

Capital Markets Day Burton-on-Trent

22 September 2022



Today's agenda

- A Strategic progress and ongoing priorities – Martyn Coffey, CEO
- B Marley
 - 1. An introduction to Marley – David Speakman, CEO Marley
 - 2. Deriving value from integration - Simon Bourne, Chief Operating Officer
- C Marshalls
 - 1. Marshalls Landscape Products – Ian Dean, MD Marshalls Landscape & Building Products
 - 2. Marshalls Building Products – Ian Dean, MD Marshalls Landscape & Building Products
 - 3. Operational excellence – Simon Bourne, Chief Operating Officer
 - 4. Digital transformation – Adil Jan, Chief Information Officer
- D Structural growth drivers and sustainability – Professor Chris Harrop OBE, ESG Strategy Director
- E Summary – Martyn Coffey, CEO

Welcome and key takeaways

- The Group has transformed into a significantly more robust and resilient business since 2013
- Demonstrable track record of consistent outperformance against UK construction output growth
- Medium term prospects across all target end markets are positive notwithstanding short term pressures
- Significant internal investment opportunities exist to deliver new product development, efficiencies and organic growth - concrete NPD and dropship
- Marley is an excellent acquisition, with further value extraction through ongoing synergies and best practice operational improvements, and exciting growth prospects in solar PV and smart energy opportunities

Strategic progress and ongoing priorities

Martyn Coffey, CEO

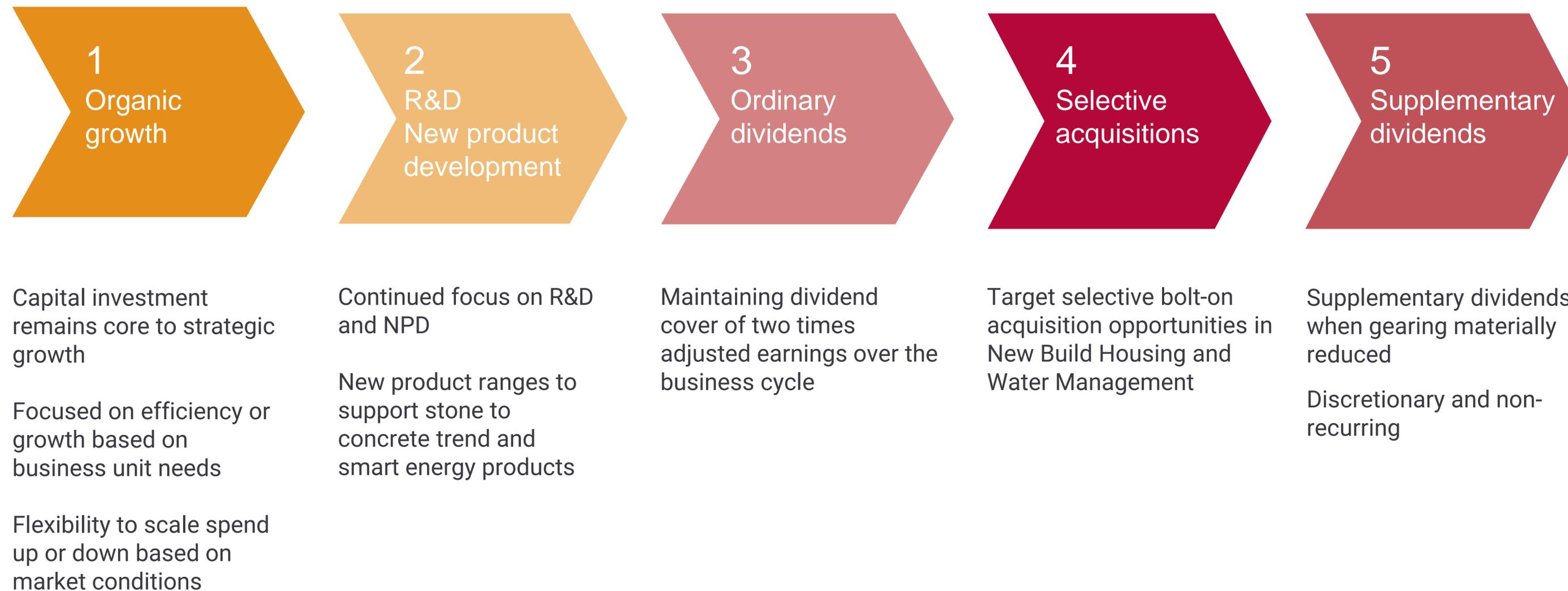


Marshalls plc – our Five-year strategy



Capital allocation policy

Clear and consistent policy has supported strategy delivery and is unchanged going forward



Diversification of the Group – product range evolution

Landscape Products



2013

Building Products



2017 and 2018

Roofing Products

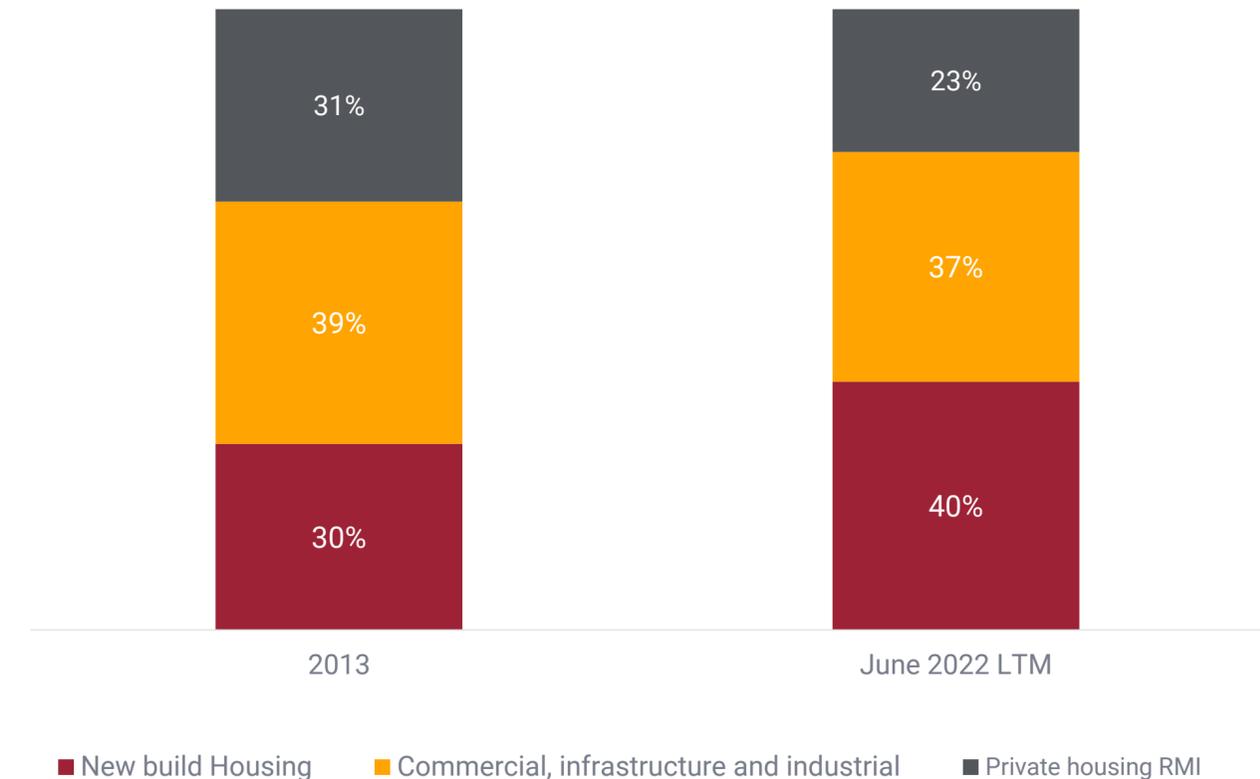
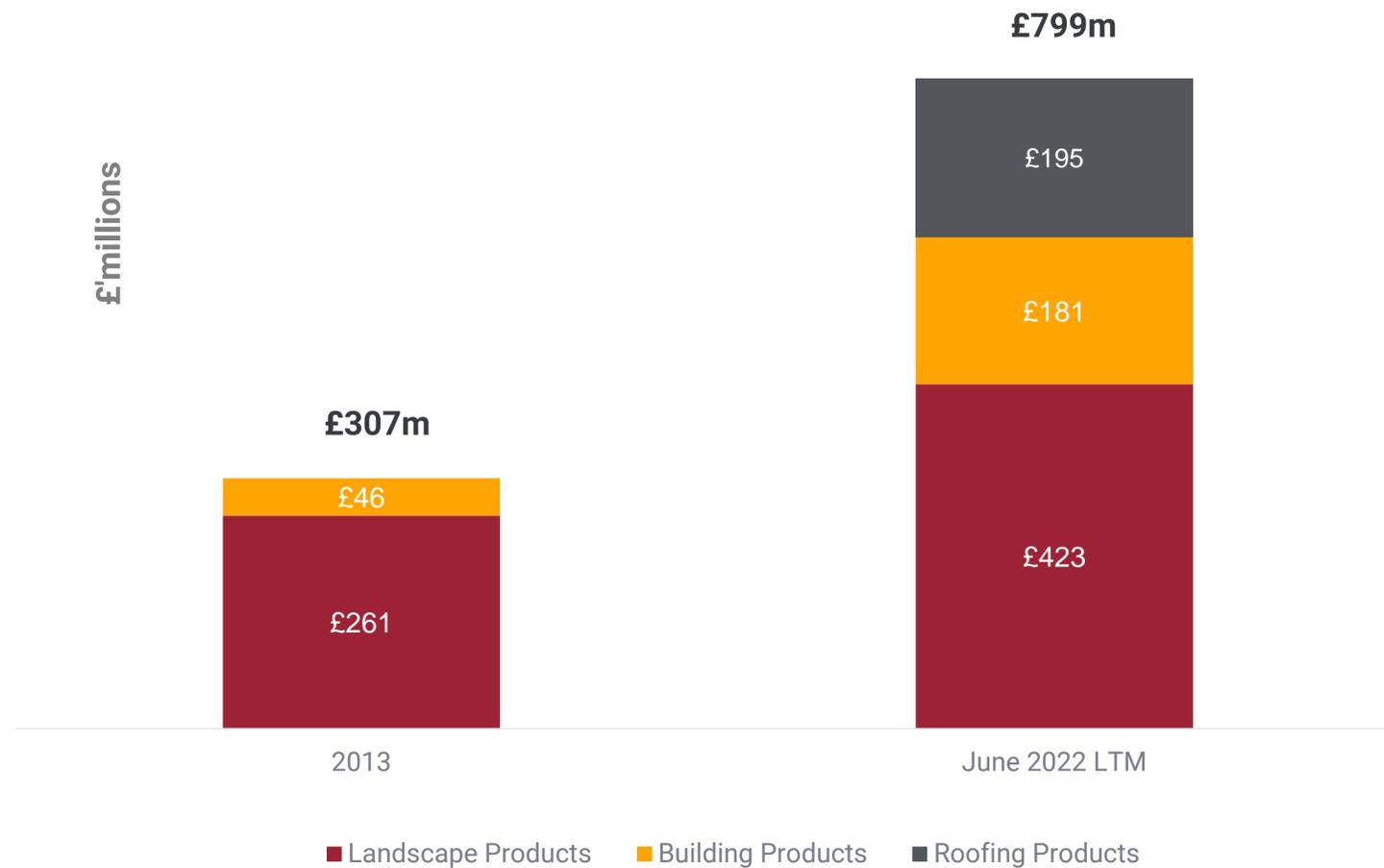


2022

Diversification of the Group - revenues by reporting segment & end market

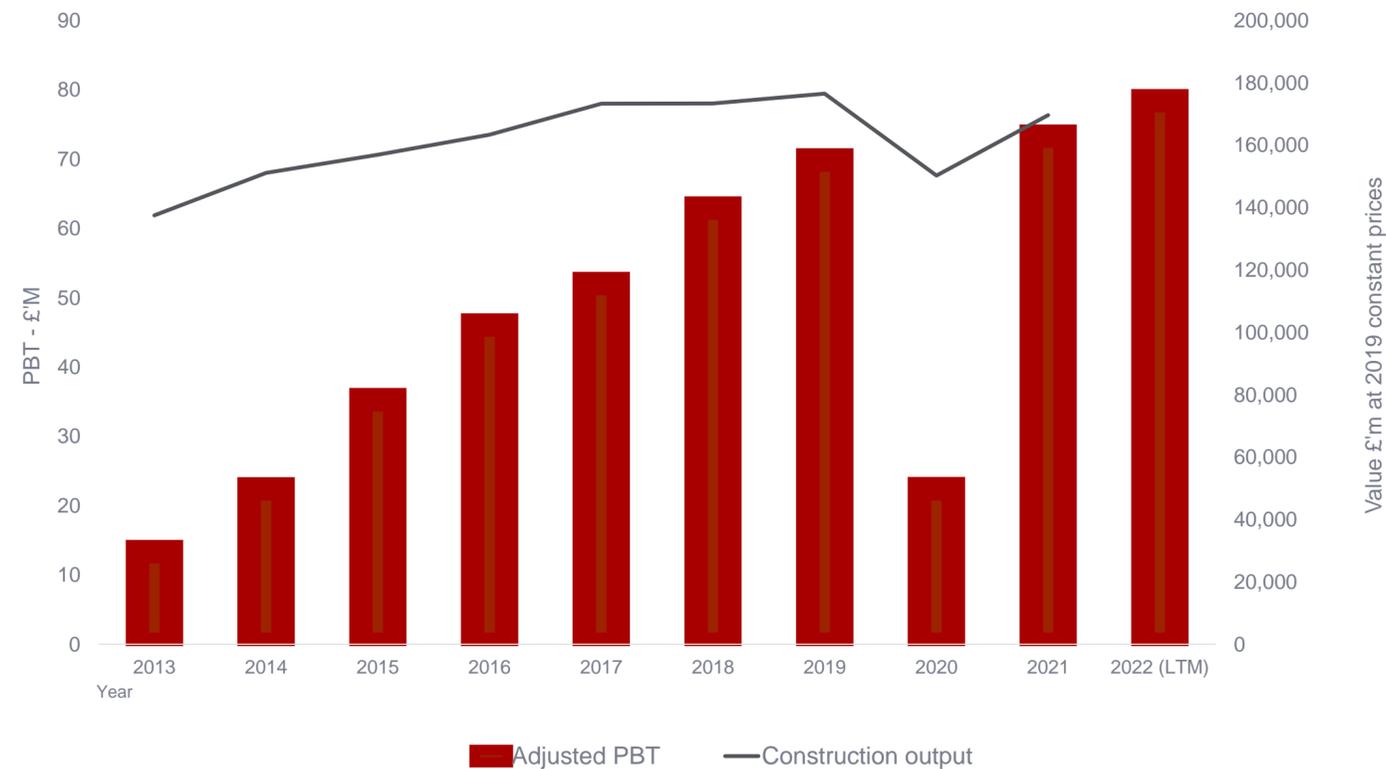
Revenue by reporting segment: 2013 and June 2022 LTM

Revenue by end market: 2013 and June 2022 LTM



Track record of delivering shareholder value – outperforming construction output

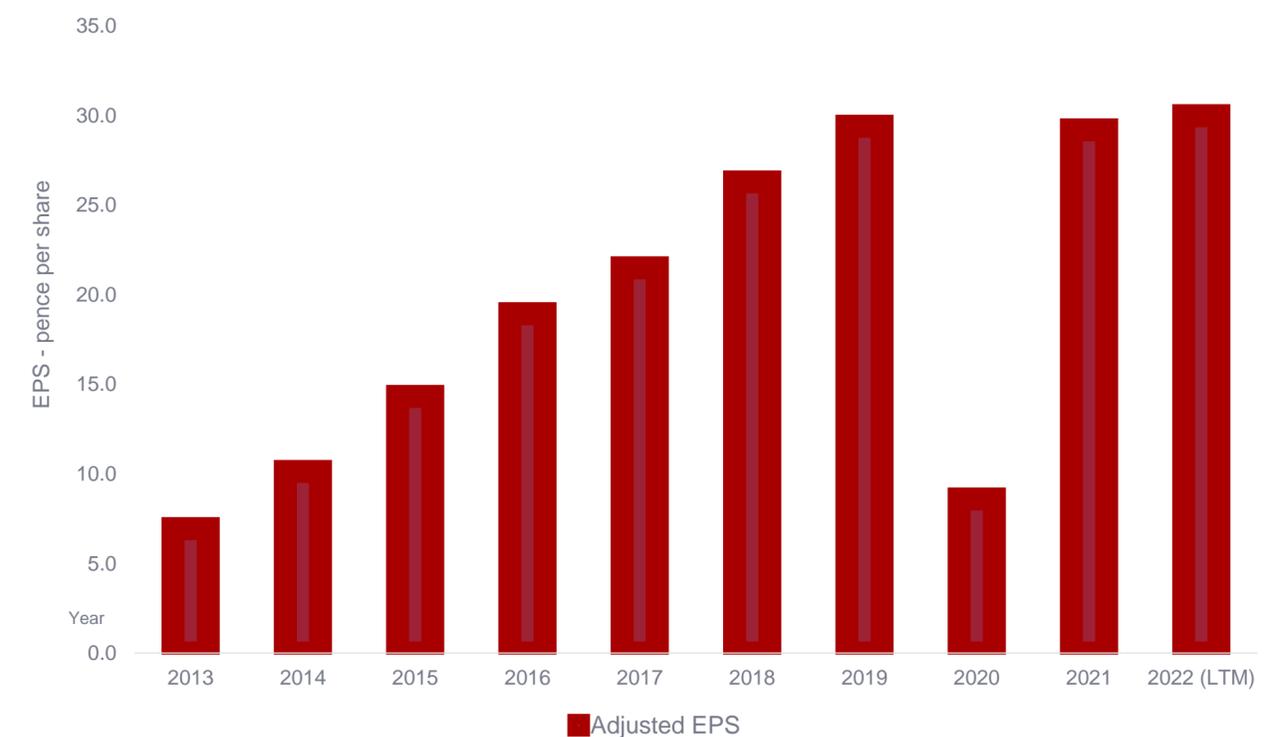
Adjusted PBT and ONS construction output



