

for personal use only



FBR CEO Update

May 2025



ASX:FBR
OTC:FBRKF

Introduction

- Stability
- Continuity
- Clear Strategy
 - Delivery
 - Efficiency
 - Reduced Cost
 - Maintaining capability
 - Preserving IP
 - Generating revenue



Summary

- Unique robotic technology and DST
- Transport objects through boom and accurately place at distance
- CEO and COO drive multiple market entry opportunities
- SHI is a big opportunity
- USA is a big opportunity
 - Multiple potential projects from small to large builders
 - EOI for more than H03 could service
 - Planning the market entry
- WaaS opportunity
- H03 is in the USA
- H04 should enter WaaS in WA 2025 H2
- Cost reduction to approximately \$10m – \$12m pa
- Kept capability to:
 - operate a Hadrian unit,
 - commission H04,
 - Manufacture
 - Develop technology
 - SHI program
- Adjacent opportunities progressing
- New Investor Hub Platform and communications



FBR

- Efficiency
- Problem solver
- Robotics team
- Rapid prototyping
- Low rate complex production
- Traction in the market – 40 dwellings built
- Strategy was growth and technology development focused
- Strategy now revenue and technology commercialisation focused
- Opportunity and work pipeline



Current Status

- CEO and COO drive multiple market entry opportunities
- H03 in USA
- Dedicated BD in the United States
- H04 nearing FAT
- H01 and H02 - technology development and future WaaS
- Ability to:
 - operate a Hadrian unit,
 - commission H04,
 - manufacture
 - SHI program
- IP
 - Approximately 400 rights
 - 41 patent families
- Principal place of business - 88 Sultana Rd High Wycombe, (Perth) WA
 - 10,000m² Factory



Strategic Milestones

- H04 upgrades underway
- H04 targets Mid 2025 FAT
- H05 manufacture – FAT target mid 2026
- SHI adjacent use case ongoing
- Commercial WaaS in FY26
- Execute adjacent application pipeline of work
- IP
 - Preservation
 - Growth
 - Adjacent application IP



Demonstrate WaaS

- BD in USA targeting launch customers
 - Requires economic projects to support team deployment and training local staff
 - Current economic uncertainty, cost and risk in the US
- BD in Australia
 - Bidding on projects
 - Lead time between bid and award
 - H03 is in USA
 - H04 available 2025 H2
 - Looking at upgrades to H1 and H2 and large blocks



Restructure

- Previously scaled up as required by potential JV agreements
- Right sized for revenue strategy
 - Technology developed and tested
- Restructure of operations
 - Streamline efficiencies in operations
- AU was 3 premises now 1
- USA leased area reduced
- 70% headcount reduction
- Rationalisation of ongoing costs
- Mark Pivac appointed CEO
- Shannon Robinson appointed Chair
- Rhys Waldon appointed Company Secretary



Communications

- Regular communication:
 - Blogs
 - Vlogs
 - Webinars
 - Non deal Roadshows
- Investor Hub online soon with:
 - Announcements
 - Information
 - Videos
 - Online Q&A
- Conferences
 - Sydney Build 7-8 May
 - Australian Manufacturing Week 9 May Melbourne
- CEO Investor and advisor visits
 - Sydney 7-8 May
 - Melbourne 9 May
- FBR Tour
 - Mid May



Immediate Objectives

- **Deliver shareholder value**
 - Win work
 - WaaS, USA MVP and AU MVP
 - Agreement and PO for adjacent use cases
 - Reduce capital requirements
 - Reduce net burn and increase revenue
 - Monetise existing IP suite
 - Clarify the business
 - Hadrian and Systems Production and Sales
 - WaaS and shell contracting
 - Technology development
 - Investors:
 - Keep current
 - Re-engage past
 - Introduce new
 - Meet ongoing funding requirements
 - Revenue pipeline
 - Strategic partners
 - Economic commercialisation opportunities
 - Investors



or personal use only

Other Revenue Objectives

- Licensing agreements for existing IP suite
- Adjacent applications for DST and long booms
 - Ship building
 - Roofing installation
 - Solar farm installation
 - Large scale welding
 - Refractory re-lining for the steel industry



Questions



Disclaimer

Important Notice

This presentation has been prepared by FBR Limited. This document contains background information about FBR Limited which is current as at the date of this presentation. The presentation is in summary form and does not purport to be all inclusive or complete. Recipients should conduct their own investigations and perform their own analysis in order to satisfy themselves as to the accuracy and completeness of the information, statements and opinions contained in this presentation.

This presentation is for information purposes only. Neither this presentation nor the information contained in it constitutes an offer, invitation, solicitation or recommendation in relation to the purchase or sale of FBR Limited shares in any jurisdiction. This presentation may not be distributed in any jurisdiction except in accordance with the legal requirements applicable in such jurisdiction. Recipients should inform themselves of the restrictions that apply in their own jurisdiction. A failure to do so may result in a violation of securities laws in such jurisdiction.

This presentation does not constitute investment advice and has been prepared without taking into account the recipient's investment objectives, financial circumstances or particular needs, and the opinions and recommendations in this presentation are not intended to represent recommendations of particular investments to particular persons. Recipients should seek professional advice when deciding if an investment is appropriate. All securities transactions involve risks, which include (among others) the risk of adverse or unanticipated market, financial or political developments. To the fullest extent permitted by law, FBR Limited, its officers, employees, agents and advisers do not make any representation or warranty, express or implied, as to the currency, accuracy, reliability or completeness of any information, statements, opinions, estimates, forecasts or other representations contained in this presentation. No responsibility for any errors or omissions from this presentation arising out of negligence or otherwise is accepted.

This presentation may include forward looking statements. Forward looking statements are only predictions and are subject to risks, uncertainties and assumptions which are outside the control of FBR Limited. For example (without limitation), supply chain challenges, capital markets, global unrest, inflation and sovereign risk could impact our business. Actual values, results or events may be materially different to those expressed or implied in this presentation.

All amounts stated within this presentation are stated in Australian Dollars unless otherwise stated. Figures stated within this presentation may contain immaterial rounding differences.