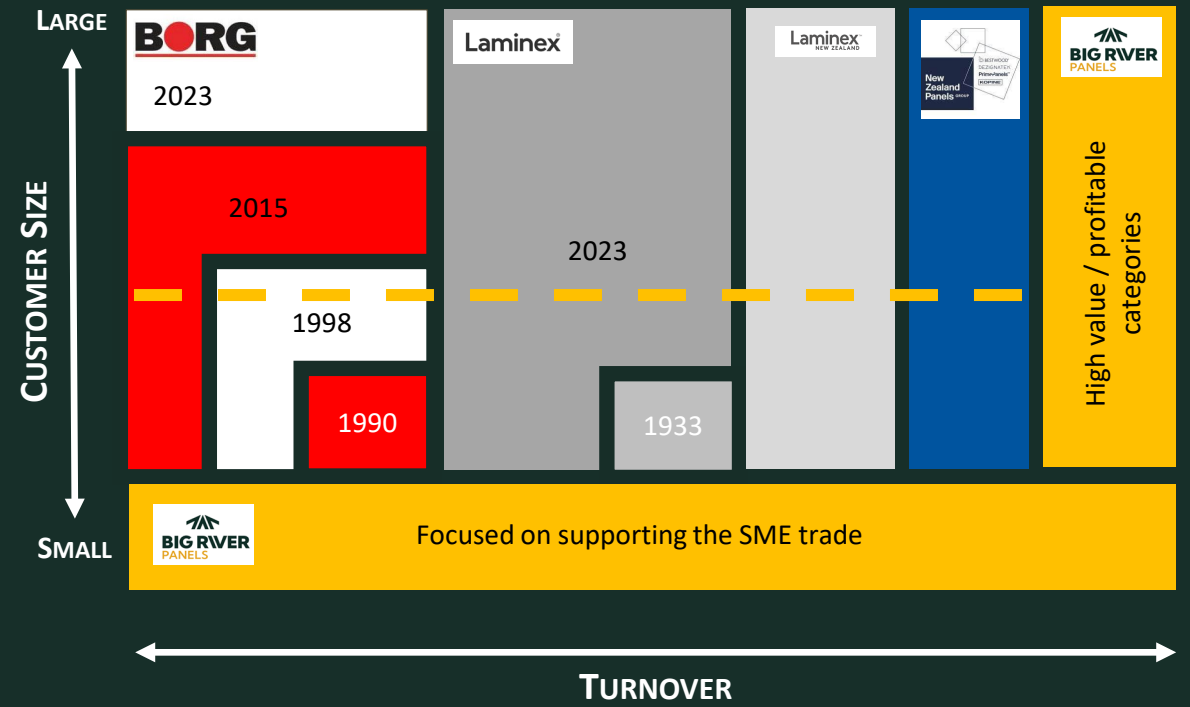
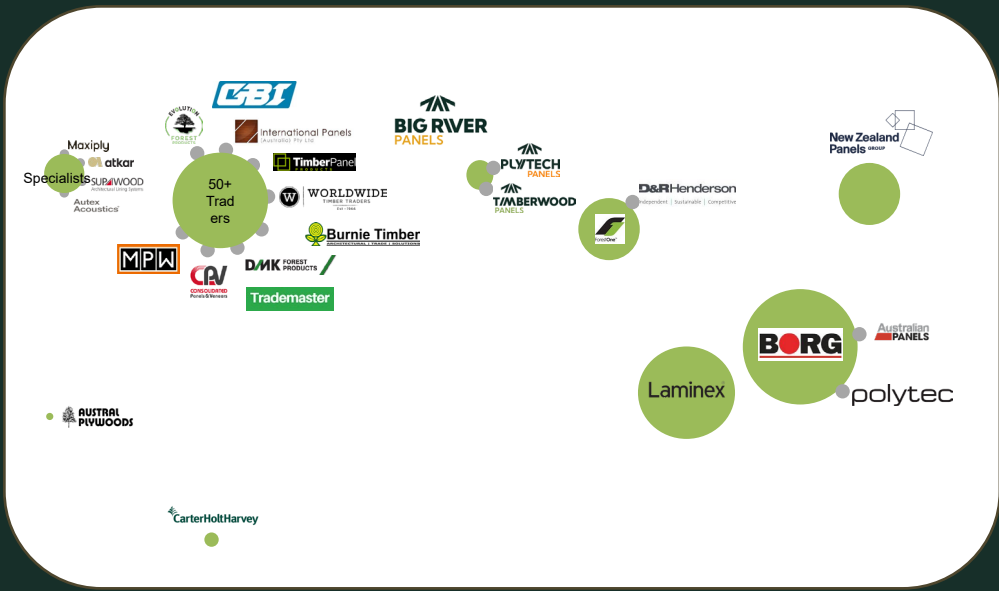
- ▲ Big River 6% share (Veneer Panels – 35%)
- ▲ 50+ private traders
- ▲ Fragmented customer base 10,000+ cabinet makers
- ▲ Market dominated by two large players – volume manufacturers