Adjusted PBT - 2013 to June 2022 LTM: CAGR = 23.1%

ONS Construction Output - 2013 to 2021: CAGR = 2.7%

Adjusted EPS



Adjusted EPS – 2013 to June 2022 LTM: CAGR = 18.8%

Acquisition of Marley – ‘The Marshalls of Roofing’

Acquisition drivers

- Accelerated our five-year strategy to become the UK's leading manufacturer of products for the built environment
- Complementary, extensive range of products across the full roofing system
- Enhanced the Group's market proposition through acquisition of highly recognised and market leading brands
- Attractive end market dynamics in new build housing and RMI
- Strong commercial sales strategy, complementary sales channels
- Strategically located sites within opportunities to drive operational and ESG gains
- Strong financial case – expected to be double digit EPS accretive in 2023

Five months post-deal

- An excellent acquisition, with further value extraction through synergies and best practice operational improvements
- Positive performance trajectory reported in H1 2022

Marley – value extraction opportunities

Commercial

- Evaluating the opportunity for manufacturing brick slips (estimated market of £40 million to £50 million) on the Marley tile machines to sell through Marshalls Building Products
- Leverage Marley's trading offer to simplify and reduce cost in Marshalls

Operational

- Unlock capacity through targeted capex, process improvement and Marshalls' manufacturing expertise
- Combined network review to be undertaken to identify surplus sites for disposal
- Leveraging procurement benefits across the enlarged group
- Evaluate logistics optimisation
- Leverage Marshalls' technical and ESG experience

Group focus and key near term objectives

- Continue to differentiate Marshalls from the competition
- Fully integrate Marley into the Group, extract synergies and operational improvements and capitalise on the solar opportunity
- Balance manufacturing capacity and market demand in Marshalls Landscape Products to rebuild operating margins
- Increase brick capacity and grow market share
- Further develop Civils and Drainage product range and increase capacity
- Cash generative business model will reduce Group net debt to less than 1X EBITDA

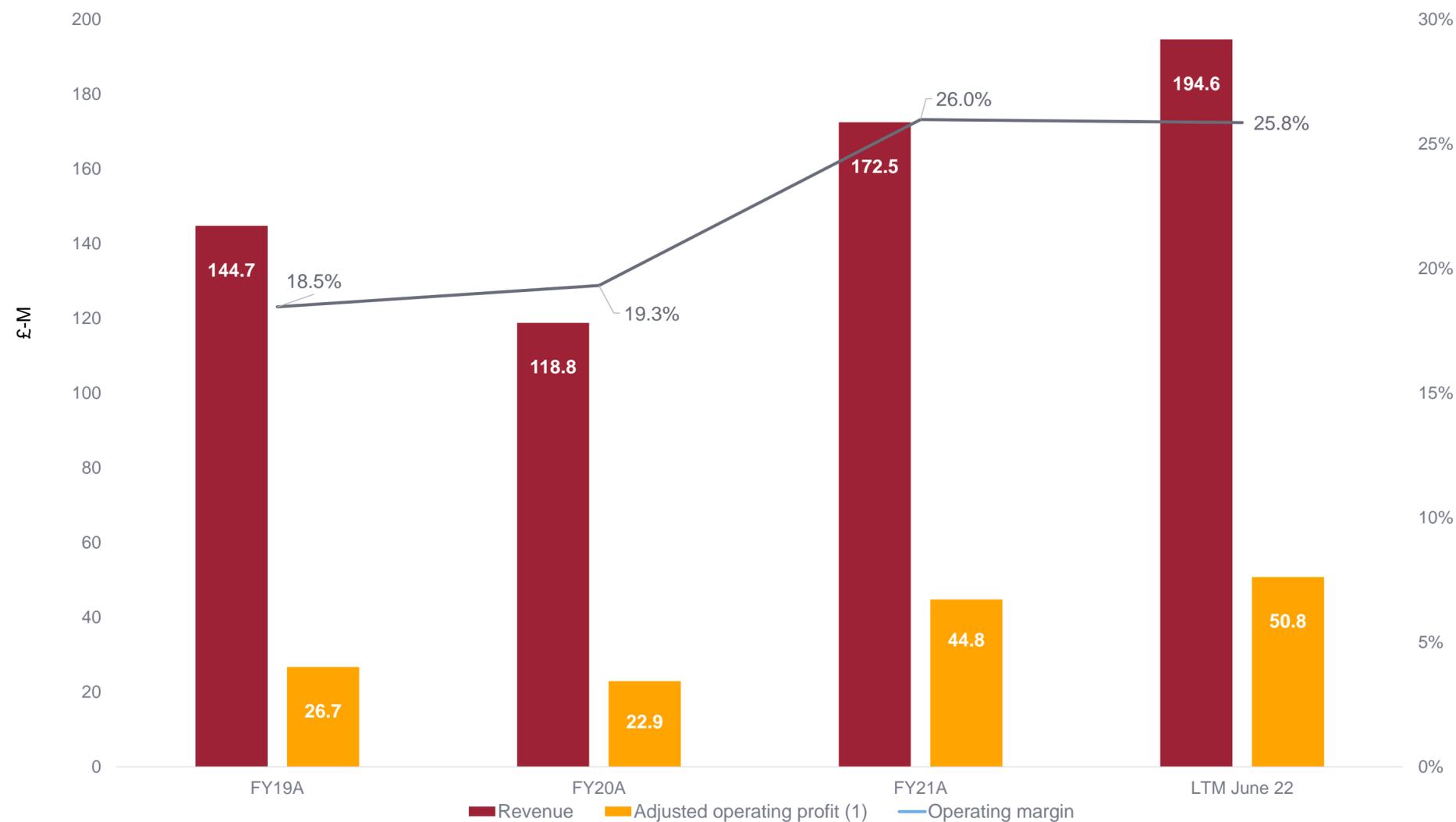
Marley Roofing Products

An introduction to Marley – David Speakman,
CEO Marley



Performance evolution – Marley Roofing Products

Revenue, adjusted operating profit and margin growth



(1) Adjusted operating profit stated in accordance with Marshalls' accounting policies

£195m
LTM Revenue 24% of Group

+88%
Operating margin LTM vs 2019

80%+
Track record of cash conversion

High performing underlying EBIT Margin through the cycle

Track record of profitable growth from acquisitive strategy (JB and Viridian)

Attractive end market dynamics

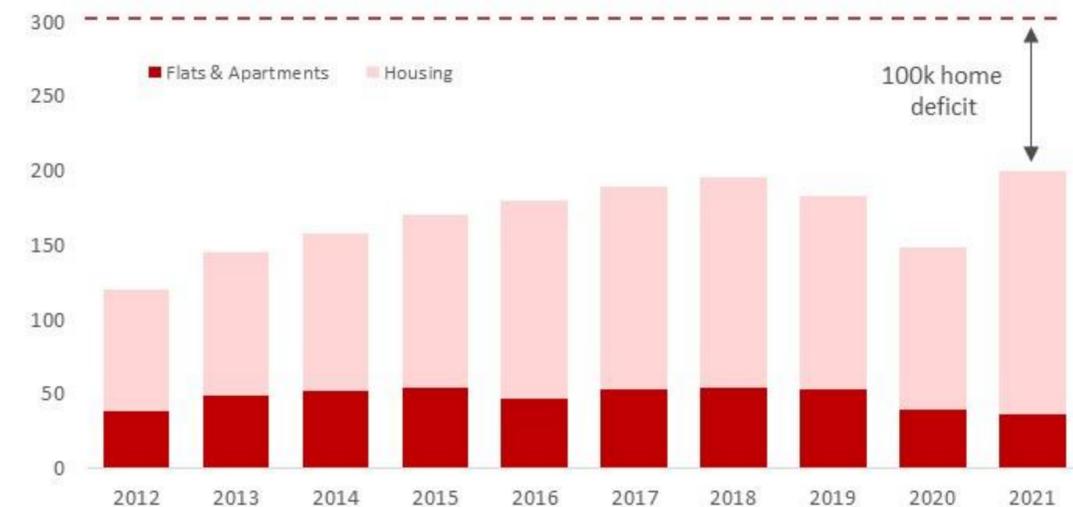
New housing market in structural undersupply

Commentary



- UK housing market in a structural deficit, ensuring a long-term residential new build growth requirement
- 200k homes built in 2021 vs. the government’s target of 300k homes, leading to a deficit of 100k homes this year
- Household formation has outstripped new housing starts over the medium to long term
- UK house prices are at an all-time high and growth has outpaced inflation over the past two decades, further enhancing the need for affordable housing
- Concrete tiles have dominated the GB pitched roofing market for the past 75 years

Housing supply in structural deficit



Structural shift to larger family homes



The 100k home deficit would require **100m concrete metric tiles**, worth £100m



This would require **4 new concrete tile factories / lines**

Additional **£95m value upside** from fittings, accessories and battens

£67m further solar potential

Greater average roof area enhances growth potential in new housing



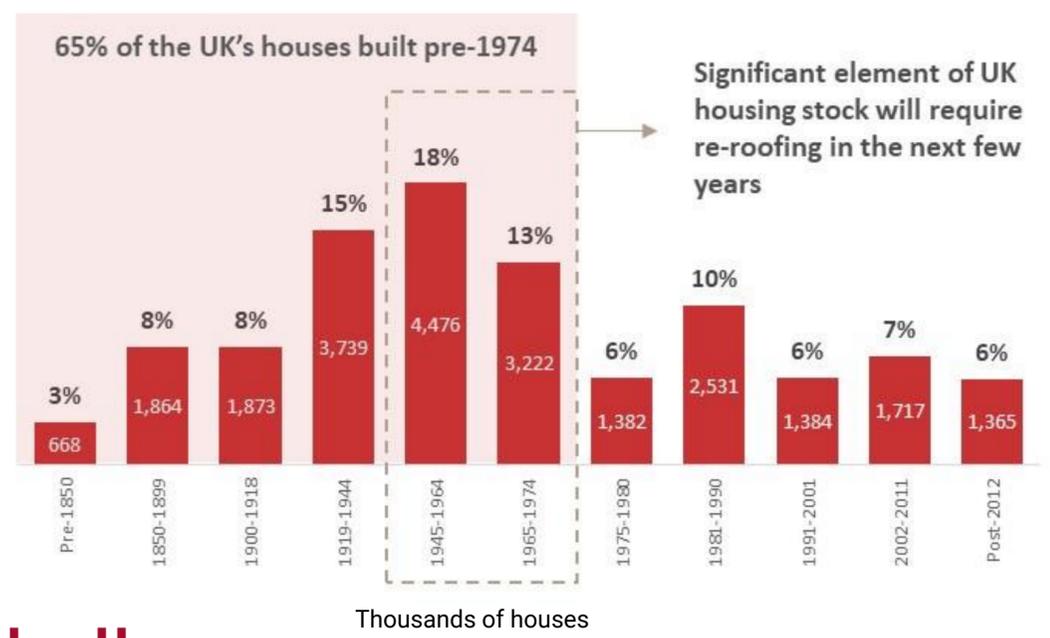
The UK has a rapidly ageing housing stock

RMI structurally supported by the home's renovation cycle

Ageing housing stock

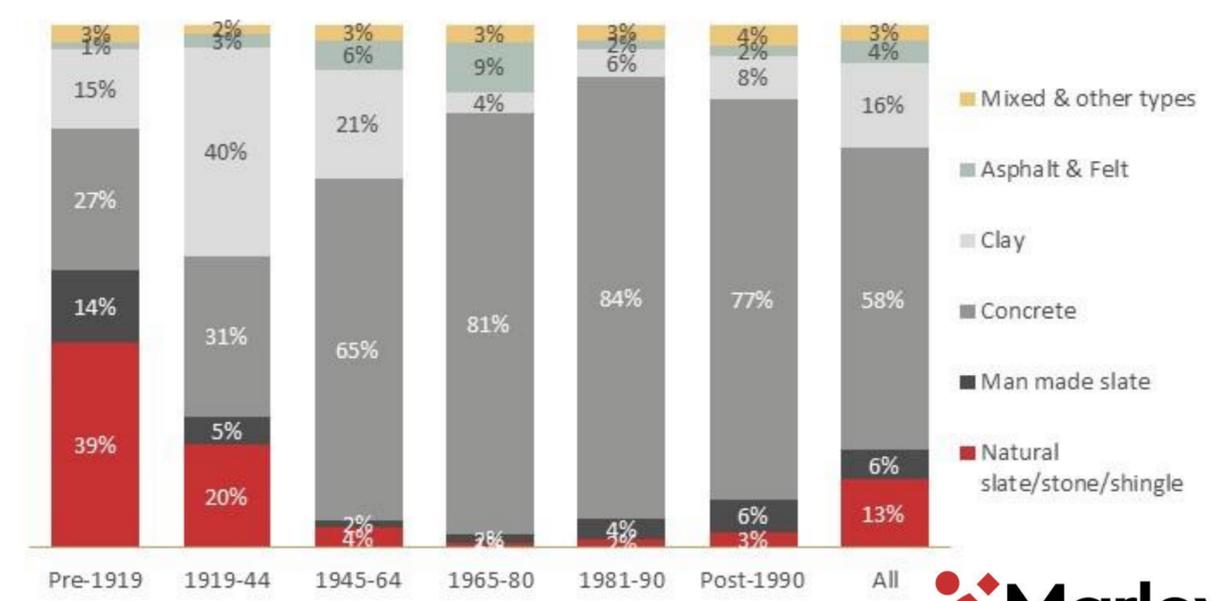


- The UK has an ageing housing stock, requiring significant renovation work
- Average UK home is 65 years old, with 65% of homes built pre-1974
- Significant element of post-1945 building was social housing – owned and renovated by local authorities
- Private residential roof refurbishment is a core RMI market driver



Roofing context to RMI

- The residential roofing sector is dominated by pitched roofs with concrete tiles
- Concrete tiles have a typical 50 to 60-year product lifecycle, indicating a renovation rate of 2% per annum
- Housing stock of approximately 28m homes: <1% currently being re-roofed annually
- Social housing stock entering the next renovation cycle
- Local authorities and government policies underpin strong planned maintenance for social housing renovation, driving social RMI spend

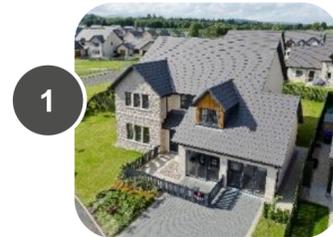
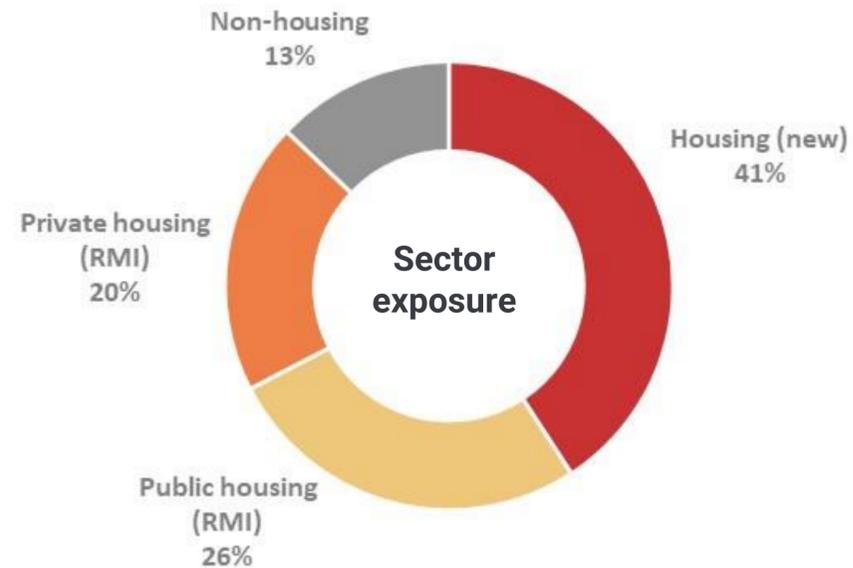
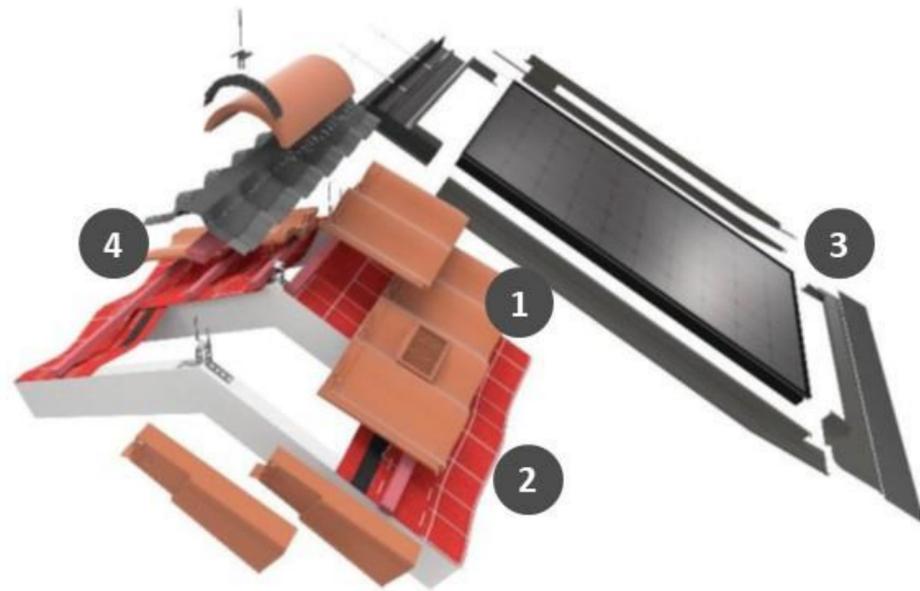




