



# Marshall's

*Creating Better Spaces*





Investor Day  
Thursday 19 October 2017

Martyn Coffey

# Executive Management Team

Martyn Coffey  
Chief Executive



Jack Clarke  
Group Finance  
Director  
Executive Director



Pete Hallitt  
Managing  
Director  
Group Trading



Chris Harrop  
Group Marketing  
Director



Simon Bourne  
MLP Operations  
Director



Tom Poole  
Group  
Development &  
HR Director



Mike Stacey  
Managing  
Director  
Marshalls CPM



Jochen  
Clockaerts  
MD Western  
Europe



# Agenda

<b>1000</b>	<b>Introduction</b>	<b>MC</b>	<b>10 mins</b>
<b>1010</b>	Announcement	MC	10 mins
<b>1020</b>	Acquisition of CPM Group Limited	JJC	20 mins
<b>1040</b>	Design Space	PH	10 mins
<b>1050</b>	New Product Development	CH/TP	30 mins
<b>1120</b>	Self Help	SB	30 mins
<b>1150</b>	Digital	CH/PH/SH	30 mins
<b>1220</b>	Emerging Businesses	TP	30 mins
<b>1250</b>	Summary	MC	10 mins
<b>1300</b>	Buffet Lunch and Depart	ALL	
<b>Onwards</b>			

Marshalls plc

# Acquisition of CPM Group Limited



**Marshalls**



# Acquisition of CPM


- Strategic background
- Business overview
- The market
- Product range
- Financial information
- Deal structure
- Funding



Find out more online  
[www.marshalls.co.uk](http://www.marshalls.co.uk)

 Find us on Facebook  
**MarshallsGroup**

 Follow us on Twitter  
**@MarshallsGroup**

 Follow us on LinkedIn  
**Marshalls**

 Follow us on YouTube  
**MarshallsTV**

## Acquisition of CPM

### Strategic background

- CPM is a precast concrete manufacturer which specialises in underground water management solutions.
- This is a significant step in the stated strategy of providing a full Water Management capability.
- Water Management is a strategic focus for Marshalls and is a key part of our 2020 Strategy.
- Gaining access to this new but complementary area through CPM's extensive product portfolio will accelerate our strategic progress in Water Management.
- The acquisition will enable us to offer customers a broader product choice that complements our existing Water Management offering.



## Marshalls Water Management

# Acquisition of CPM

## Business overview

- CPM is a specialist manufacturer of underground concrete pipes, conveyance and water management systems in the UK, targeting the Public Sector and Commercial end market.
- CPM has a comprehensive range of technical and innovative water management solutions.
- Manufacturing takes place at two sites – one at Mells (Somerset) and one at Pollington (East Yorkshire). There are ancillary offices in the Midlands and Scotland.
- The business has approximately 350 employees, with the majority based at the Somerset head office site.
- CPM is a profitable business with a strong track record of quality and service.
- The business will trade initially as Marshalls CPM, within the wider Marshalls Group.





# Acquisition of CPM

## Market background

- Marshalls is currently active in above ground, linear drainage products, combined kerb and drainage systems.
- CPM's routes to market are through merchants, albeit the Company supplies new housebuilding and infrastructure projects (including Hinkley Point, HS2, and A14 Cambridge).
- Marshalls currently does not trade in below ground UK drainage products.
- The acquisition of CPM will expand Marshalls' product range into below ground drainage.
- The acquisition of CPM will also enable Marshalls to deliver a fuller system-based water management proposition.



## Acquisition of CPM

### Product range

- CPM manufactures precast concrete, below ground drainage products and systems. It operates in the “collect,” “conveyance,” “clean,” “hold/release,” and “recycle” areas of the underground market and can offer a full system design capability.
- The product ranges include:
  - Collect: gully pots and covers
  - Conveyance: pipes, traditional and sealed manholes
  - Clean: hydrodynamic vortex separators and filters
  - Hold/release: attenuation tanks, flow control and perforated pipes
  - Recycle: rainwater harvesting chambers
- The provision of bespoke “off-site” solutions is a particular growth area.



## Acquisition of CPM

### Financial information

- Forecast revenue for the year ending 31 December 2017 is £55.4 million (2016: £51.2 million).
- Forecast profit before tax for 2017 is £4.7 million (2016: £4.6 million).
- Forecast EBITDA in 2017 is £6.7 million (2016: £6.3 million).
- Recent growth has been driven by an expansion in production capabilities and the sites at Mells and Pollington now both produce around 170,000 tonnes per annum.
- Net assets at 31 December 2016 were £14.4 million and the balance sheet is supported by a strong fixed asset base.
- Gross assets were £33.0 million at December 2016.



