

Metro Performance Glass

Annual Shareholders' Meeting 3:00pm, Thursday 26th September 2024



AGENDA

- 1 Welcome and Introductions
- 2 Chair Address
- 3 Executive Director Address
- 4 Formal & Business Resolutions
- 5 General Business & Shareholder Questions

WELCOME & INTRODUCTIONS



Shawn Beck
Independent Chair



Simon Bennett
Executive & Non-
Independent Director



Pramod Khatri
Independent Director



Julia Mayne
Independent Director

CHAIR ADDRESS



PRIORITIES

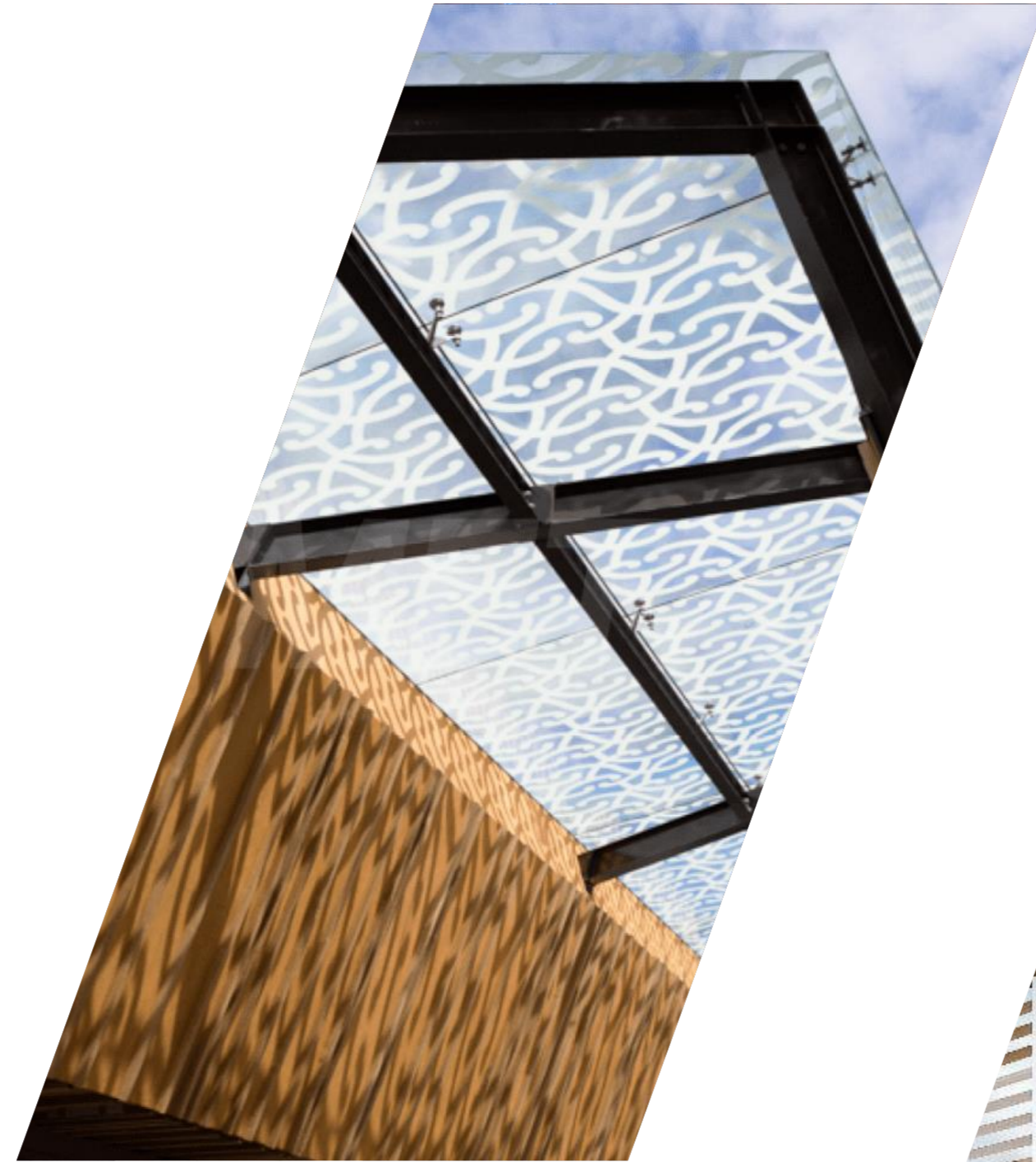
- Fix balance sheet
- Reset NZ business
- Exploit Australian grown opportunities
- Governance