The Marley Full Roof System



Most comprehensive roofing system on the market



Concrete tiles

- Market leader
- Under-supply
- Significant number of profile, pitch and colour options
- Leverage of roofing range & system



Clay tiles

- Market leader in Plain tiles
- Only 2nd manufacturer of interlocking tiles in UK
- Structural under-supply with no prospect for capacity growth



Timber battens

- 'JB Red' trademark is regarded as the industry leading UK batten
- British Standard compliant roofs



SolarTile®

- Solar panels allowing roofs to become a mainstream element of the renewable energy economy



Components

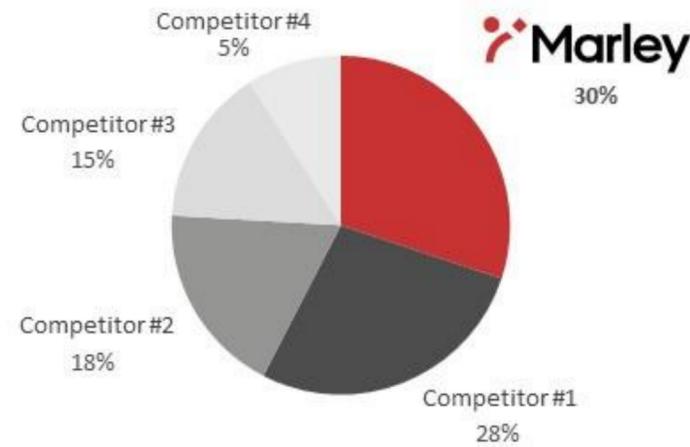
- Underlays, dry fix components, ventilation, fire protection and roof fixings
- Proprietary & generic solutions
- Merchandised packaging to support the channel



Market leadership in core products

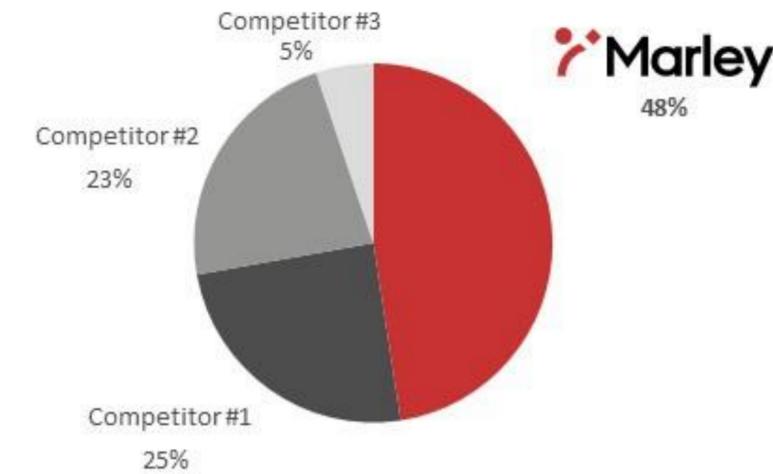
Leading GB manufacturer with high market share across the roofing sector

GB concrete tile manufacturers



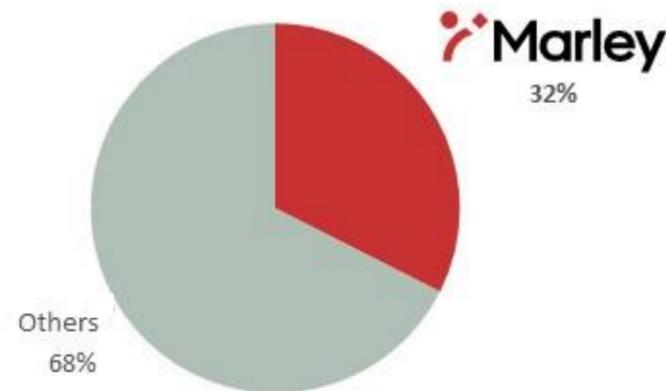
Marley is the #1 GB concrete tile manufacturer by volume

GB clay plain tile manufacturers



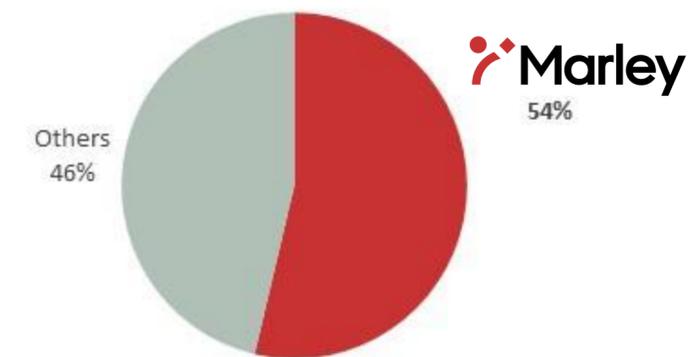
Marley has most spare capacity for share growth in plain tiles

Timber battens



Marley has the only UK machine-graded batten

Roof integrated solar PV

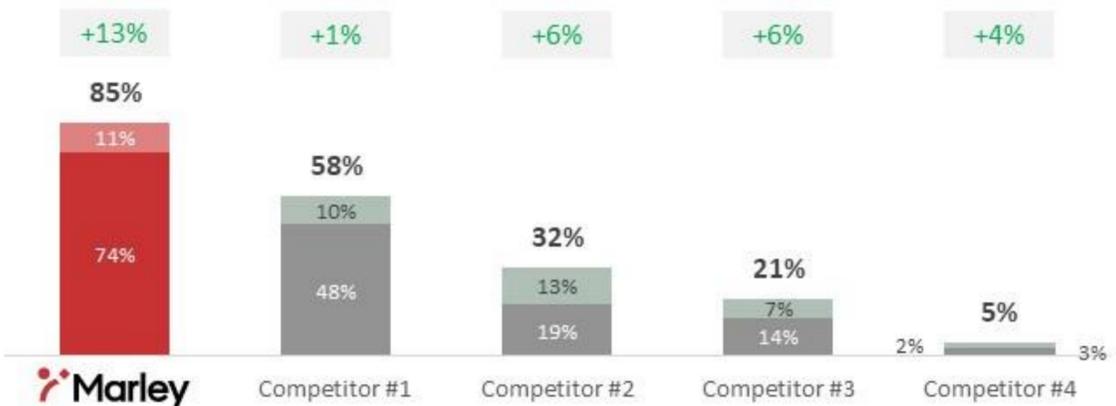


Marley is leading player in roof integrated solar PV

Highly recognised and most frequently preferred roofing brand

Marley's brand reputation

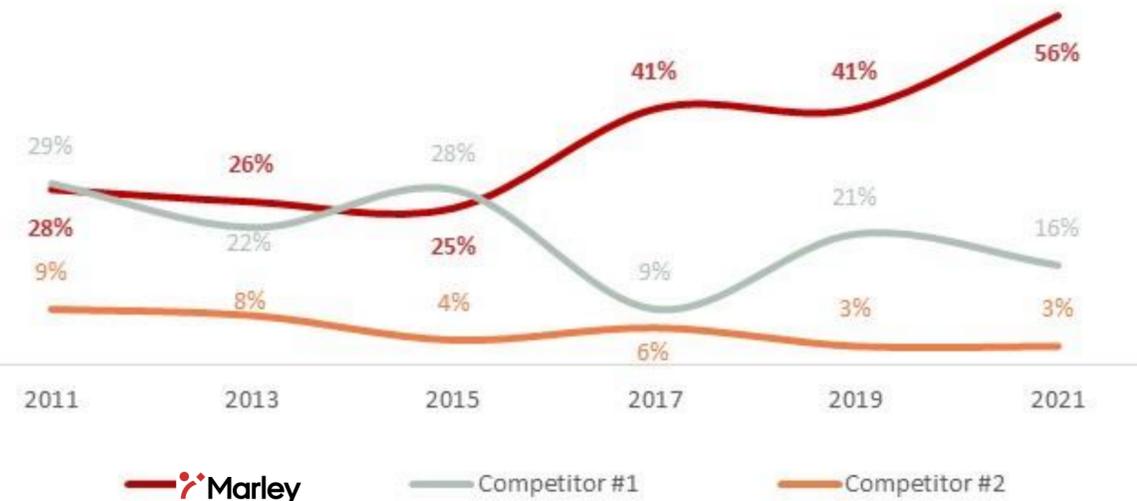
Brand awareness (unprompted) – top 5



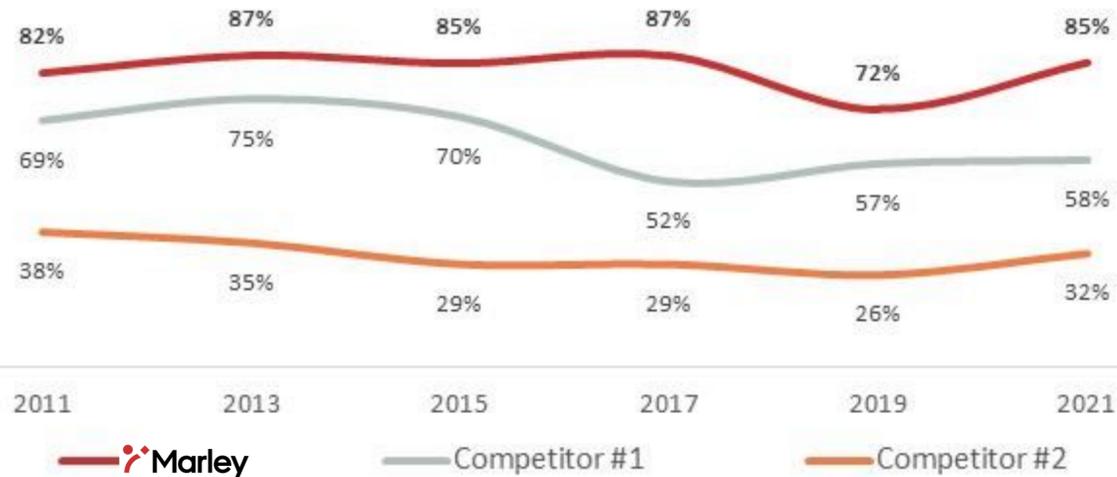
Lighter shade: "Which other roof tile brands are you aware of?"
 Darker shade: "Which roof tile brands would you consider specifying on projects?"
 % change since 2019

Preferred roofing brands

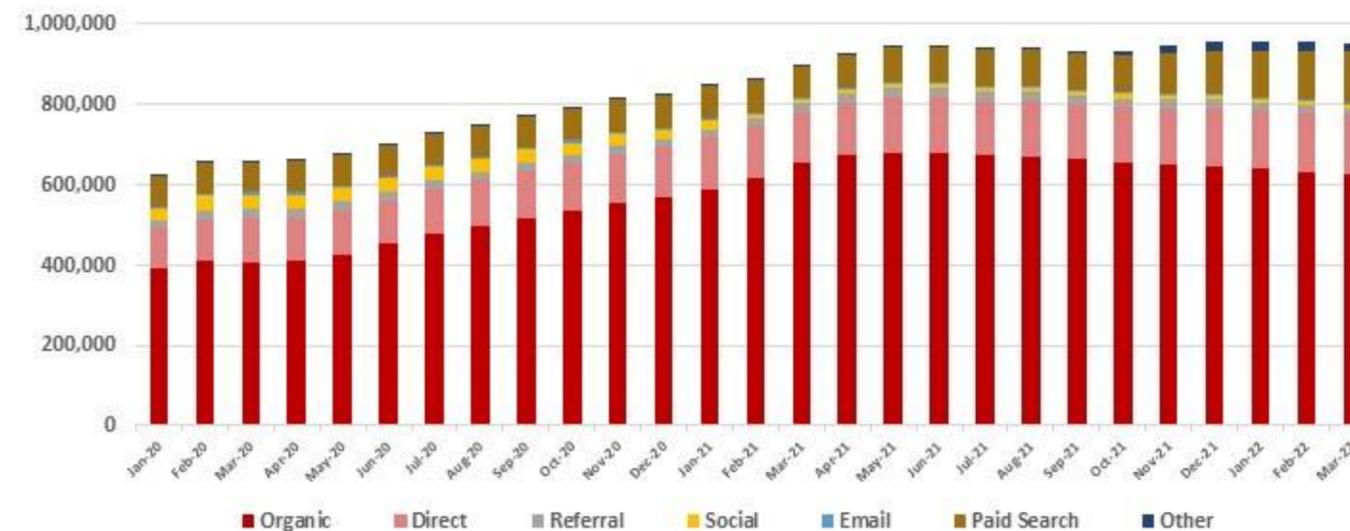
Prompted awareness and preference



Unprompted consideration and awareness over time



Marley MAT website visitors by traffic source



Sustainable operating margins

Sustainability of operating margins underpinned by market structure and demand drivers

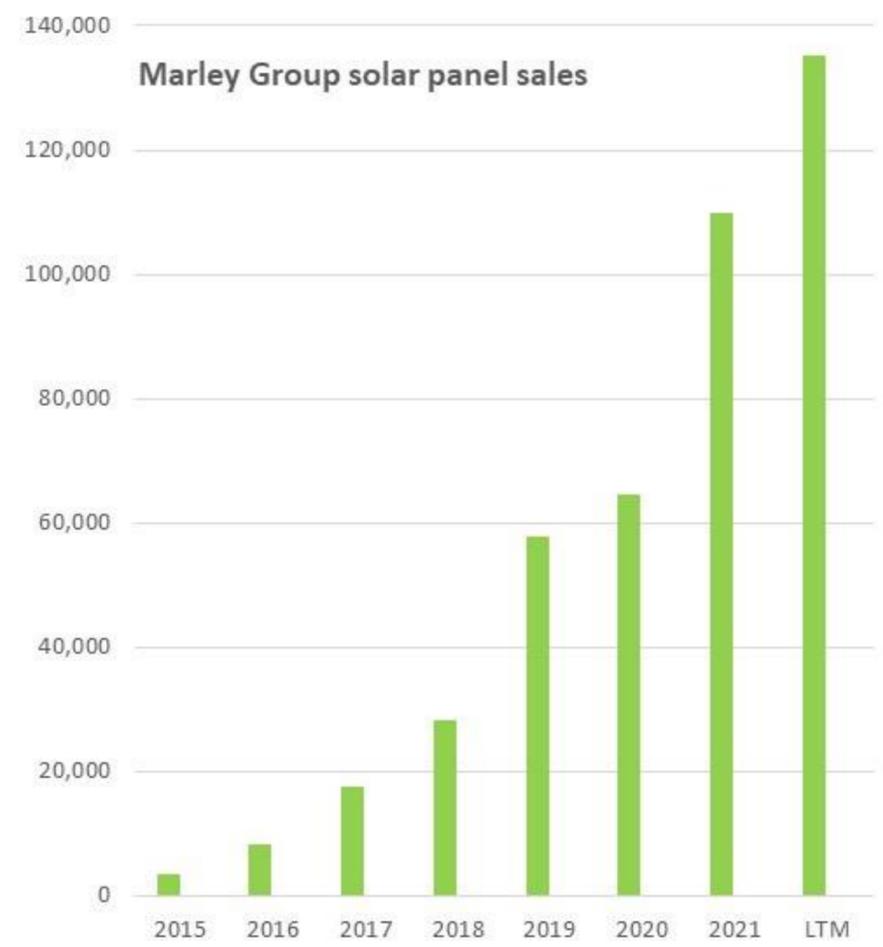
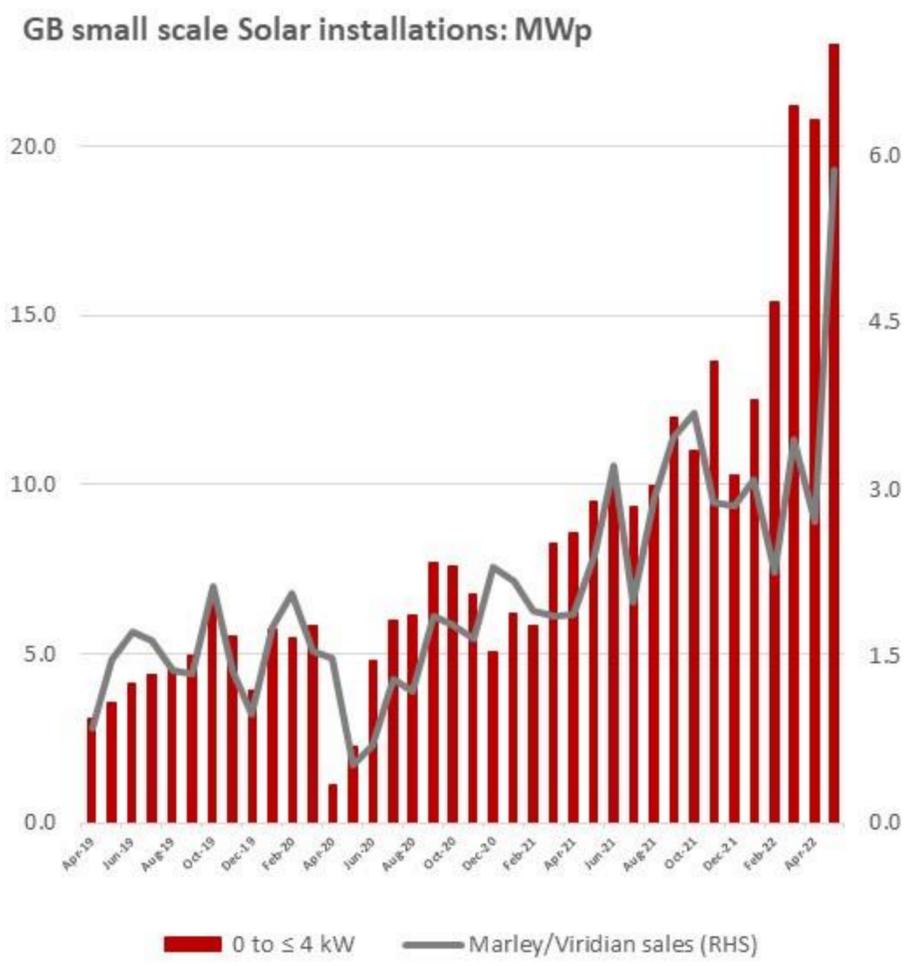
- UK housing market is in a structural deficit, ensuring a long-term residential new build growth requirement
- Annual price increases will be focused on maintaining margin - track record of margins by product increasing each year for over a decade
- This is underpinned by the market structure below:
 - Overall, under supply vs demand to the market - a new factory would increase supply for c25k average houses (new build or refurbishment) so the imbalance is unlikely to correct
 - Increasing demand from structural repair and maintenance - you have to re-roof when there's a failure, it's not optional
 - Social housing has planned maintenance programs for roofing
- Solar PV margins will move upwards over time to improve overall position. Market penetration mode now complete
- Roofing products remain a low-cost product

Solar PV and Marley Smart energy opportunities



Large growth opportunity in solar PV roofing

Growing GB solar market



A sizeable market with growth potential driven by growing consumer awareness and favourable UK government policies (Viridian revenue LTM June 2022: £22 million)



Currently ~10% of new build housing include solar PV
>70% in Scotland!



