



MAAS

~1,900

team
members

44

quarries¹

17

concrete
plants

~550

assets
for hire

~8,000

residential
lots²

~\$852m

commercial
property GDV³

3

manufacturing
plants

¹ Includes both operational and non-operational quarry assets as well as the 3 additional quarries purchased February 2024

² Includes Land Lease Communities, total lot yield indicative only and subject to development approvals

³ As at December 2023 GDV is an estimate of the value of the completed development at current prices. It is not adjusted for any increase or decrease in values over the period or discounted back to the completion / valuation date. Includes exchanged land contract

VALUES DRIVEN



TRUST

only earned through action



COMMITMENT

deliver on commitments to customers



CANDOUR

transparent conversations to get it right



TEAMWORK

focused on safety and solutions



LEADERSHIP

the courage to strive for excellence

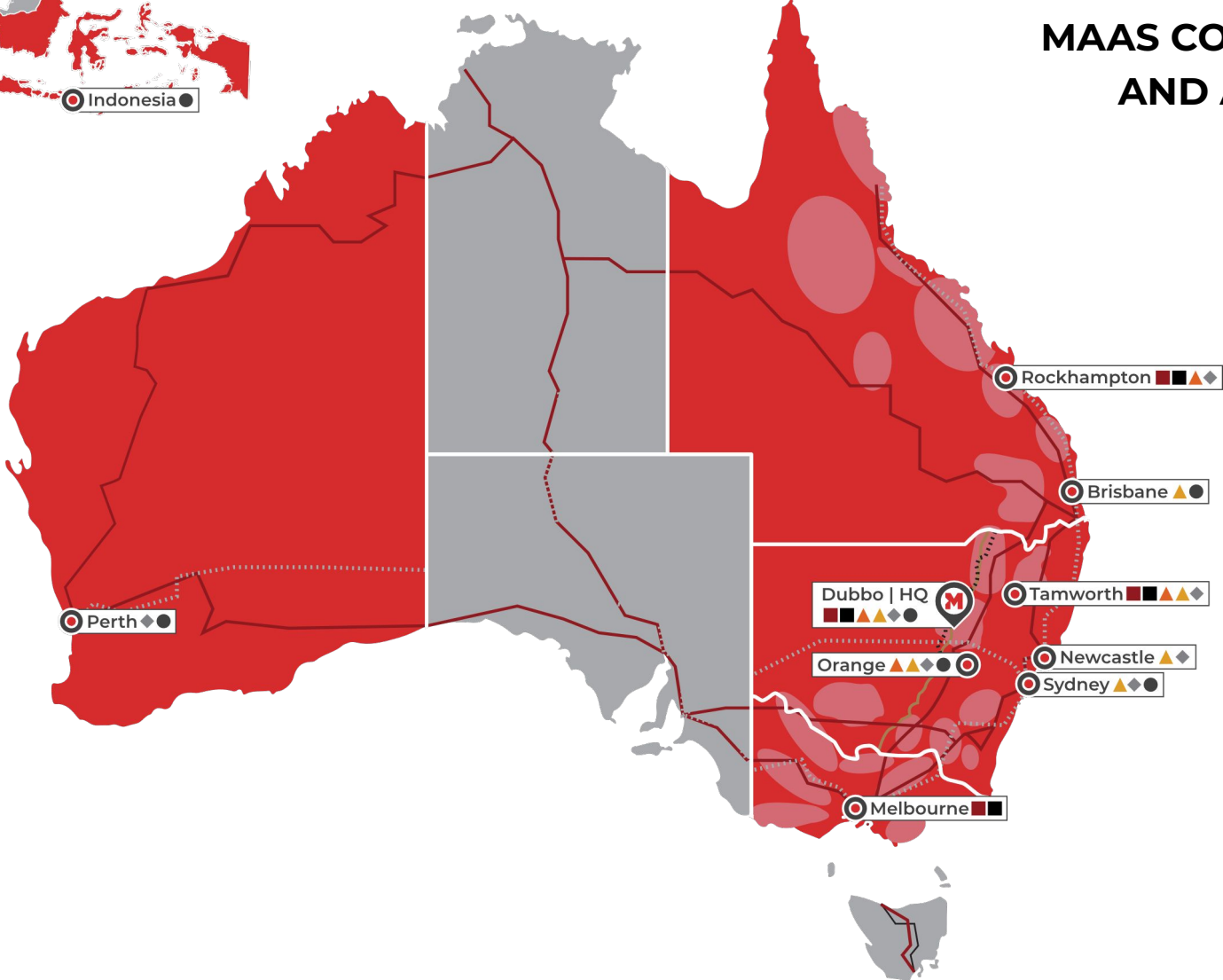


OWNERSHIP

*empowered to get it right
and be accountable for the results*

STRATEGICALLY LOCATED

MAAS CONTINUES TO GROW ITS OPERATIONS AND ASSET PORTFOLIO FOCUSED ON THE EAST COAST OF AUSTRALIA.



Key

- Maas Office / Hub**
- Construction Material Quarries**
- Construction Material Concrete Plants**
- Real Estate Residential Developments**
- Real Estate Commercial Developments**
- Civil Construction & Hire Assets and Resources**
- Manufacturing & Sales Manufacturing, product support and parts sales and distribution centres**
- Newell Highway**
- Inland Rail**
- National Highway**
- Major Railway**
- Renewable Energy Zones**

BUSINESS UNIT OVERVIEW

INDUSTRIAL OPERATING SEGMENTS



CONSTRUCTION MATERIALS

- Quarries
- Concrete
- Asphalt
- Geo-Tech
- Logistics



CIVIL CONSTRUCTION & HIRE

- Equipment Hire
- Civil Construction
- Electrical Transmission and Distribution



MANUFACTURING & EQUIPMENT SALES

- Equipment sales
- Manufacturing

REAL ESTATE OPERATING SEGMENTS



RESIDENTIAL REAL ESTATE

- Residential developments
- Home building
- Build-to-rent
- Land Lease Communities



COMMERCIAL REAL ESTATE

- Commercial developments
- Commercial construction
- Leasing
- Building materials

CIRCULAR & SUSTAINABILITY

STRATEGIC DRIVERS

- Importance of quarries, cement and sand to be managed as a finite resource yet necessary for building communities. Greater need to plan for planning for future use and sustainability; recycle and reuse materials onsite
- Emerging trends in construction materials to repurpose waste and capture carbon - quarries, concrete and asphalt
