



# 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
  - 10,000m<sup>2</sup> 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





## 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



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