

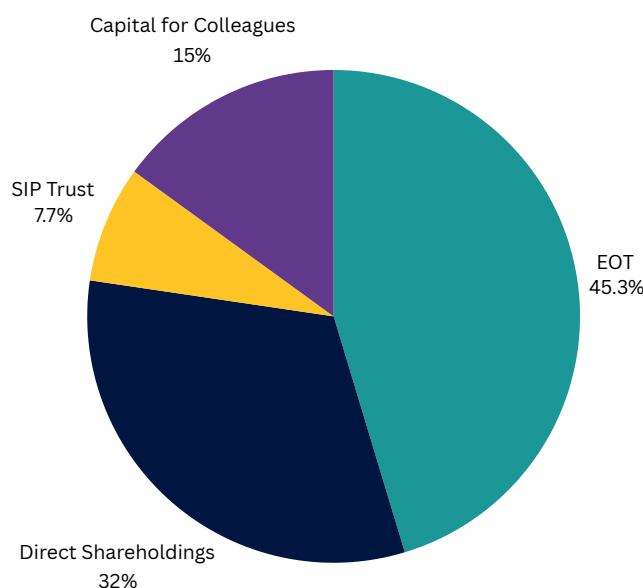
Our Employee Owned structure and business model:

The National Self Build & Renovation Centre (NSBRC) is the UK'S only permanent venue for independent homebuilding advice & support. The NSBRC is operated by The Homebuilding Centre Limited, a relatively young business, owned by its employees since our inception in 2014, formed to take on the running of the unique visitor centre after the previous operating business had failed.

Our team have a genuine stake in the business via our 'hybrid' ownership model, through a combination of shares held by our Employee Ownership Trust, Share Incentive Plan and a small number of direct share-holders, allowing a culture based on openness and transparency, where colleagues can share ideas in a caring environment. Two elected employee representatives serve two-year terms and attend all board meetings.

Our employees own 80.1% of the business. This has increased from 65.2% (in 2016), by buying-back a number of ordinary and preferential shares from our investor (Capital for Colleagues). By 2025/26 our aim is to increase this to 85% (with C4C holding the remaining 15% of ordinary shares).

The Homebuilding Centre Ltd – Ordinary Share Allocation (Aug 2024).



Date: 28 Aug 2024

*C4C's allocation has reduced from 25% to 15% after we successfully 'brought-back' 10% over a five year window, based on achieving pre-agreed financial targets.

**C4C also had a 15% 'A' Share (preferential shares) holding, provided in return for converting a £250K loan into equity. This has been reduced to 6% following repayment of £150K of that original equity stake and a buy-back of three x 3% in 2021-22, 2022-23 and 2023-24. Our intention is to complete the buy-back of the remaining 6% by 2026.