GOAL: DESIRABLE LISTED EQUITY INVESTMENT

Characteristics of Success

- Motivated team and customer praise
- Embedded in: 'earning the right to grow' and 'built to last'
- More predictable growing earnings, paying dividends
- Frank and open communication

EXECUTIVE DIRECTORS ADDRESS

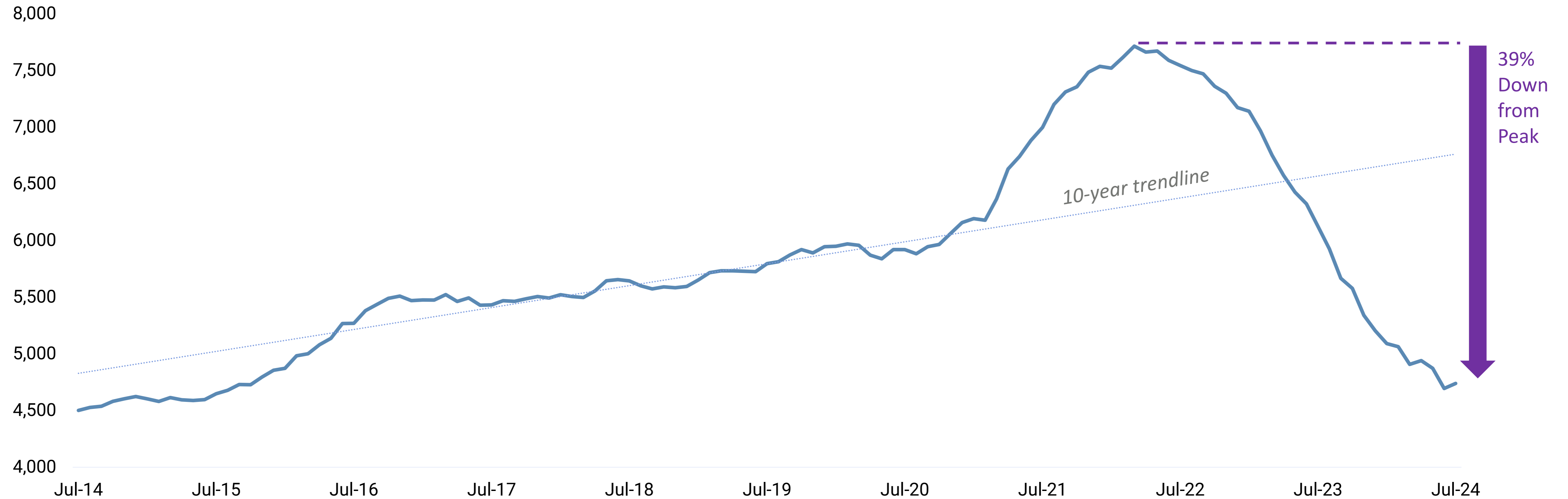




MARKET BACKDROP REMAINS CHALLENGING

New Zealand's housing activity remains subdued, and while we are aiming to be profitable at current levels, we see substantial upside once volumes recover