For personal use only

DISTRIBUTION MODEL

DIRECT

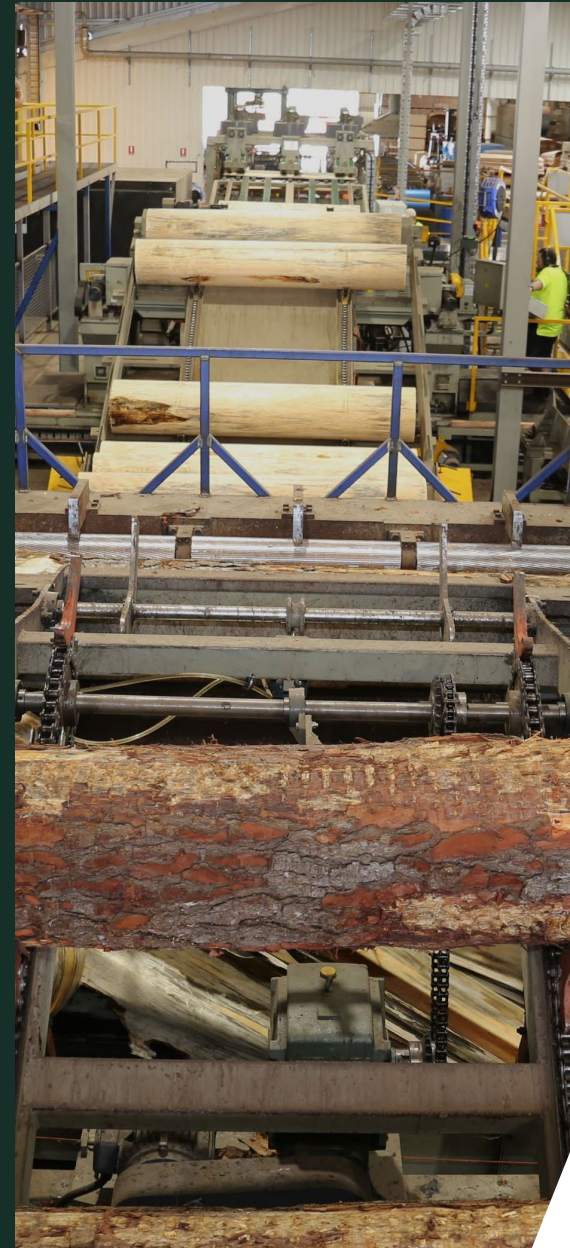
WHOLESALE



Low ← PRODUCT BREADTH → High

← TURNOVER →

For personal use only



Big River Continued Growth Journey

- Experienced team to deliver for trade customers.
- Leading position in key sub-segments of the building products market with differentiated offers.
- Positioned for ongoing growth in large attractive markets.
- Track record of prudent financial management with a disciplined approach to controlling cost and managing capital.
- Successful history of acquiring and integrating quality businesses to the Group with further opportunities available.
- One Big River – development and alignment of systems and processes across key functions will deliver further synergies and efficiencies.
- Positive ESG journey – timber growth as a construction material.
- Record of delivering fully franked dividends.

Thank you

For personal use only