Marley & Viridian have the highest share of integrated installations



Majority of UK homeowners are concerned about their home energy efficiency & the rising cost



Change in building regulations and social housing grants help homeowners make the shift towards green energy

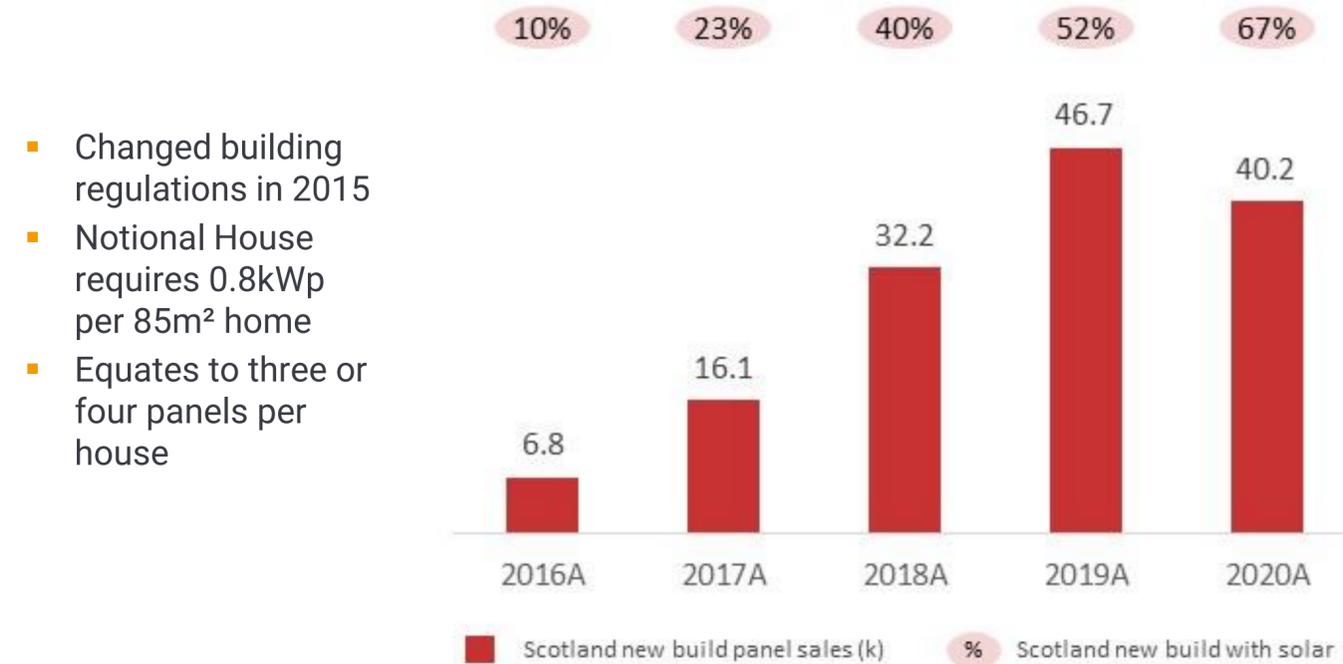


Anyone changing their roof is thinking about future-proofing

Roof integrated solar PV: high performing and significant growth opportunities

Changing regulations in favour of solar PV

 Scottish regulation changes have energised solar on new build housing



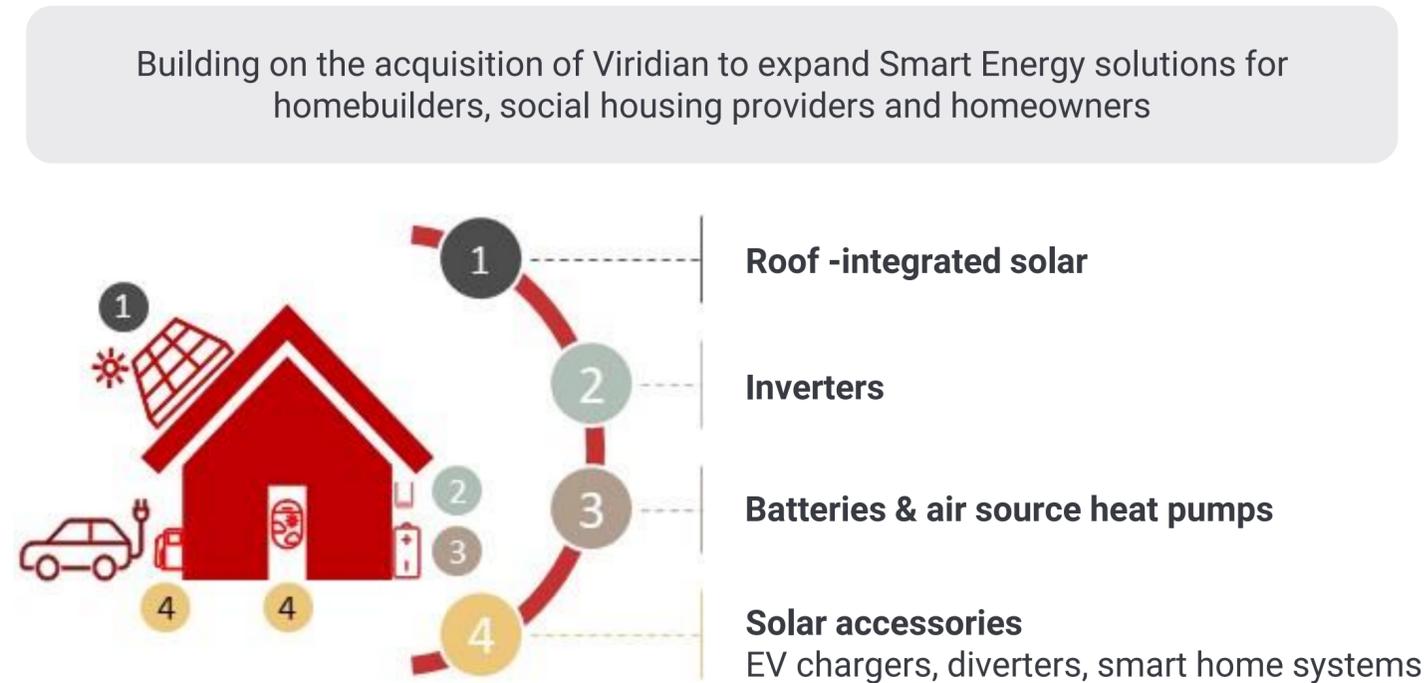
- Changed building regulations in 2015
- Notional House requires 0.8kWp per 85m² home
- Equates to three or four panels per house

 Derived impact of Part L of the Building Regulations 2021 in England and Wales

<p>8 panels</p> <p>Per house, given that notional house in England will be 2.6kWp</p>	<p>~180k</p> <p>2021E England & Wales housing completions</p>	<p>60%</p> <p>Housing built with solar at 8 panels per house</p>	<p>864k</p> <p>Potential solar panel opportunity from new build in England & Wales – 4 x current market size</p>
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Marley's product offering

Marley Smart Energy solutions



Outperforms the competition

				
Fully integrated sleek panels with great aesthetic	Rapid and simple installation	Certified high wind resistance	Achieves the highest fire rating	High module efficiency

Marley Roofing Products

Deriving value from integration – Simon Bourne,
Chief Operating Officer



Value add opportunities with low capital requirements in all production facilities

Strategically located sites ...

- Provide efficient coverage for both supply and distribution
- Freehold Sites with space give opportunity for expansion
- Available capacity on existing assets – currently operating at 64% average efficiency
- Productivity gains identified on existing patterns
- Opportunities to amalgamate with existing Marshalls network

	Site	Production
1	Beenham	Metric, Plain, Ridge tiles
2	Burton on Trent	Metric, small format, double-plain tiles & fittings
3	Glasgow	Metric tiles
4	Keele	Double-camber plain, single-camber plain, pantiles,
5	Gainsborough	Timber battens, commercial decking



95%
Current utilisation across all metric tile production lines on current shift patterns

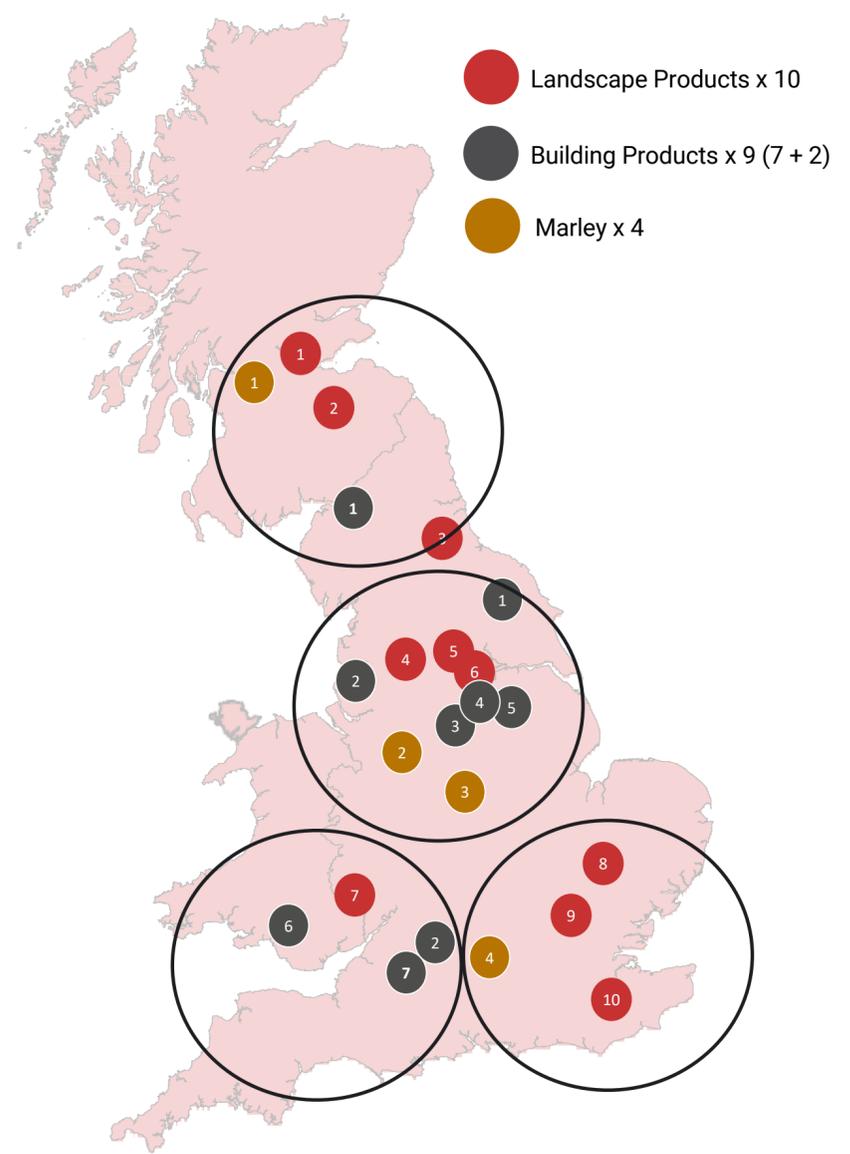
81%
Target utilisation with efficiency gains

57%
Target utilisation with shift pattern expansion

Well placed to unlock value from the expanded geographical footprint

Strong combined geographical spine for future development or amalgamation ...

- Burton and Beenham have very large footprints
- All four Marley manufacturing sites are capable of implementing tile/brick/block paving or a flag plant
- There would be no requirement for additional land
- We now have a number of options to extract value from disposing surplus properties and an extended network review is underway.



4

Distinct regions across North, Central, South East & South West

22

Concrete production facilities across the UK

1

Clay tile production facility

Value extraction opportunities through synergies and best practice operational improvements

Synergies

- There are synergies with our operational support functions
- Procurement alignment provides stronger buying power and opportunity for a more sustainable supply chain
- We will leverage complementary transport models
- Marshalls NPD and Programme Teams will mobilise to support network projects

Technical Expertise

- Marshalls' industry leading concrete technology competencies will be applied in Marley
- We have a clear SBTi methodology for carbon reduction and projects that are already underway in Marshalls will be extended to include Marley: Cem Free, Cement Replacement and Carbon Sequestration
- Further ESG Roadmaps for Water and Waste will also include Marley, as well as the Marshalls "Environmental Product Declaration" process

Operational best practice

- We will deploy a proven manufacturing excellence approach
- Underpinned by mapping across our well-established engineering strategies and equipment improvement models
- We have demonstrated capability of delivering cost savings and efficiency gains across multiple divisions and sites, most recently Grove and Mells
- Grove's output has increased 43% since the start of the year
- Mells cost of manufacture has reduced by 29%, mainly driven by a £3 million cost base reduction.
- Both exercises were completed within a 12 month period