## Acquisition of CPM

### Deal structure

- Cash consideration of £38.3m million for the entire share capital of CPM.
- Cash free / debt free basis.
- No earn out although the CPM executive management team will be incentivised by an equity scheme going forward.
- The acquisition cost represents
  - 7.8 times 2016 EBIT
  - 6.1 times 2016 EBITDA
- The acquisition is expected to be earnings enhancing in its first full year after completion.
- The acquisition will be funded from existing Group facilities. An additional £20 million debt facility line has been established to maintain headroom capacity.
- Post completion “Net debt : EBITDA” and gearing will remain well within our Group target metrics and continuing headroom capacity.

# Acquisition of CPM

## Funding and facilities update

	Facility £m	Cumulative Facility £m
<b>Expiry date</b>		
<b>Committed facilities:</b>		
Q4 2022	20	20
Q3 2021	20	40
Q3 2020	20	60
Q3 2019	20	80
Q3 2018	20	100
<b>On demand facilities:</b>		
Available all year	15	115
Seasonal (February to August inclusive)	10	125

- Additional £20 million facility arranged – 2022 maturity
- Comfortable facilities and headroom
- Balance of committed and uncommitted facilities
- Continuing strong comfort against covenants

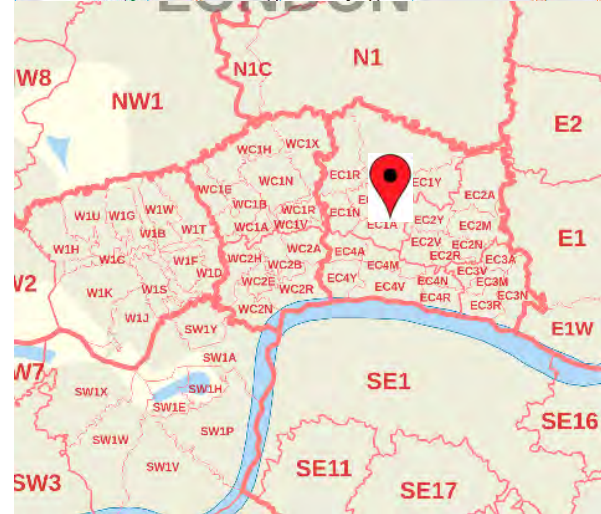
# Marshalls Design Space

Pete Hallitt



# Goal - Increased engagement with customers

- Over 2000 Architectural practices within a 15 minute walk
- Catalogues represented
  - Natural Stone, Concrete, Cladding, Street Furniture, Drainage
- Target Customers
  - Primary - Architects, Landscape Architects, Interior Designers, Specifiers
  - Secondary - Housing Associations, Housing Developers, Clients (Retail/Commercial), Local Authorities, Key Contractors, Crossrail
- Layout
  - Clean / tidy, board room type space for Continuous Professional Developments (CPDs)/ Meetings
  - Well designed samples area, Graphics / Visuals
  - Reception area
  - Hot desks (for use by customers & our London based team)
- Manning
  - Receptionist
    - Calling practice managers promoting CPD's, events, twitter, facebook
    - Organising events / meetings
    - Samples / Keeping the space clean and tidy
  - 10 London Project Consultants/Area Sales Managers based there (all catalogues) – Clean desk area / or separate space





2,500 attendees

650 drop in/booked appointments

Successful Meeting types

- Project Meetings
- Team Meetings of 10+
- Focus Groups

1,850 event attendees

33 Events Held

- From a mixture of partners that are beneficial to the business (see below)

Successful event types

- ✓ Product launches
- ✓ Workshops
- ✓ CPD's
- ✓ Socials (I.E crazy golf)
- ✓ Student Learning Days

Opportunities

- Office re fit- to suit the needs of the office
- Event sponsorships & collaborations with Landscape Institute



TOP CUSTOMERS

ARUP  
BDP.