NEW ZEALAND RESIDENTIAL NEW BUILDING CONSENTS – BY FLOOR AREA (000s) – ROLLING 12 MONTH



Source: Statistics New Zealand – Building Consents Issued: July 2024

JUNE 2024 RESET

- More cost reduction needed
- We have been fighting with price not service
- Too much focus on DGU
- Lack of clarity

FIRST STEPS

TURNAROUND TEAM

- Simon engages Steve Hamer to join and help lead our turnaround team

ESTABLISHMENT OF HARD-EDGED MEASUREMENT

- Refocus on high performance and service



SLT

- Angus Wilson joins from AGG

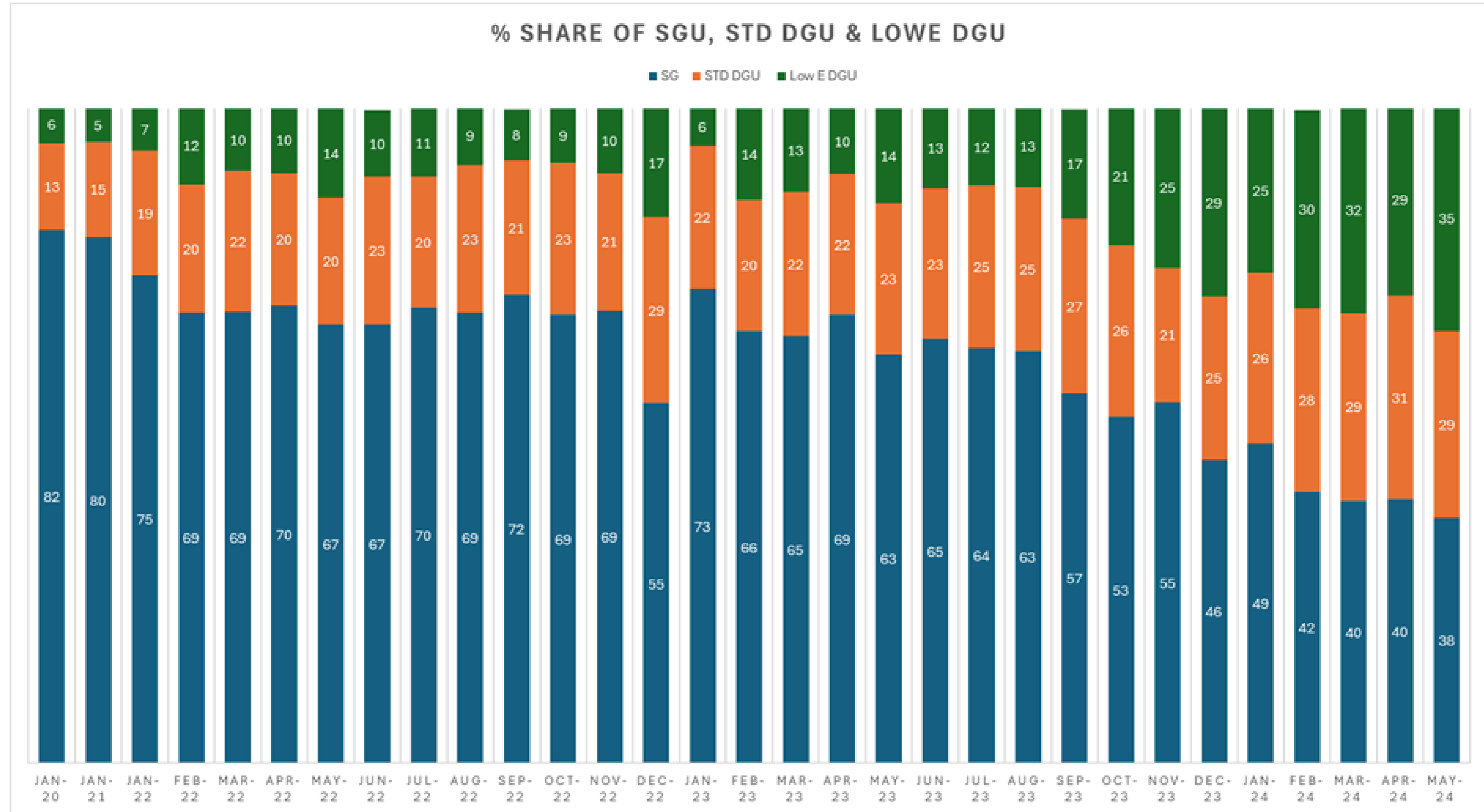
STOP

- Stop non-customer-centric activities
- Stop noise and distraction that doesn't add value to the strategy