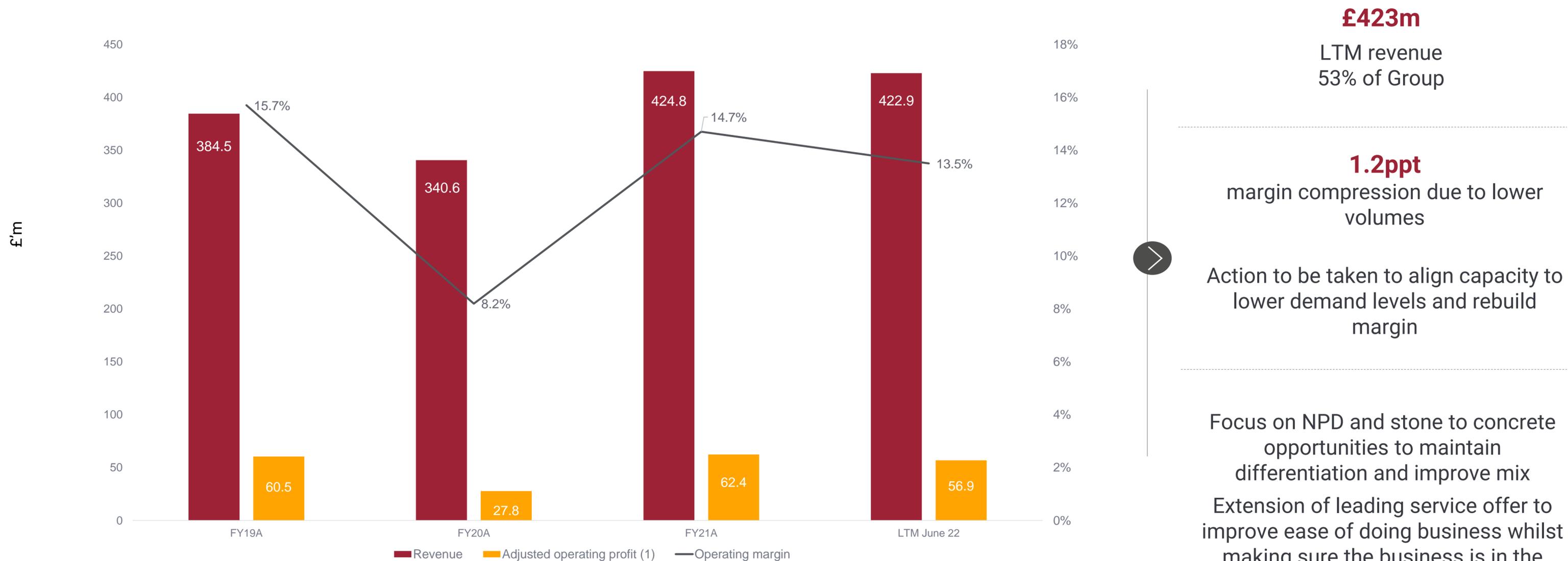
Marshalls Landscape Products

Ian Dean, MD Marshalls Landscape & Building Products



Performance evolution – Marshalls Landscape Products

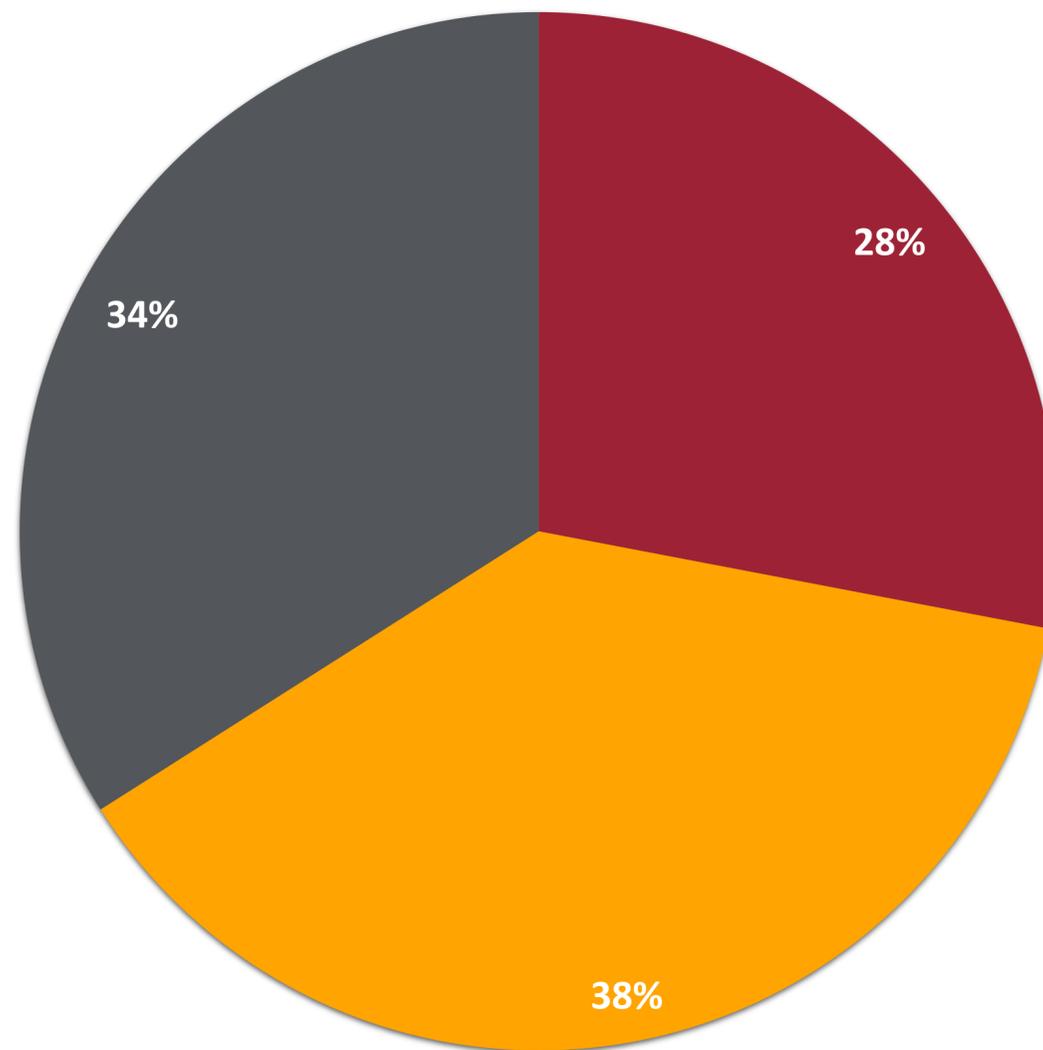
Revenue, adjusted operating profit and margin



(1) Adjusted operating profit stated in accordance with Marshalls' accounting policies

Marshalls Landscape Products – coverage of construction end markets

Balanced exposure across the construction market but higher weighting to private housing RMI than other reporting segments



■ New build housing ■ Commercial, infrastructure, industrial ■ Private housing RMI

Our products

Concrete flags, blocks & edgings

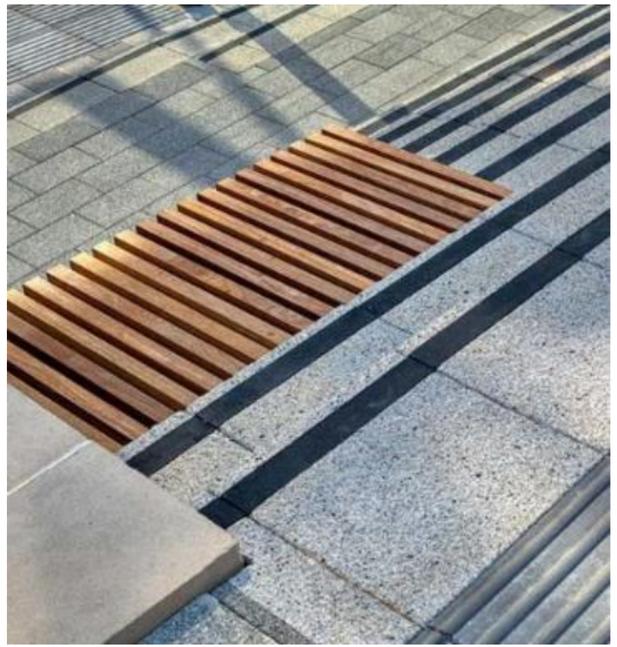
From design-driven paving and permeable options to complementary tactile, kerbs and ancillary ranges, we offer our customers the most complete landscaping range in Great Britain.

Our products all meet British Standards and can fulfil any trafficking requirements. With multiple sizes, colours and textures to choose from.

We offer:

- Flags
- Blocks
- Kerbs & edgings
- Tactile
- Permeable

Products are delivered on our own fleet of vehicles offering self off-load and small load solutions.



Our products

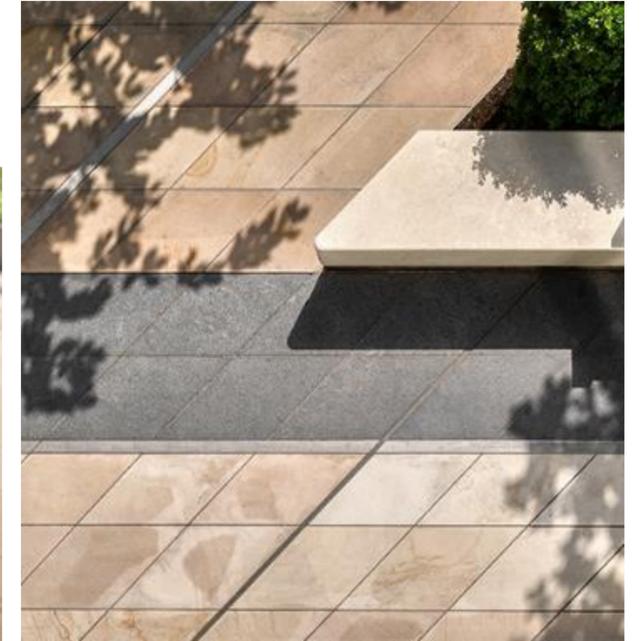
Natural Stone

From paving to completely bespoke solutions - the possibilities are endless for specifiers when including our Natural Stone products in their public realm designs.

All Marshalls natural stone is responsibly sourced with complete supply chain transparency. We offer stunning ranges from both mainland Britain, Europe and Asia.

We offer:

- Paving - standard & tactile
- Kerbs
- Setts
- Furniture
- Masonry & artwork



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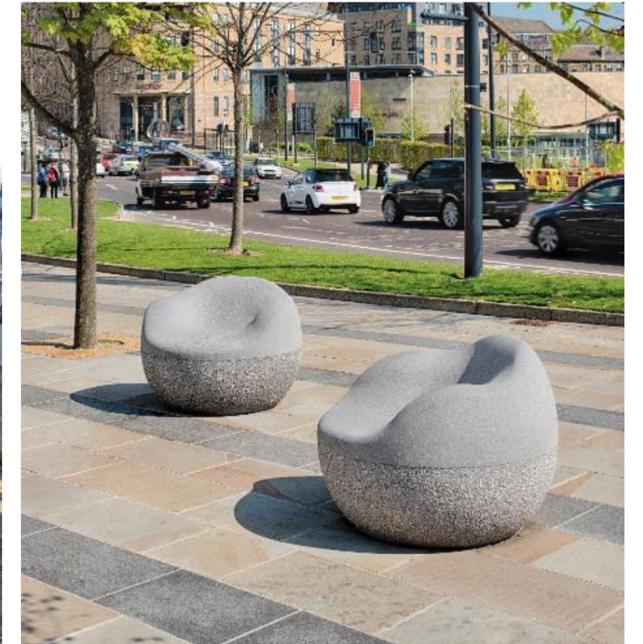
Our products

Landscape Protection & Furniture

To complement our Concrete and Natural Stone ranges, we offer both protective and non-protective street furniture solutions which blend seamlessly into urban landscape design.

This includes:

- Bollards
- Street furniture (seating, cycle stands and litter bins)
- Post and rail
- Active travel solutions
- Hostile Vehicle Mitigation (permanent, temporary, static and automatic)



Commercial Excellence framework sets the improvement priorities

Marshalls Landscape Products



Lunar launch video



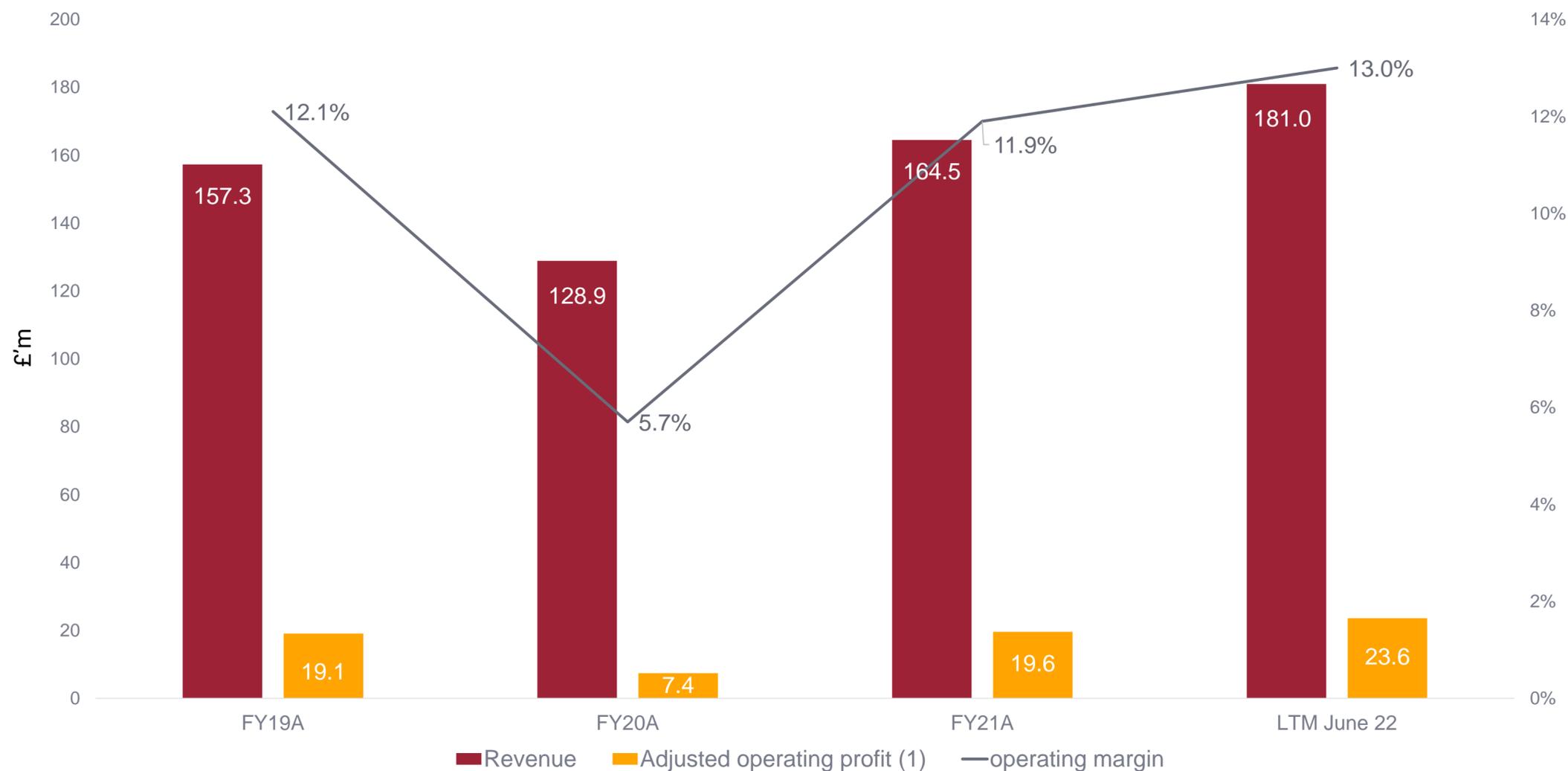
Marshalls Building Products

Ian Dean, MD Marshalls Landscape & Building Products



Performance evolution – Marshalls Building Products

Revenue, adjusted operating profit and margin



£181m
LTM revenue 23% of Group

13.0%
Operating margin - progressive improvement

Target 5% market share
Grow brick sales through capacity expansion

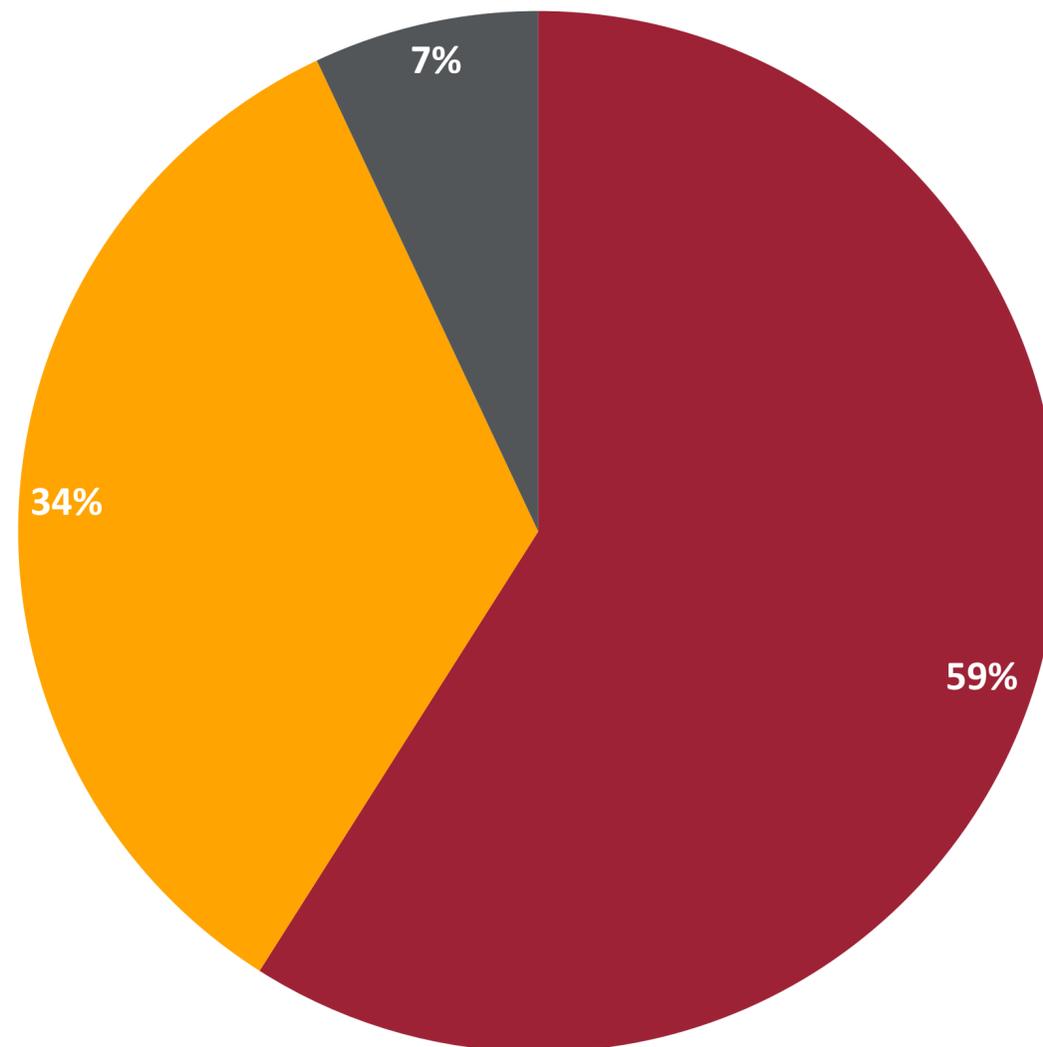
Targeting broader product ranges in Civils & Drainage and Bricks & Masonry to grow ahead of the market



(1) Adjusted operating profit stated in accordance with Marshalls' accounting policies

Marshalls Building Products – coverage of construction end markets

Significant strength in new housebuilding and growing position in infrastructure



■ New build housing

■ Commercial, infrastructure, industrial

■ Private housing RMI

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Our products

Civils & Drainage

Working with architects, engineers, house builders, major contractors and ground-workers we have developed a leading civils range which includes:

- Combined kerb and drainage systems
- Below ground water management and SuDS solutions
- Redi-Rock retaining walls
- Linear drainage and surface water channel systems
- Offsite solutions and bespoke specialist precast products



Our products

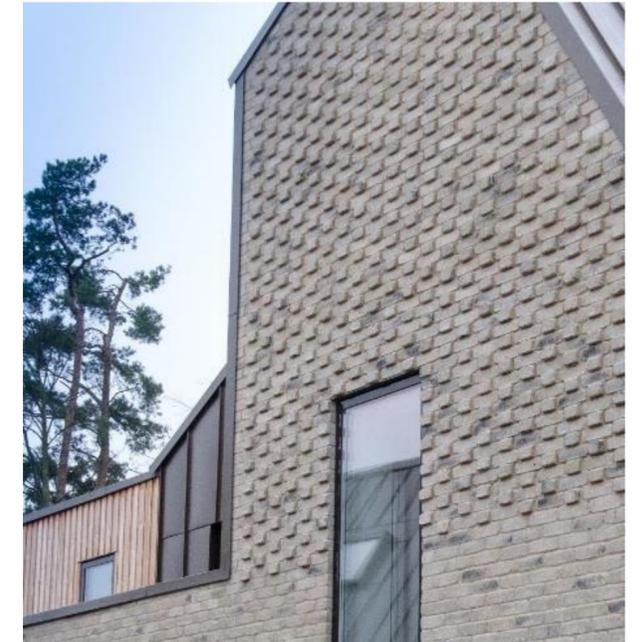
Bricks & Masonry

Our concrete brick range gives house builders a complete brick offer... but with half the carbon of the traditional clay product.