GILLESPIES

Transport  
for London

LDÄ DESIGN

Heatherwick  
studio

TOP PARTNERS

Landscape  
Institute  
Inspiring great places

RIBA

SUPPLY CHAIN SUSTAINABILITY  
SCHOL

bre

swig  
Sustainable  
Water Industry Group

ciria

ILP







Hi <<First Name>>,

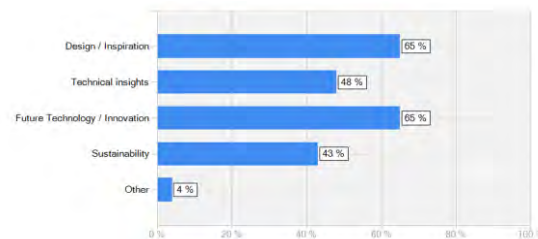
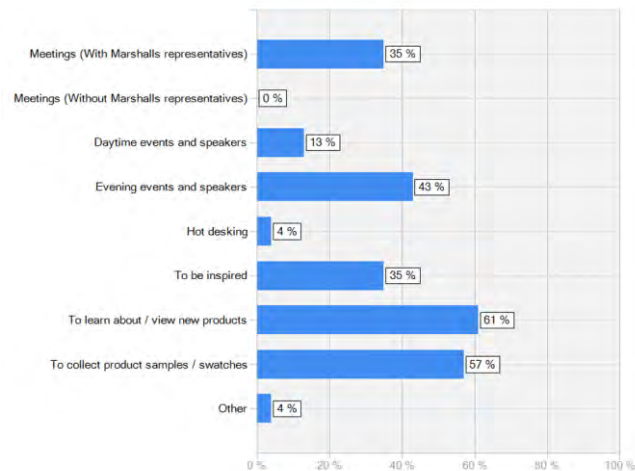
At Marshalls we always strive to have a better understanding of how we can best serve our customers. With the Marshalls Design Space in London approaching its second birthday, we would like to find out what you think.

This short survey will allow us to gain a better understanding of how we can do things differently to meet your needs.

We expect this survey to take **no longer than 5 minutes to complete**. Your answers will be completely anonymous.

[START SURVEY](#)

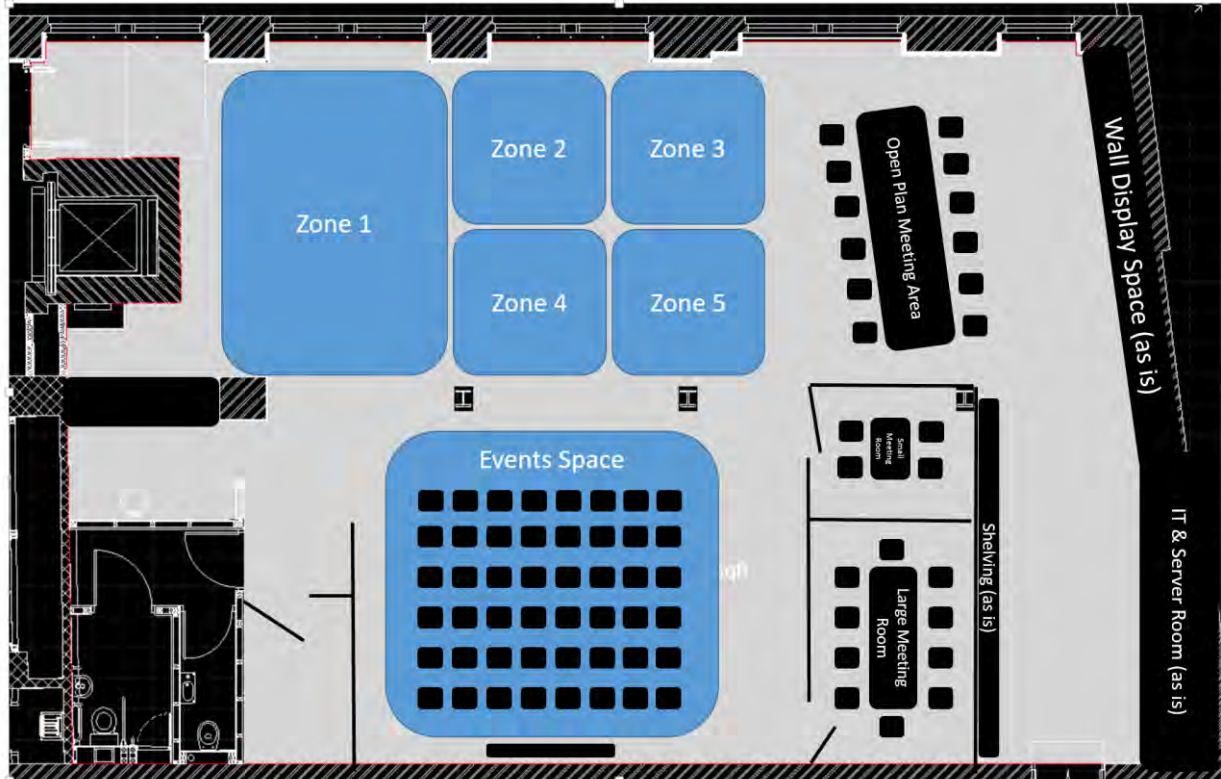
Your input would be greatly appreciated.



# Design Space Insights

- Space to conduct evening events
- Focus on primary customer - Landscape Architect, Architect and Designer
- Update space on a quarterly basis - based on frequency of visits
- Improve communication of events, ensure promotion within the space and use PCs to communicate messages - primary channel of communication is email, then Marshalls representatives and current events
- Primary purpose of the space is product information – ensure sufficient space is dedicated to five key product categories (Concrete, Natural Stone, Drainage, Furniture and Walling/Mortars)
- Imagery to inspire – key reason to visit
- Design/Inspiration, Technical Insights, Future Technology/Innovation and Sustainability are all key topics

# Design Space Refresh - 2018







PAVING SWATCHES



Conservation Smooth Ground Paving

The finish of the paved surface can be as simple as a stone. Unhiding even surface components traditional with asphalt, whereas smooth ground pavements are the perfect choice to allow construction to modern spaces.



