

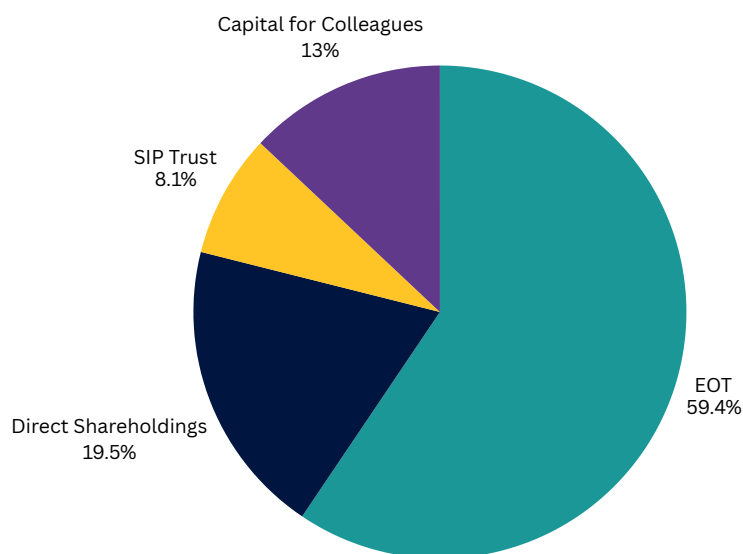
Our Employee Owned structure and business model:

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 84.4% 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 (C4C). By 2026 our aim is to increase the shares held by employees (through our Employee Ownership Trust (EOT), Share Incentive Plan (SIP) scheme and Direct holdings) to 87%, with C4C holding the remaining 13% of ordinary shares.

The Homebuilding Centre Ltd – Ordinary Share Allocation (June 2025).



Date: 17th June 2025

*C4C's allocation of ordinary shares has reduced from 25% to 13%, after we successfully 'bought-back' 10%, based on achieving pre-agreed financial targets and our EOT have since purchased a further 2%.

**C4C also had a 15% 'A' Share (preferential shares) holding, provided in return for converting a £250K loan into equity. This has been reduced by four-fifths (to 3%) following repayment of £200K of that original equity stake and a buy-back of four x 3% holdings. Our intention is to complete the buy-back of the remaining 3% in 2026.