Bricks are manufactured across the UK in multiple finishes and colours to suit all building and aesthetic requirements, including:

- Bricks (utility, facing and engineering)
- Blocks
- Retaining walls
- Walling

"Our concrete bricks produce 28% less carbon in manufacture than clay bricks. Over their lifetime this is increased to almost a 50% saving"



Our products

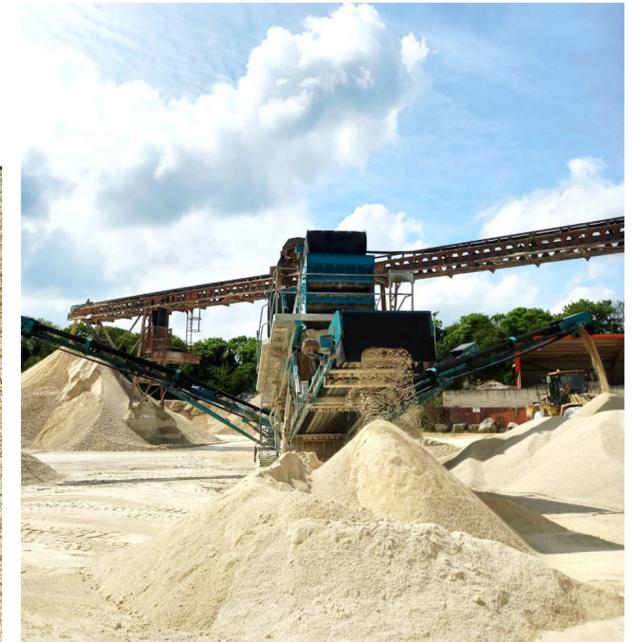
Aggregates

From our network of UK quarries, we offer a range of aggregate and mineral products from general purpose building sand to block stone for secondary processing/transformation.

Our ranges are all certified to British Standard requirements or higher.

We offer:

- Block stone
- Sands
- Aggregates



CAPITAL MARKETS DAY – 22 SEPTEMBER 2022

Our products

Mortars & Screeds

Our Mortars & Screeds business is the leading supplier of ready-to-use mortar, and screed in the UK.

We operate from six plants, close to customers, using our own fleet to ensure service leadership in this market.



Commercial Excellence framework sets the improvement priorities

Marshalls Building Products



Solution/Specification Sales continues to drive mix margins in Civils & Drainage and Bricks & Masonry

Brick range extended to include brick slips

Civils & Drainage range extends to include broader more comprehensive offer (headwalls, off-site, slot-drain, v-drain) and with this growth ahead of market

Industrial trials of carbon sequestration in bricks offers potential for future growth

Increased capacity delivers growth ahead of market

- New brick capacity comes from agility in the Marshalls network and fuels growth in market share.
- New water management capacity supports the range extension and accompanying share gain.

Marshalls

Operational excellence – Simon Bourne, Chief Operating Officer



Dual block plant

A simple, effective, inline design incorporating MaxiMix Technology™

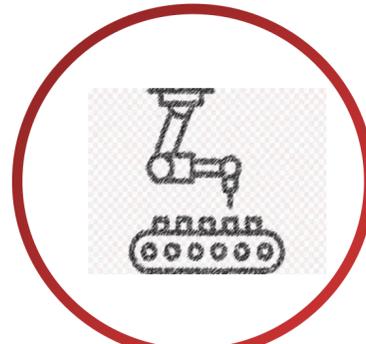


Objectives & priorities

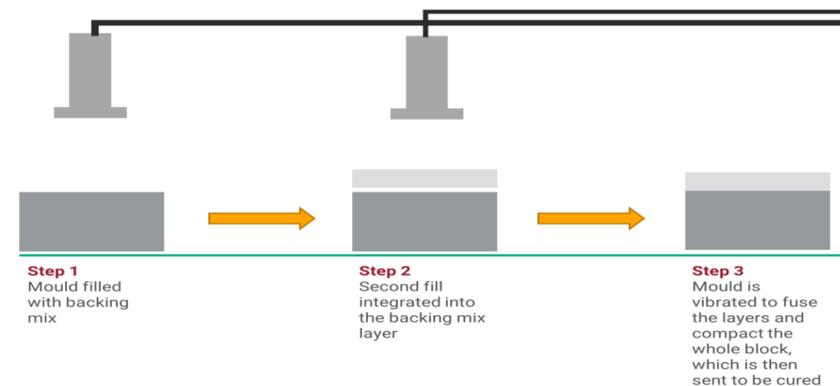


- Increase customer choice with VA product offer
- Range simplification by aligning and rationalising our Domestic and Commercial concrete paving offers
- Product differentiation
- Develop sustainable product solutions
- Drive specification and sales within the market

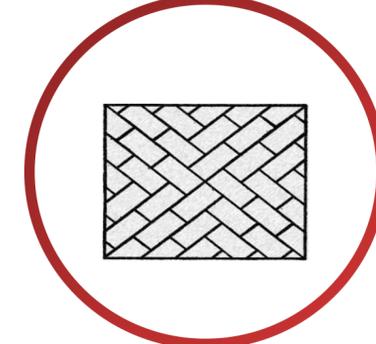
Semi dry technology



- Flexible and adaptable – can add secondary processing units on for alternative finishes
- More cost effective from a labour perspective – 2 lines running with labour for 1
- More efficient as it is inline, no offline secondary processing
- Integrated MaxiMix® technology with a patented 3 colour processing system
- Gives us options elsewhere in the existing network – rationalisation of sites or conversion of assets



Product features



- Value Add products that are more robust and resistant to fading, therefore providing longevity
- 4 product ranges – Modal, Lunar, Tightface and Colour blend
- Features a premium blend of aggregates, pigments and binders
- Mixes can incorporate cement free product backing mix, further reducing product carbon footprint
- Proven sustainability credentials through Environment performance declarations
- Removal of single use plastic packaging

Marshalls' asset base is well invested and flexible

Marshalls' manufacturing assets have flexibility to support changes in demand in different end markets

Conversion flexibility

- We can convert our Concrete Block Paving Machines to Brick Machines
- Low investment
- Demonstrated capability – Maltby
- We have also converted our existing paving assets to produce drainage or walling
- These conversions support changing demand profiles and we have the agility to respond quickly



Conversion efficiencies

- We have introduced new pressing technology that will reduce our labour costs and increase output efficiencies on paving production
- The converted presses will produce double the output of a standard paving asset and in effect operate with a single crew



New technology resilience

- Our Dual Block Plant will be able to produce "new finish" value add products but also commodity products if we need to
- It will be able to accept existing value add and commodity CBP products but also migrate value add flag products onto this new technology
- It will also reduce our cost base as it runs two lines simultaneously in line

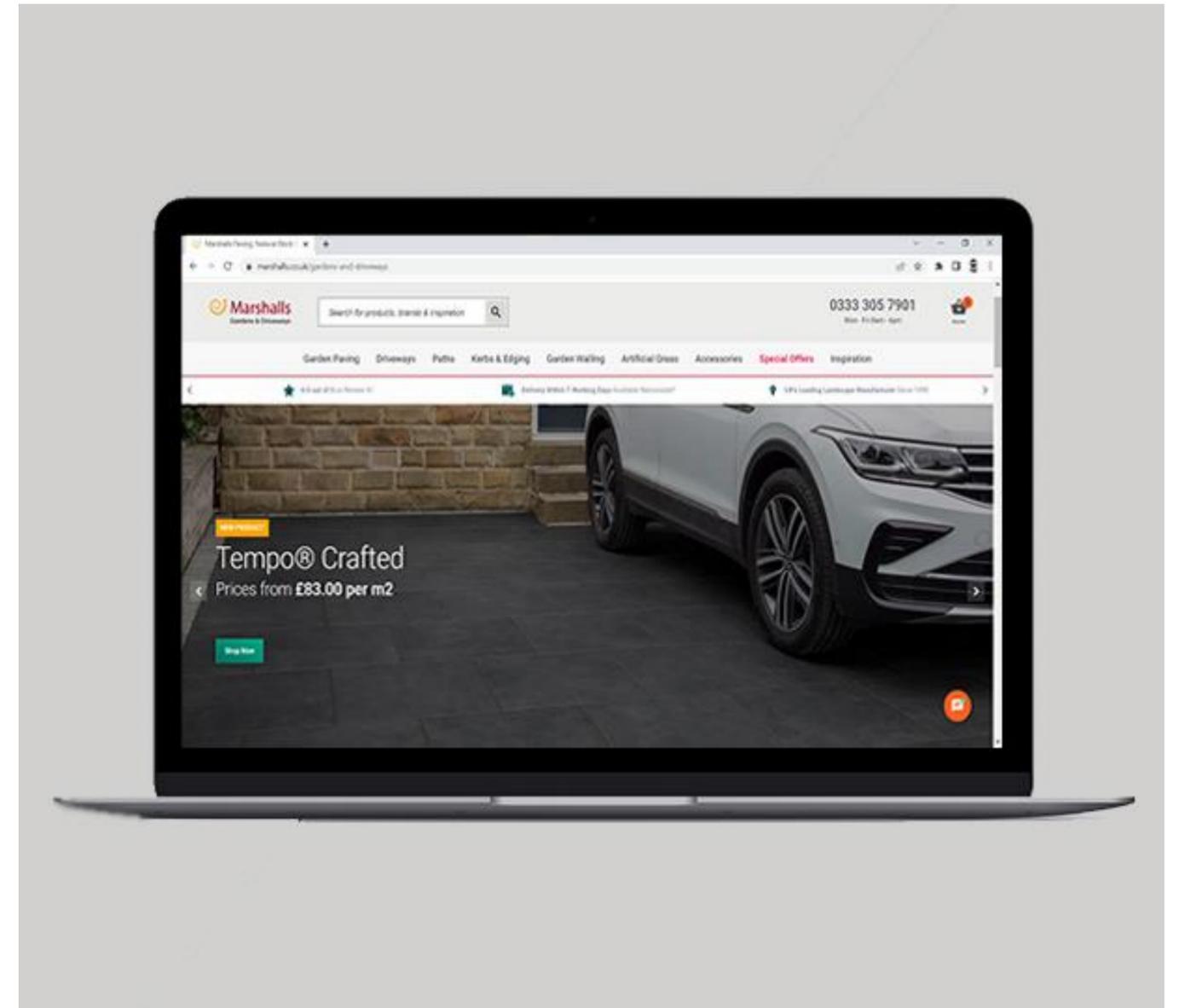


Dual Block Plant Video



Marshalls

Digital transformation – Adil Jan, Chief information Officer



Monetising digital

New revenue streams and models



Dropship

Extend range for customers without taking more yard space. Grow direct deliveries leveraging our USP.

Win - win for Marshalls & customers



Marketplace

Use Marshalls online brand to extend our range of products. Associate with items in the landscaping journey e.g. garden furniture, firepits etc.

'Hassle free' revenue



Content

Leverage our investment in digital and extend use of visualisations - individual products to full solutions. Provide the merchants much needed content.

Commercialise content



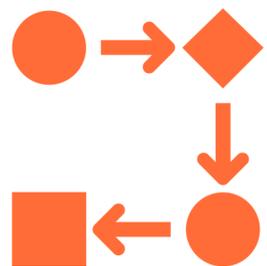
Technology Fusion

Explore the use of technology in our products to add further value to our customers. For example drainage & flood sensors, temperature sensors in city centres, environmental sensors in furniture.

Research and get ahead on tech

Marley integration

A considered IT integration approach



ERP



Digital



Procurement



Integration

Established cloud SAP Solution on a secure and certified environment will be left as is in mid-term.

Low risk approach to systems integration

Same or similar customer base. Opportunities to further improve e-trading. For example, extend use of CRM and visualisations.

Take the best from each business

Utilise economies of scale to improve buying power and software licence banding. Share procurement best practice.

Leverage economies of scale

In a world where tech talent is scarce, bring the teams together and offer opportunities for development. Share resources, learning and best practice.

Become greater than the sum of our parts

Structural growth drivers and sustainability

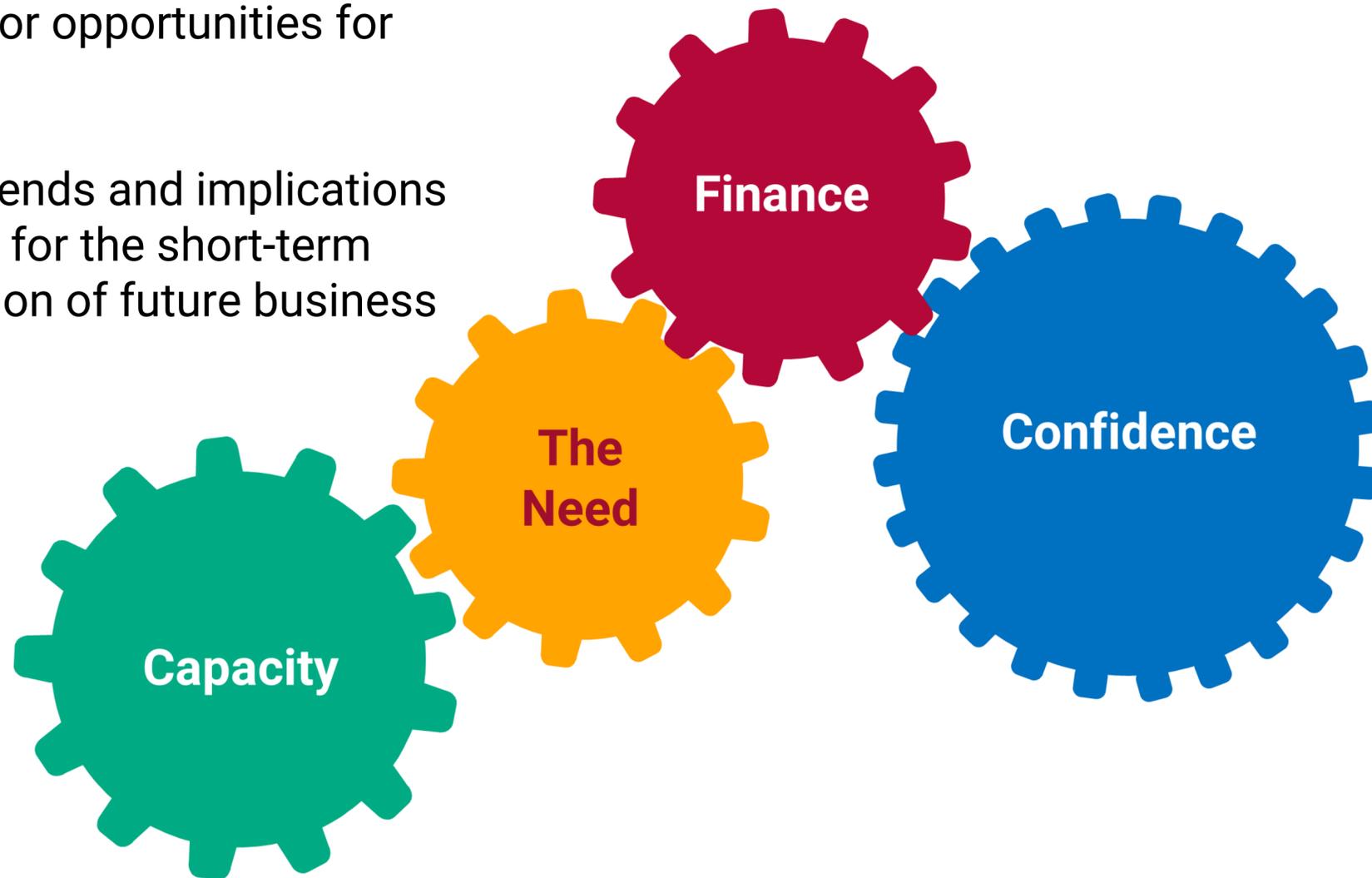
Professor Chris Harrop OBE, ESG Strategy
Director



Balancing the short, the medium & the long term

Identifying the contextual, societal, and macro-economic trends that may be risks or opportunities for the Group

Analysis of trends and implications for Marshalls for the short-term and formulation of future business strategy



Construction Products Association forecasts

- Construction output is forecast to rise by 2.5% in 2022 and 1.6% in 2023 as strong growth in industrial and major infrastructure projects offsets a slowdown in private housing RMI
- Output is set to increase to 2.5% in 2024
- Key risks remain rising inflation and consequently, slower economic growth prospects on construction industry demand whilst labour and materials availability remain challenging