STRATEGIC PLANNING

- Strategy formulated
- Implementation

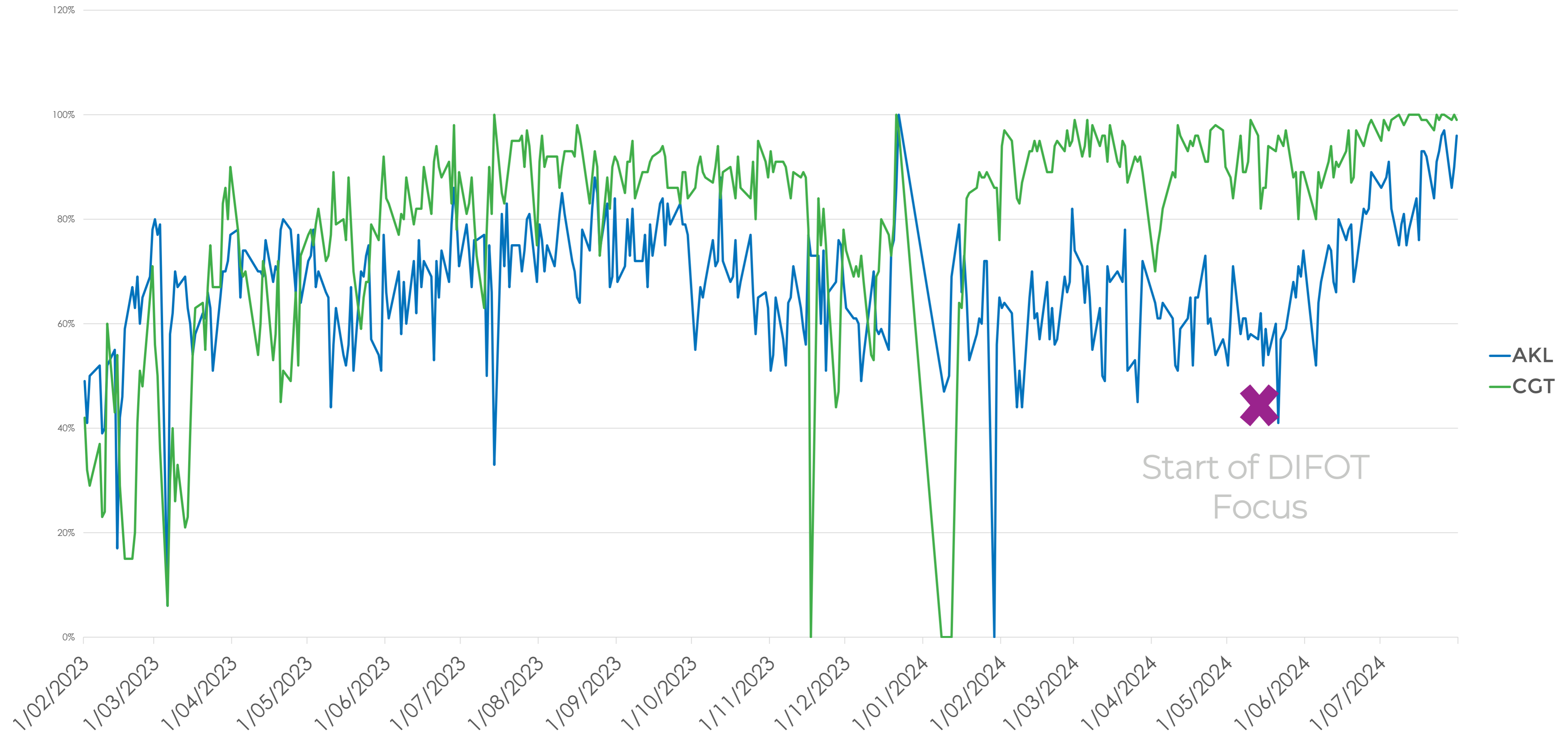
GROWTH OPPORTUNITY IN AUSTRALIA





DRIVE EXCELLENCE IN SERVICE DELIVERY

DIFOT Percentage



BACK TO THE CHAIR



FIX BALANCE SHEET

- Metro over-gearred for several years
- At August 2024 current gross debt \$65.5m, net debt \$56.8m
- Leverage of 4.65 times FY24 EBITDA (Pre-IFRS,) as at 31 March 2024
- Never sustainable in a high fixed cost, cyclical industry
- Sale of 100% of AGG wrong strategy for banks and shareholders
- Capital raise (with equal participation rights) key part of solution
- Loan extension and relaxation required to execute medium term strategies

CURRENT SOLUTION

- Banks refinanced by Cowes Bay Group (CBG)
- Three year extension and new facility terms to provide time for turnaround
- CBG is a well resourced, Australian family office investor
- Pro rate offer to raise \$10-15m
- Deeply discounted (3c) with oversubscription facility
- CBG committed to take up entitlement
- CBG intends to apply for oversubscriptions
- Above is subject to CBG confirmatory due diligence and documentation
- Expect refinance to complete (or not) in circa 3 weeks
- Expect offer documents in approximately 3-4 weeks

“CURRENT MARKET” OUTLOOK SCENARIOS

- Draft outlook scenarios for offer documents
- Current market conditions continue throughout
- NZ turnaround continues
- AGG maintains, invests in growth either low cost greenfield or existing