Marshall's  
Creating Better Spaces



The Solent Enterprise Zone is home to Fareham College's Centre of Excellence for Engineering, Manufacturing and Advanced Skills Technology (CEMAST).

CEMAST College  
Saxon Paving, Saxon Steps  
Conservation Kerb

**Project:**  
CEMAST College

**Client:**  
Fareham College

**Contractor:**  
Woodman Civil Engineering &  
Leadbetter Construction

**Products used:**  
Paving: Saxon Paving, Directional  
Guidance tactile paving  
Steps: Saxon Steps  
Kerbs: Conservation Silver Grey

The Marshall's  
Approach to  
Good Paving  
Design

Balancing Aesthetic,  
Performance and Cost

This guide explores the three key principles of paving and how the Marshall's product range can be used effectively to create better spaces.

The three principles are as follows:

**Aesthetics** is the area where the designer is allowed freedom; consisting of plan size, colour and texture.

**Performance** Function and plan size are key considerations of performance and should be considered to ensure that the pavement stays safe and looking good for years to come.

**Cost** can be a complicated issue; it's rarely as simple as comparing the cost of one surfacing product with another. There are a number of elements which should be included in your calculations to arrive at a complete cost for the paved system, including (but not limited to) installation, sub-base materials, the type of drainage required, and the anticipated lifetime of the project.

These three principles culminate in the Marshall's paving portfolio which can be viewed in its entirety in a handy chart within this guide.