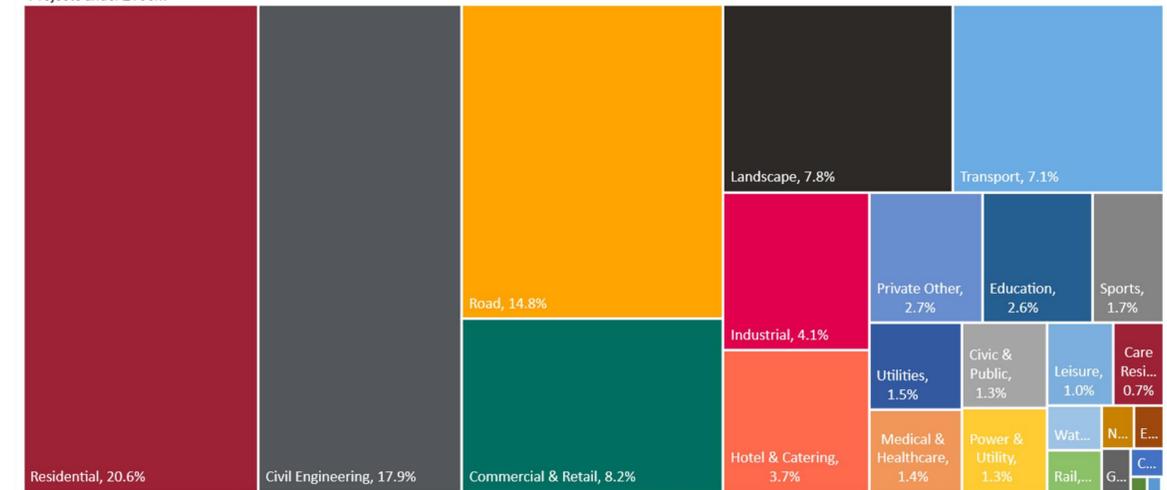
Construction Output



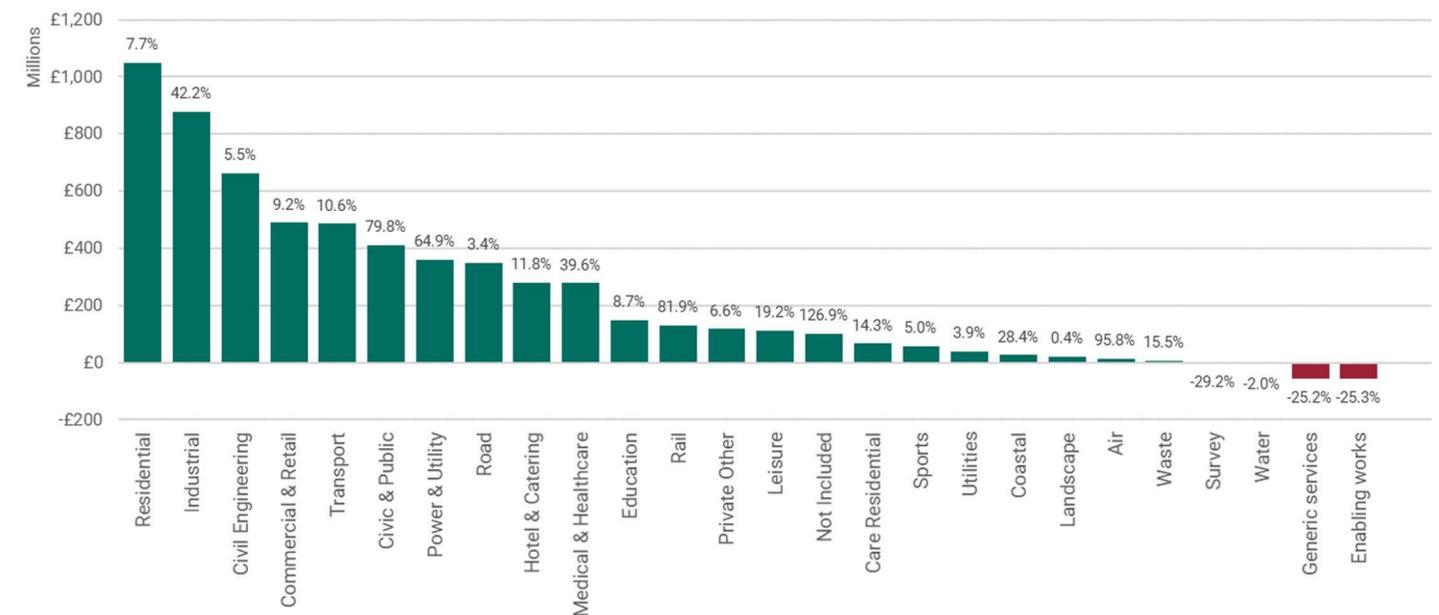
e = estimate, f = forecast, p = projection

Source: ONS, Construction Products Association

Share of Contract Awarded Value
Projects under £100m



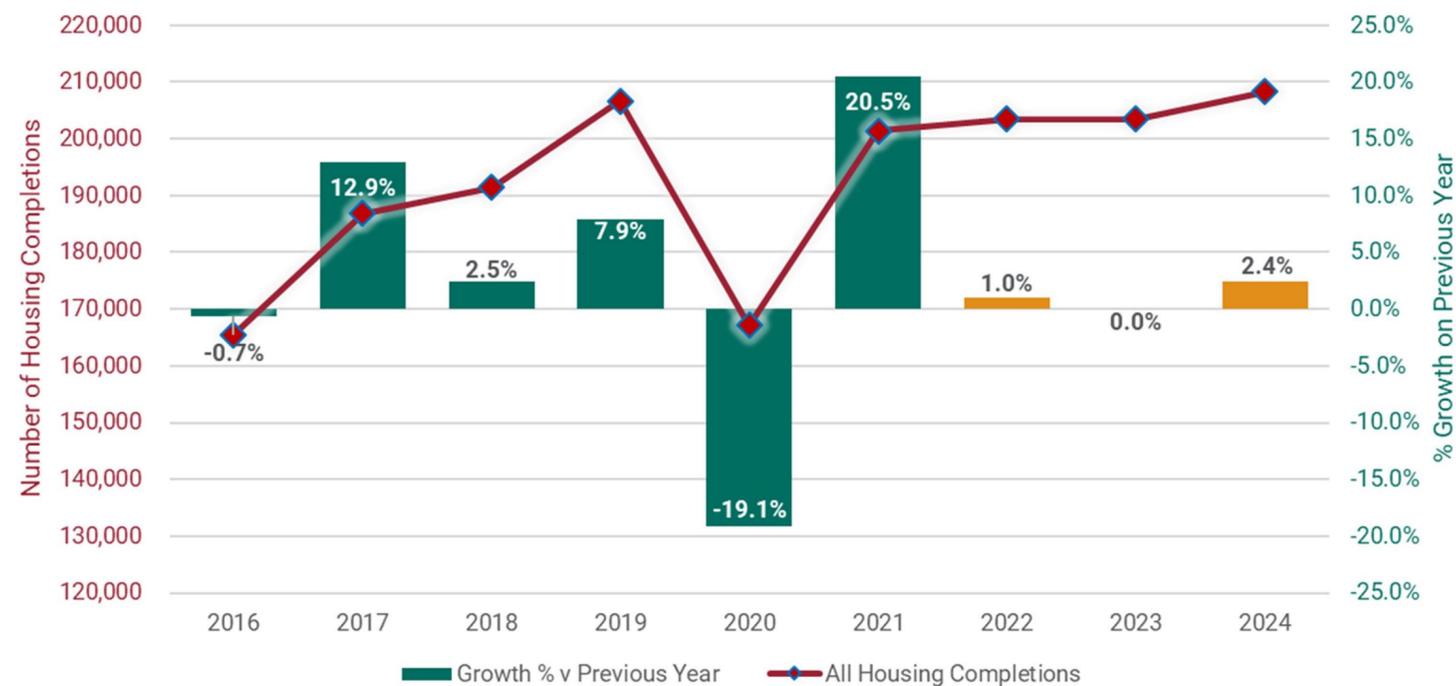
ABI Contract Awarded: Value of Growth & % Growth



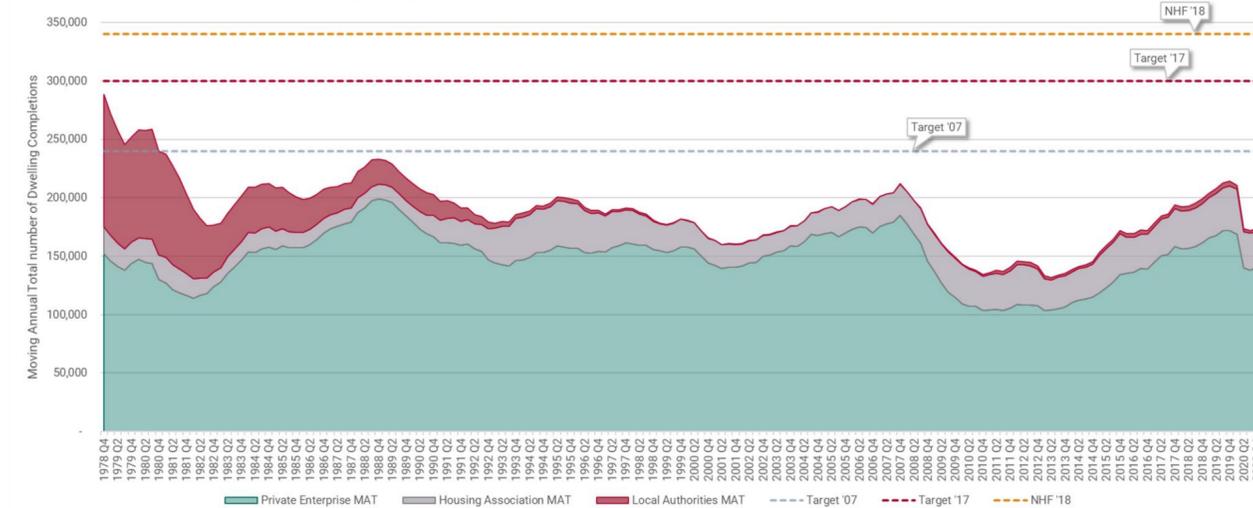
Our end markets: New Build Housing

- Prospects in the largest construction sector remain cautiously optimistic in the near-term
- Concerns largely focus on the extent to which demand will continue to be enabled by mortgage availability, the Bank of Mum and Dad and ultimately affordability, especially after the end of Help to Buy in March 2023
- Underlying housing demand continues to be robust with the mix changes further accelerating positive impact for the Group

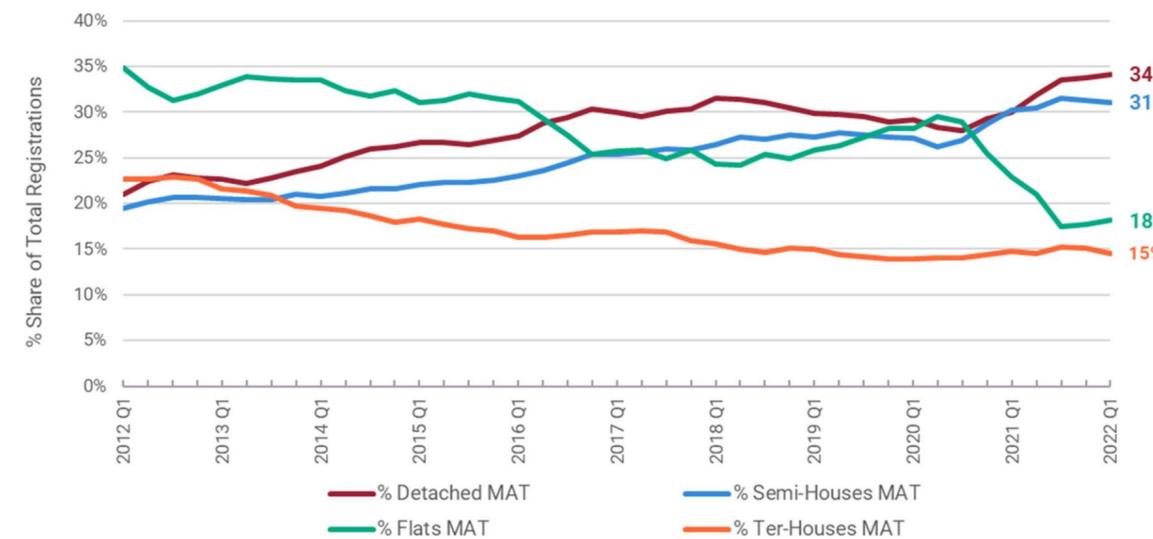
CPA Forecast - All Housing Completions



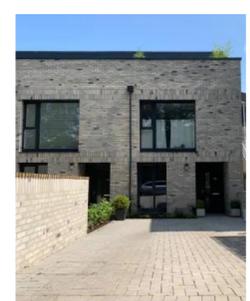
Historical Government Statistics - Dwellings Completed MAT



NHBC: Share of MAT Registrations by Dwelling Type



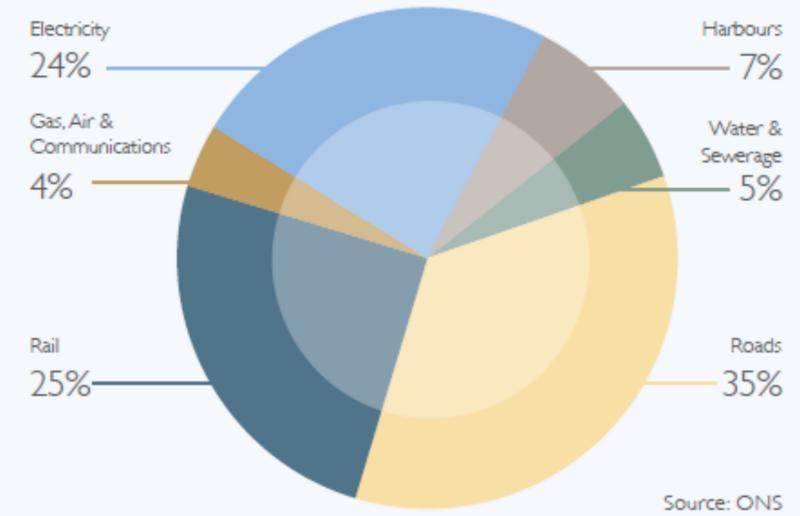
Key product opportunities



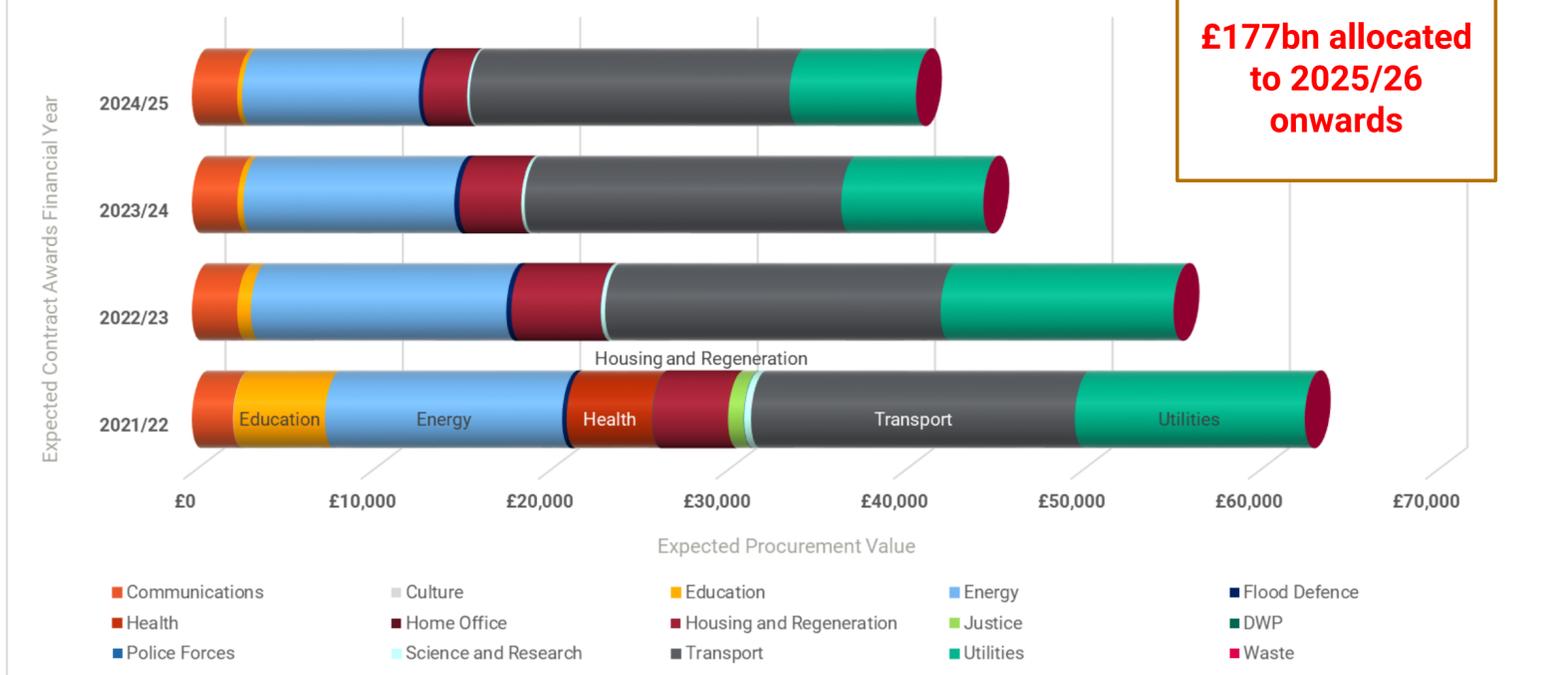
Our end markets: Infrastructure, Commercial & Industrial

- Infrastructure, the 2nd largest construction sector continues to be a key driver of growth
- Output in the commercial sector remained 27.7% lower than its pre-pandemic level in 2022 showing considerable upside prospects, current activity on site remains centred on the refurbishment or repurposing of existing space
- Industrial sector forecast growth rates are 15.0% in 2022 and 9.8% in 2023 with factory and warehouse projects dominating the sector
- Output is forecast to rise by 8.5% this year and 3.8% in 2023

Infrastructure Output by Sub-sector 2021 (%)



Sector Summary of the Government's National Infrastructure Investment Pipeline 2021-2025



Each addition **£1 billion** of **online sales** requires:



D

CAPITAL MARKETS DAY – 22 SEPTEMBER 2022

Our end markets: Private Housing RMI

- The 3rd largest construction sector, has been a key driver of activity over the last two years.
- Activity on the ground continues to remain at historically high levels although discretionary improvements spending has softened
- The work carried out is very varied from necessary repairs (roofs) to demographic requirements (driveways) to lifestyle choices (gardens)

Marshalls top 12 Mosaic Profiles
Number of households with > £2k Monthly Discretionary Income