- Construction waste, houses and commercial building, traditionally is significant; need to change methods to modular and manufactured construction methods to reduce waste risks as well as reduce costs for housing affordability



ZEROAD™
THE CARBON FREE-WAY



TRAINING & EDUCATION, PEOPLE & COMMUNITY

STRATEGIC DRIVERS

- Active in attracting talent to the regions (or back to the regions) underpins the resources required for sustainable training and education in the regions.
- Diversity within the community is required for personal or professional development, pursuit of hobbies and interest along with entertainment and social spaces for engaging with friends or meeting new people.
- Planning communities, infrastructure, employment spaces and housing is an opportunity to attract the human capital required to drive industry in the regions.
- Online education plays its part in regional centres, however the opportunities to apply the acquired knowledge and skills is driven by the local economy and its demand for skills within the region.
- Centre based tertiary education opportunities compliment the liveability of the regions for existing residents and those relocating to the region.



RURAL & REMOTE HEALTH

STRATEGIC DRIVERS

- Access to high-quality health, aged care, disability and community services is an ongoing challenge. The availability of these services varies depending upon remoteness.
- New models of service delivery and innovative approaches are helping to address these challenges, however the challenge remains, and development delivery and funding is often lengthy in time and cost.



TOURISM & HOSPITALITY

STRATEGIC DRIVERS

- Regional Australia has an abundance of unique locations and experiences that attract tourists to its various parts, food and wine, Indigenous culture and regional landscapes.
- Aviation, road and rail transport underpins Australia's tourism industry, supporting our regional and global economic interests and social connectivity.
- Tourism underpins a variety of businesses and supports various forms of jobs across regional Australia.
- Investment in cultural activities and infrastructure encourages cultural tourism and helps improve the livability of the regions. Thriving tourism and hospitality sectors are essential to supporting Australia's regional communities and local economies.
- Trends Maas saw in the planning to develop a hotel/serviced apartments on Macquarie St Dubbo.