OUTLOOK SCENARIOS

NZD \$'m		Actual					Outlook		Actual 2024		Outlook 2025	
		2017 ¹	2021	2022	2023	2024	2025	2026	H1	H2	H1	H2
New Zealand	Sales revenue	213.8	179.8	178.0	186.7	159.6	137.2	147.2	87.0	72.5	71.1	66.1
	Material costs	62.7	48.0	54.9	62.4	49.6	40.6	42.7	26.6	23.0	21.5	19.1
	Factory costs ¹	40.2	36.0	38.2	37.0	31.8	28.0	27.5	17.5	14.3	15.0	13.0
	Gross profit ⁵	110.9	95.8	84.9	87.3	78.2	68.6	77.0	43.0	35.2	34.7	33.9
	Gross profit %	52%	53%	48%	47%	49%	50%	52%	49%	49%	49%	51%
	Other operating costs ¹	49.2	46.0	47.0	46.9	44.7	41.4	40.7	23.8	20.9	21.9	19.5
	Overheads	20.5	16.1	16.7	20.3	19.1	16.0	15.0	9.3	9.8	9.0	7.0
	Lease payments ¹	n/a ¹	6.7	7.8	8.9	9.3	9.9	9.8	4.6	4.7	4.9	5.0
	EBITDA (pre-IFRS16)	41.2	27.1	13.4	11.1	5.2	1.3	11.5	5.3	(0.1)	(1.1)	2.4
	EBIT (pre-IFRS16)	33.1	18.6	6.6	3.9	(1.6)	(5.2)	5.0	1.8	(3.4)	(4.4)	(0.9)
	PPE Capital expenditure ²	5.9	0.6	7.8	3.8	0.9	1.5	1.8	(0.1)	1.0	0.6	0.9
Australia ³	Sales revenue	30.5	52.5	58.1	76.8	79.7	86.0	95.2	43.2	36.6	44.0	42.1
	Material costs	9.5	17.1	18.8	24.5	24.7	27.4	30.1	13.7	11.0	14.0	13.4
	Factory costs ¹	11.1	18.3	18.2	20.7	21.5	26.1	28.4	11.0	10.5	13.4	12.7
	Gross profit ⁵	9.9	17.1	21.1	31.5	33.5	32.5	36.7	18.5	15.1	16.5	16.0
	Gross profit %	32%	32%	36%	41%	42%	38%	39%	43%	41%	38%	38%
	Other operating costs ^{1 4}	0.7	7.6	8.4	9.3	10.1	11.1	12.2	5.4	4.7	5.5	5.6
	Overheads ⁴	4.7	4.9	8.2	10.5	11.9	9.6	9.9	6.1	5.8	5.2	4.4
	Lease payments ¹	n/a ¹	2.2	2.4	2.7	3.0	3.5	3.6	1.5	1.5	1.7	1.8
	EBITDA (pre-IFRS16)	4.4	2.3	2.2	9.0	8.5	8.4	11.0	5.5	3.1	4.1	4.2