PAVING GUIDE

Marshall's  
Creating Better Spaces



PAVING

Marshall's  
Creating Better Spaces



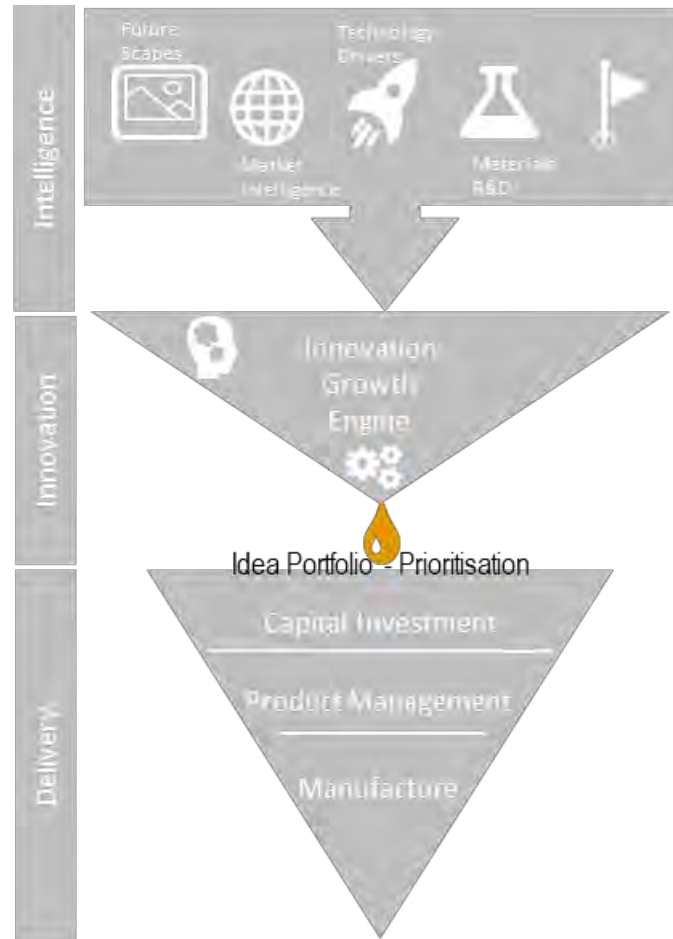




# New Product Development Through Concrete Innovation

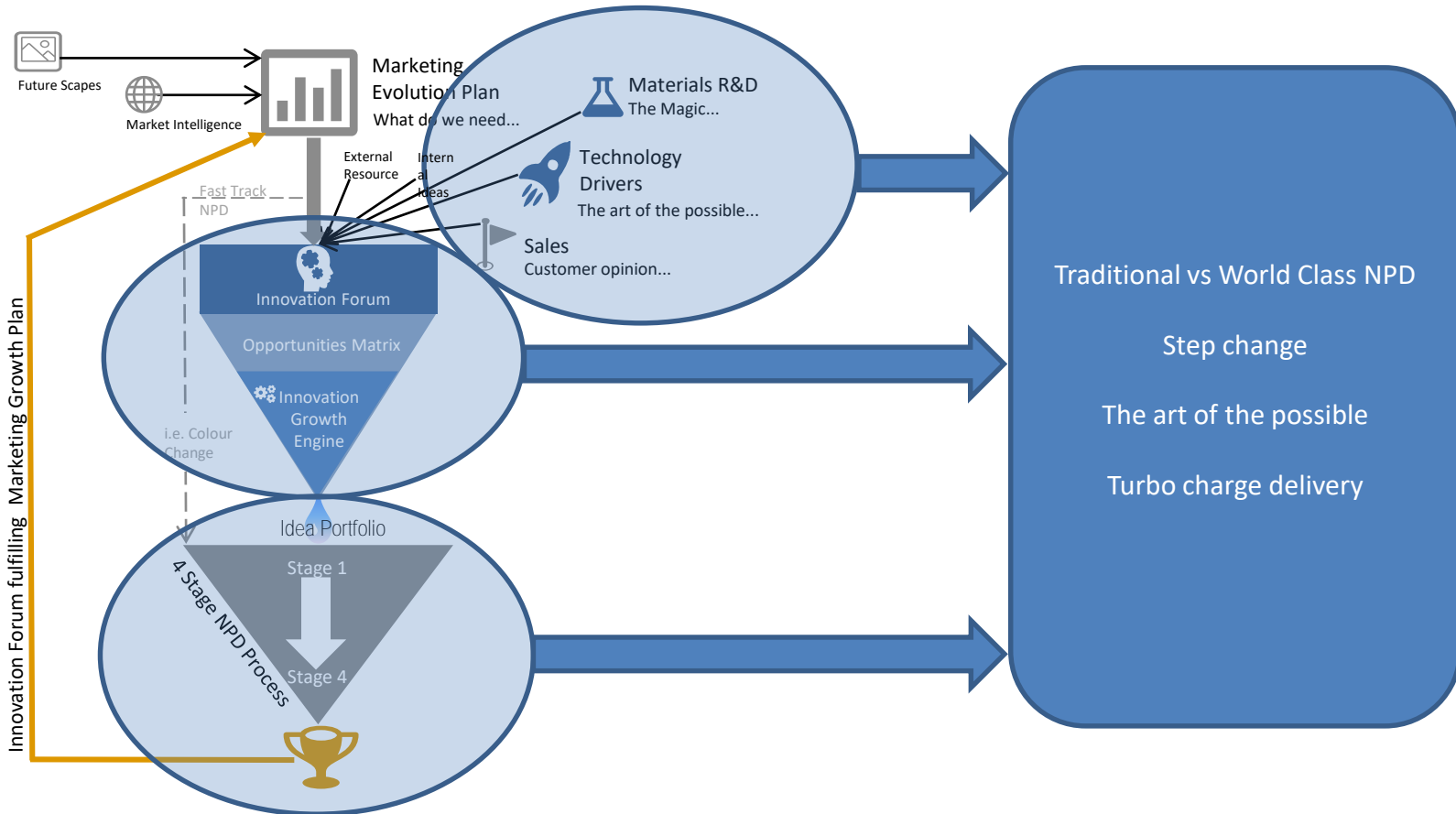
Chris Harrop  
Tom Poole

# The Innovation Cycle

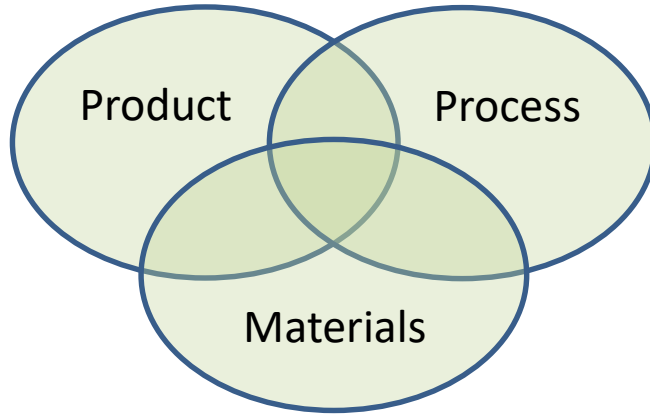




# The Innovation and NPD process – transition to World Class



# The Innovation and NPD framework



**There is a critical relationship between product, process and materials for development of new products.**

## **Delivering the products of tomorrow (NPD but not as we know it....):**

- Dedicated and focussed Resource
- High levels of technical competence in materials, automation, engineering and product design
- Delivering a higher degree of product complexity
- Increased operational capability (people and plant)
- Common ownership and purpose to deliver products of the future
- Aligned operational goals
- Off line trial and development facilities

# The Fundamentals...

**FUT SPA** **URE CES**

Curated by Marshalls

## THE CHANGING FACE OF THE SPACES WE SHARE

Discover the 12 emerging themes that will change the nature of our built environment.