Mosaic Profile	2022	2023
New Foundations	35,000	35,000
Premium Fortunes	245,000	235,000
Diamond Days	225,000	220,000
Alpha Families	305,000	295,000
Empty-Nest Adventure	340,000	330,000
Bank of Mum and Dad	170,000	165,000
Modern Parents	265,000	255,000
Wealthy Landowners	205,000	200,000
Village Retirement	220,000	215,000
Legacy Elders	50,000	50,000
Cafés and Catchments	305,000	295,000
Mid-Career Convention	335,000	325,000

MAT Value of Flexible Payments from Pensions
(Labels are growth on Same Qtr Previous year)

Quarter	Value (£ Millions)	Growth (%)
2016 Q1	4,200	
2016 Q2	4,500	
2016 Q3	4,800	
2016 Q4	5,500	49%
2017 Q1	6,000	44%
2017 Q2	6,500	34%
2017 Q3	6,800	15%
2017 Q4	7,000	3%
2018 Q1	7,500	8%
2018 Q2	8,000	13%
2018 Q3	8,500	20%
2018 Q4	9,000	23%
2019 Q1	9,500	23%
2019 Q2	10,000	22%
2019 Q3	10,500	20%
2019 Q4	11,000	8%
2020 Q1	11,500	2%
2020 Q2	11,800	0%
2020 Q3	12,000	-2%
2020 Q4	12,200	9%
2021 Q1	12,500	14%
2021 Q2	12,800	15%
2021 Q3	13,000	15%
2021 Q4	13,200	15%

Over 55s Equity Release Normalised
Labels are Growth v LY

Category	2018	2019	2020	Growth v LY
Home Garden	1,150	1,150	1,130	-2%
Pay Debts	550	520	510	-1%
Holiday	600	580	600	3%
Family Treat	500	500	515	3%
Clear Mortgage	400	380	390	3%
Pay Bills	200	200	190	-6%
Switch Plan	100	100	105	3%
Reduce IHT	100	100	105	3%
Top Up	50	50	50	

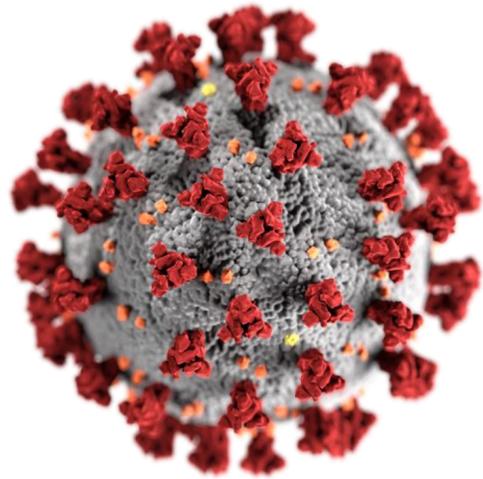
GfK Consumer Intentions - Household Income £50k+
Which of the following improvements are you likely to make to your home over the next 12 months?

Quarter	Drive (%)	Garden (%)
2013 Q1	7.5	21.0
2013 Q2	9.0	18.5
2013 Q3	10.0	24.5
2013 Q4	7.0	14.5
2014 Q1	10.0	18.5
2014 Q2	9.5	20.5
2014 Q3	9.0	22.5
2014 Q4	9.5	20.0
2015 Q1	9.5	18.5
2015 Q2	6.0	18.0
2015 Q3	11.5	18.5
2015 Q4	7.5	27.5
2016 Q1	14.0	30.0
2016 Q2	10.5	26.5
2016 Q3	11.5	30.0
2016 Q4	12.0	24.0
2017 Q1	12.0	28.0
2017 Q2	14.5	20.0
2017 Q3	14.5	28.0
2017 Q4	8.5	28.0
2018 Q1	14.5	27.5
2018 Q2	13.0	24.5
2018 Q3	9.5	24.5
2018 Q4	12.5	22.0
2019 Q1	11.5	24.5
2019 Q2	11.5	24.5
2019 Q3	6.0	31.5
2019 Q4	12.5	31.5
2020 Q1	13.0	25.0
2020 Q2	16.5	29.5
2020 Q3	10.5	23.0
2020 Q4	10.5	19.5
2021 Q1	10.5	23.5
2021 Q2	10.5	23.5
2021 Q3	10.5	23.5
2021 Q4	8.5	23.5
2022 Q1	10.5	23.5
2022 Q2	10.4%	22.7%

Key product opportunities

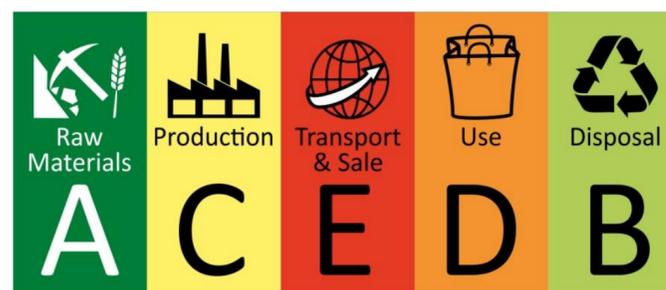
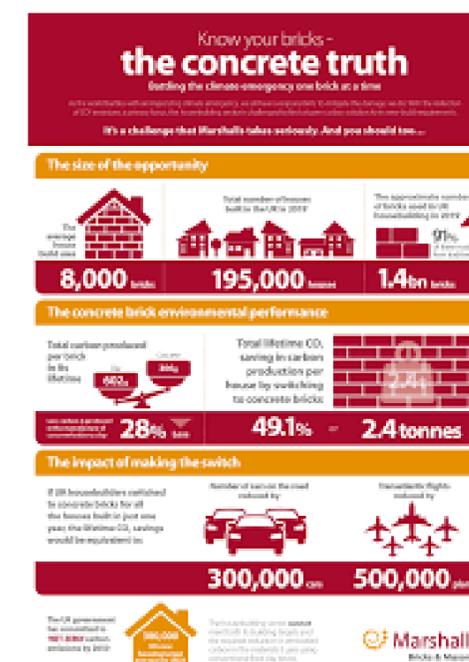
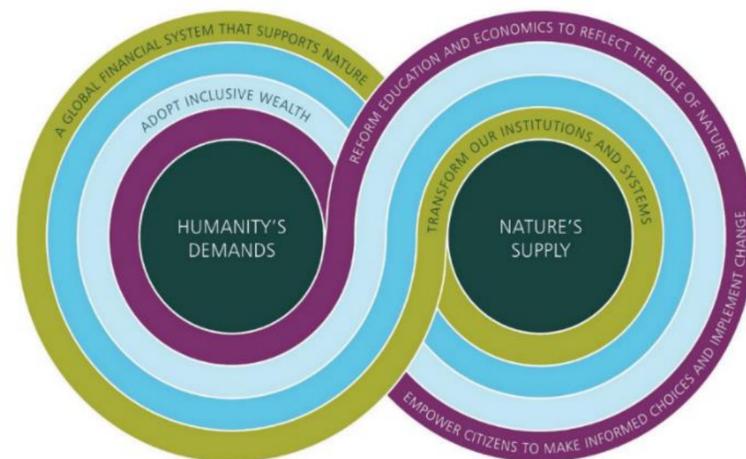
Wider market impacts

- The ripple effect of the pandemic continues
- Some neighbourhoods have suffered irreparably, the so called 'Death of the High Street' is morphing into 'High Street Transformations'
- The big issues are the climate emergency, the cost of living crisis, inequality, skills shortages, and the trust deficit
- Geopolitical changes are reverberating round the world, reshoring is taking hold



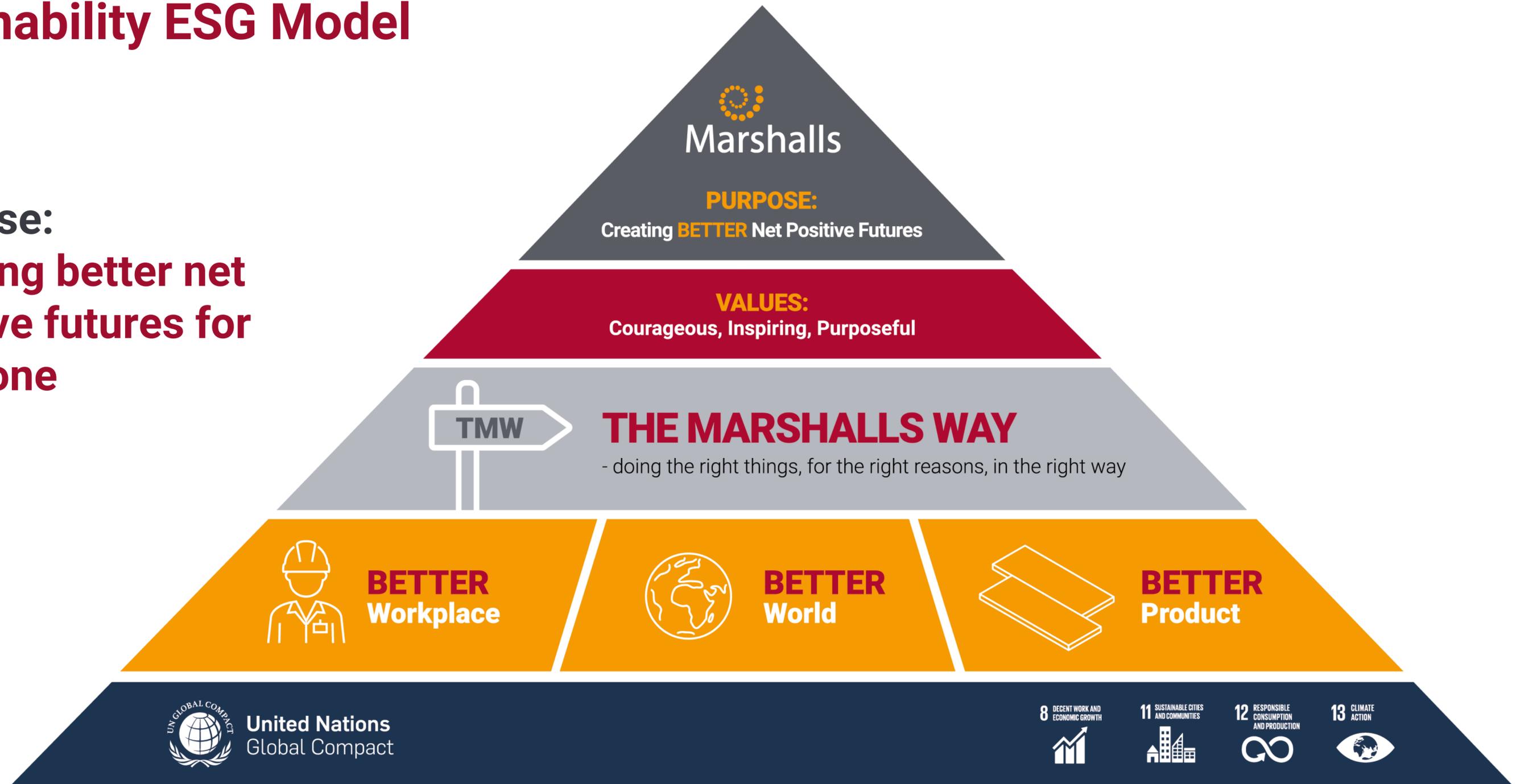
Sustainability: Key to unlocking opportunities

- We were the first in our sector embrace all aspects of sustainable business
- We anticipate new product requirements, matching the growing demand for net positive products
- We are a business of people and their wellbeing is essential
- Fundamentally our business is about Placemaking
- The future Group seeks to create is one where our products by default help create better places, socially, environmentally and economically



Sustainability ESG Model

Purpose:
Creating better net positive futures for everyone



Climate change strategy

- Approved SBTi 1.5C target
- 2030 Net Zero Plan
- Product Carbon Footprints for All products
- NPD aligned to climate impact and low carbon
- Carbon Sequestration R&D project now in production trials

Mitigation

Action to reduce emissions that cause climate change



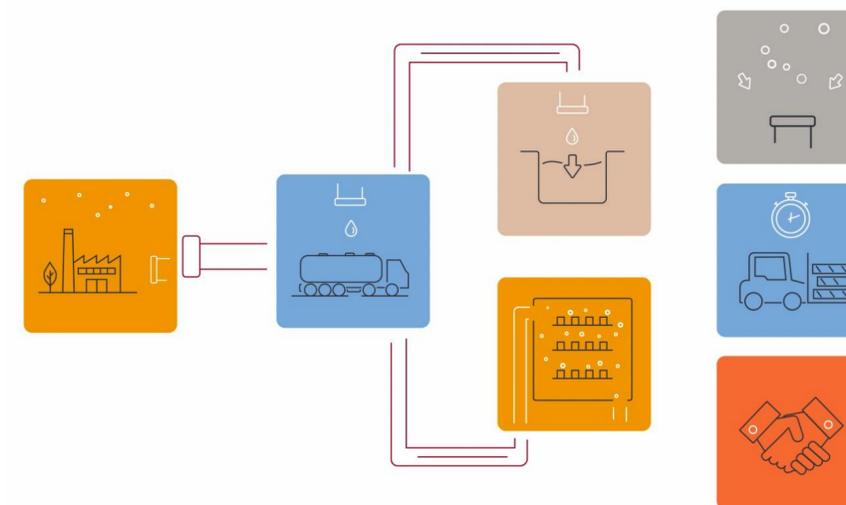
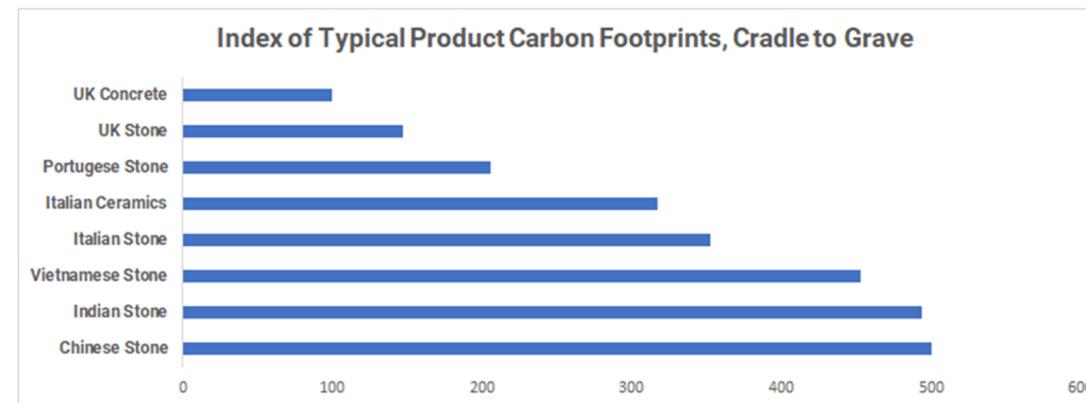
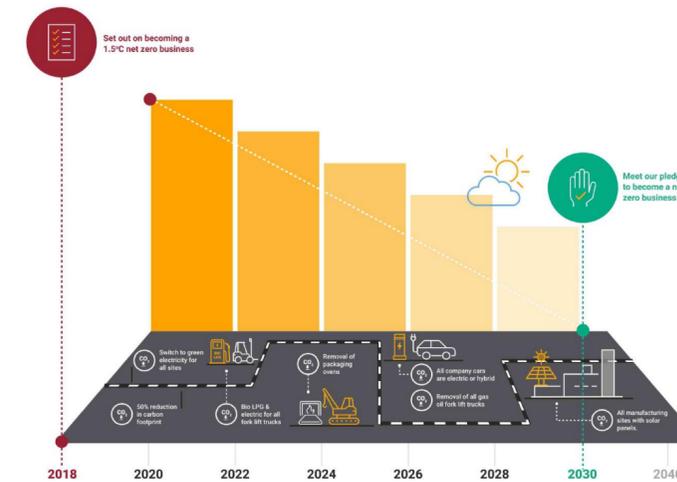
Action to manage the risks of climate change impacts

Adaptation



Our Journey to Net Zero

We pledge our commitment to become a net zero business by 2030.



Structural growth drivers & sustainability



- Strong focus core end markets and those significant sectors with stronger current growth than the overall market
- New Build Housing has strong underlying demand
- Infrastructure & Industrial highest growth sectors
- Private Housing Repair, Maintenance and Improvement. The Group's products are focussed on essential repairs and key lifestyle drivers



- Deep understanding of the macro and societal changes are driving R&D and NPD to underpin future growth
- Sustainability historically embedded into the Marshalls Way with full suite of accreditations and validations
- Creating better net positive futures for everyone

Mitigation

Action to reduce emissions that cause climate change



- Climate Change Strategy in place since 2008
- Mitigation strengthened through SBTi 15.C and 2030 Net Zero and enabling customers to achieve their own targets through product performance
- Adaptation through product design and application such as water management
- Growing confidence in operational Carbon Sequestration

Summary

Martyn Coffey, CEO



Group focus and key near term objectives

- Continue to differentiate Marshalls from the competition
- Fully integrate Marley into the Group, extract synergies and operational improvements and capitalise on the solar PV opportunity
- Balance manufacturing capacity and market demand in Marshalls Landscape Products to rebuild operating margins
- Increase brick capacity and grow market share
- Further develop Civils and Drainage product range and increase capacity
- Cash generative business model will reduce Group net debt to less than 1X EBITDA

Key takeaways

- The Group has transformed into a significantly more robust and resilient business since 2013
- Demonstrable track record of consistent outperformance against UK construction output growth
- Medium term prospects across all target end markets are positive notwithstanding short term pressures
- Significant internal investment opportunities exist to deliver new product development, efficiencies and organic growth – concrete NPD and dropship
- Marley is an excellent acquisition, with further value extraction through ongoing synergies and best practice operational improvements, and exciting growth prospects in solar PV and smart energy opportunities

Questions and Answers