	EBIT (pre-IFRS16)	3.2	(0.8)	(0.6)	6.1	6.5	5.9	8.1	4.4	2.1	3.0	2.9
	PPE Capital expenditure	1.2	1.4	2.2	2.4	3.0	2.7	2.8	2.1	0.9	1.1	1.6
Eliminations and other	EBITDA (pre-IFRS16)	(1.0)	(0.7)	(1.1)	(0.9)	(0.9)	(0.3)	(0.5)	(0.4)	(0.5)	(0.1)	(0.2)
	EBIT (pre-IFRS16)	(2.4)	(2.2)	(2.4)	(0.9)	(0.9)	(0.3)	(0.5)	(0.4)	(0.5)	(0.1)	(0.2)
Group	EBITDA (pre-IFRS16)	44.6	28.7	14.4	19.2	12.9	9.3	22.0	10.4	2.5	2.9	6.4
	EBIT (pre-IFRS16)	33.9	15.6	3.6	9.0	4.0	0.3	12.5	5.9	(1.8)	(1.5)	1.8
	Significant items	1.0	(1.0)	0.0	12.0	25.4	1.6	1.5	11.3	14.1	1.0	0.6
	Profit / (Loss) for the period	19.4	8.1	(0.5)	(10.5)	(27.5)	(5.8)	4.3	(9.2)	(18.3)	(4.5)	(1.2)
	PPE Capital expenditure	7.1	2.1	10.0	6.2	3.9	4.2	4.6	2.0	1.9	1.7	2.5
	Gross debt	94.7	55.5	65.3	67.4	59.7	49.4	43.1	59.5	59.7	64.5	49.4
	Net debt	94.5	48.0	52.3	60.1	53.0	41.8	34.4	52.8	53.0	55.3	41.8

¹ - 2017 factory and operating costs are on a pre-IFRS basis and include lease payments, which are excluded from other year representations

² - 2024 H1 capital expenditure in New Zealand includes proceeds of asset sales to Australia

³ - Australia represented in NZD using exchange rates at time of reporting

⁴ - Australian chart of accounts alignment made in relation to financial software migration impacted allocation of certain costs between Overheads and Operating costs prior to 2022

⁵ - Gross Profit calculation is Sales Revenue less Material Costs less Factory Costs

RESOLUTIONS



RESOLUTION 1

That the Board be authorised to fix the fees and expenses of PwC as Auditor for the ensuing year