[About the Project](#) | [Contact Us](#) | [Site Map](#) | [Visit Marshalls.co.uk](#)

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# Future Spaces

## 4 Global Mega-Trends

### 1 SUSTAINABILITY

(Resources and the changing environment)

### 2 CHANGING DEMOGRAPHIC

(Shifting social and cultural expectations)

### 3 MASS URBANISATION

(The decade of the city)

### 4 GET SMART

(Smart is the new 'green')

## Things that will change our landscape

1. The blurring of public/private spaces
2. More people in smaller spaces
3. Demarcating multi-use spaces
4. The new wave of water management
5. Future concrete
6. The blossoming of biophilic design
7. Urban Greening
8. The rise of the super-landlord
9. The gender-neutralisation of society
10. Placemaking for the People
11. Building-in Resilience
12. The Circular Economy

# Day to Day Realities



# New Products Must ...



# New Products & Key Drivers

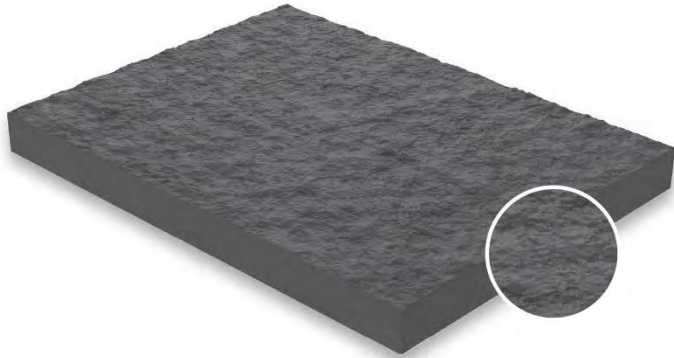
	Improving Aesthetics	Improving Installation	Improving Functionality	Improving Sustainability	Reducing Whole Life Costs
Drivesys Range	● ●	● ● ●	● ● ●	●	● ●
Driveline Drain	● ●	● ●	● ● ●	● ● ●	● ● ●
Driveline Metro	● ● ●	● ●	● ●	● ●	●
Organa	● ●	●	●	● ●	●
Rivero	● ●	●	●	● ●	●
Myriad	● ● ●	● ●	● ●	●	●
Priora Range	● ●	● ● ●	● ● ●	● ● ●	● ● ●
Urbex	● ●	●	● ●	●	● ●
The 'Key' Range	● ●	● ●	● ●	●	● ●
Drexus Range	● ● ●	● ● ●	● ●	● ● ●	● ● ●
Rail Platforms	● ● ●	● ● ●	● ●	● ●	● ● ●

# Drivesys<sup>®</sup> Patented Driveway Systems

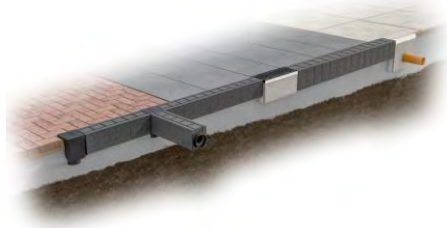
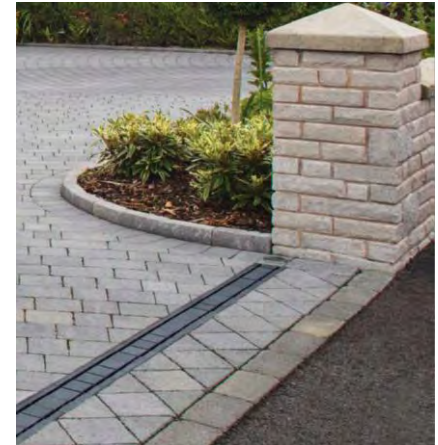




# Commercial Kerrig



# Drexus Driveline Drain



# Driveline Metro



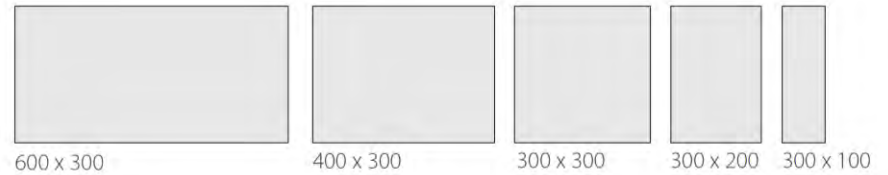
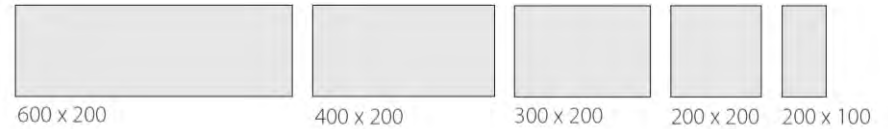
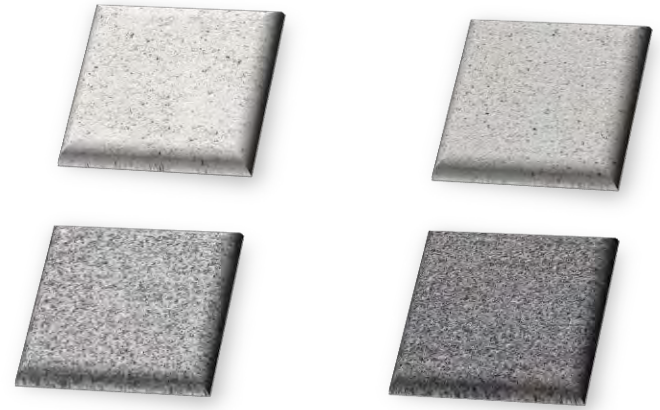
# Organa