RESOLUTION 2

Your Subtitle Here



That Shawn Beck be elected as a
Director of the Company

RESOLUTION 3

Your Subtitle Here



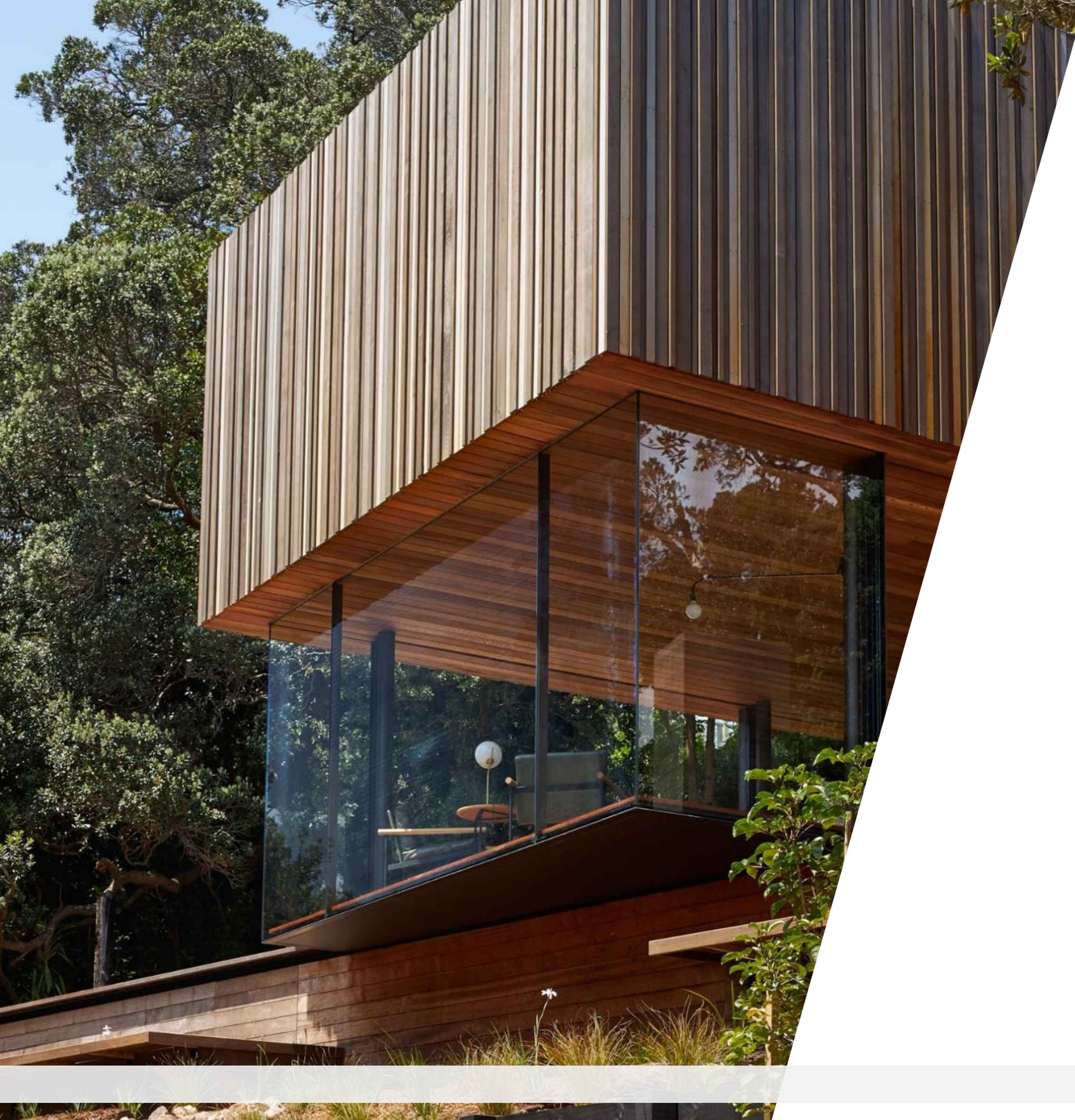
That Pramod Khatri be elected as a
Director of the Company

RESOLUTION 4

Your Subtitle Here



That Simon Bennett be elected as a
Director of the Company



QUESTIONS

THANK YOU

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