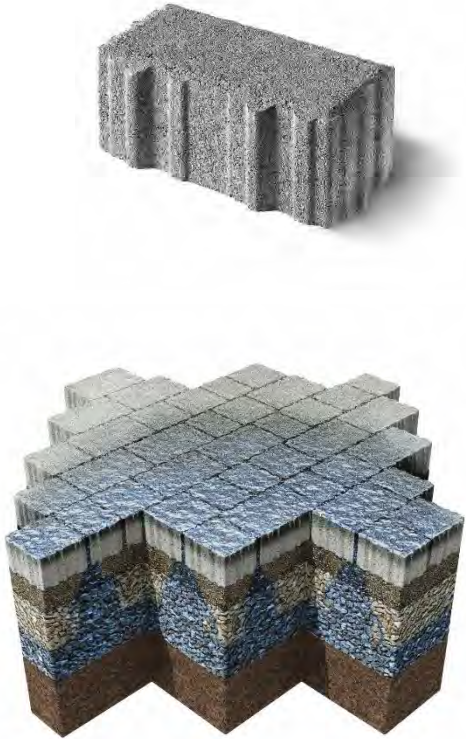
# Rivero



# Myriad



# Priora Range Expansion



# Urbex'

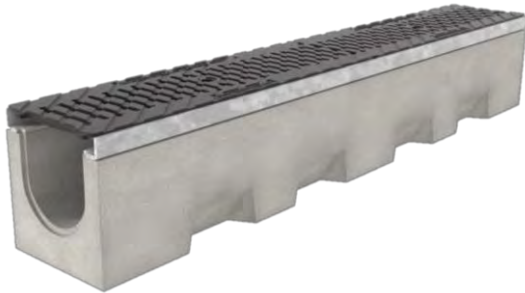




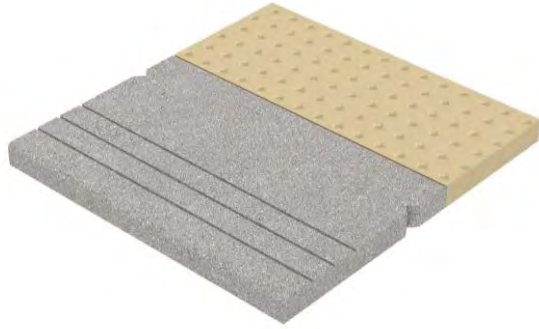
# The 'Key' Range



# The Drexus Range



# Rail Platform Range



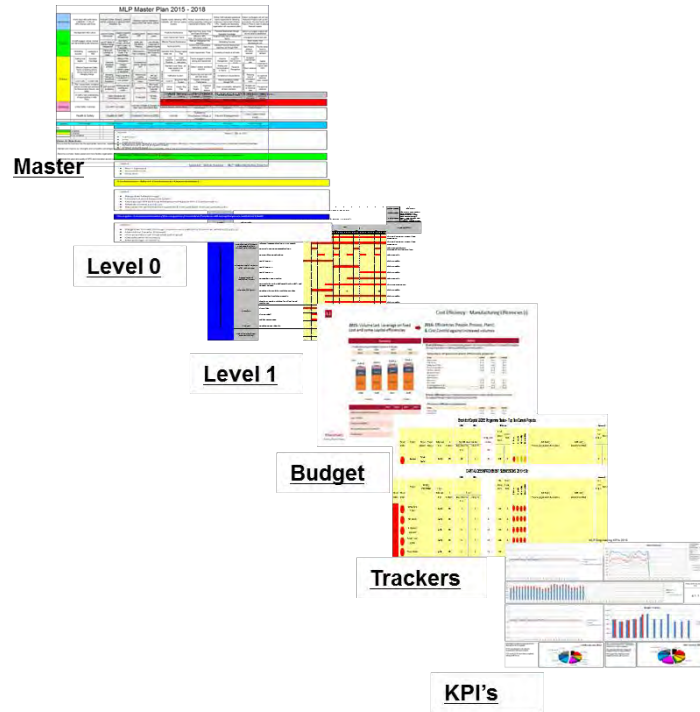
# New Products



# Self Help Programme

Simon Bourne

# Self Help Programme – Rules of Engagement



- Additional to ongoing capital expenditure.
- “Value Add” approach to accelerate efficiencies whilst maintaining SHEQ standards.
- Target cost reduction opportunities and volume growth areas – “More for Less”.
- Objective is < 3 years payback & healthy IRR.
- We aim to future proof projects & activities where possible in line with network optimisation strategy.
- Delivery & success monitored closely.

# Self Help Programme – Elimination of Product Transfer & Labour Costs Plus Capability Enhancement



- New equipment to eliminate logistics costs where we currently transfer products to specific regions & investment to reduce costs on labour intensive processes.
  - E.g. Kerb & edging press facilities servicing the South East (Sandy, Sittingbourne & St Ives).
  - E.g. Recon walling line to eliminate intensive labour costs.
- Investment in alternative capabilities to enhance ability to produce value add products.
  - E.g. Facemix technologies
- All based on transport & labour efficiencies or capability enhancement but with SHEQ benefits also.

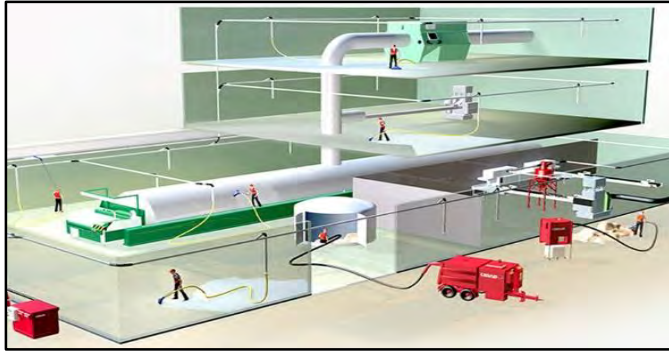
# Self Help Programme – Increasing Throughput



- Investment to increase throughput speeds & cycle times on our existing equipment.
  - E.g. Single mould capacity doubled up.
  - E.g. Press encoders fitted network wide to drive standard & reduced pressing times.
  - E.g. Static aggregate crusher.
- All based on performance efficiencies but with SHEQ benefits also.

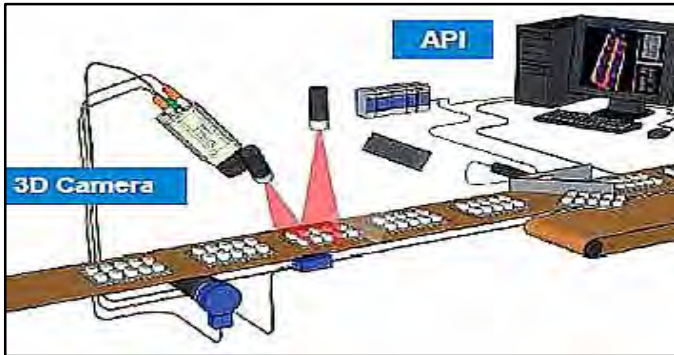


# Self Help Programme – Reducing Downtime



- Investment in auto wash systems in product mixers network wide.
- Investment in DISAB vacuum system soda blast cleaning equipment to speed up & improve off line cleaning.
- Measured wash down times to reduce downtime & increase uptime.
- Standardised equipment to assist with maintenance & troubleshooting.
- All based on utilisation efficiencies but with SHEQ benefits also.

# Self Help Programme – Removing Non Value Add



- Investment in AGV's – automatic guided vehicles.
- Investment in vision systems & monitoring cameras.
- Removal of tasks that are not adding value through the process.
  - E.g. Movement of product from end of line to curing racks on FLT's.
  - E.g. Human intervention on CBP quality checks.
- All based on labour & quality efficiencies but with SHEQ benefits also.

# Self Help Programme – Healthy Pipeline

- Many projects including:
  - New Press at Sittingbourne.
  - New Recon cropping line at West Lane.
  - Small bin upgrade on Sandy 4 (facemix capability)
  - Eaglescliffe bin upgrade (facemix capability)
  - Static aggregate crusher at Howley Park.
  - Press Encoders network wide.
  - Single mould capacity increase network wide.
  - Walter Wash systems network wide.
  - Disab vacuum systems network wide.
  - AGV's at Ramsbottom (Pilot).
  - Vision system at Newport (Pilot).
  - Much more to come!



# Digitising the Customer Journey

Chris Harrop  
Pete Hallit  
Sion Harrison

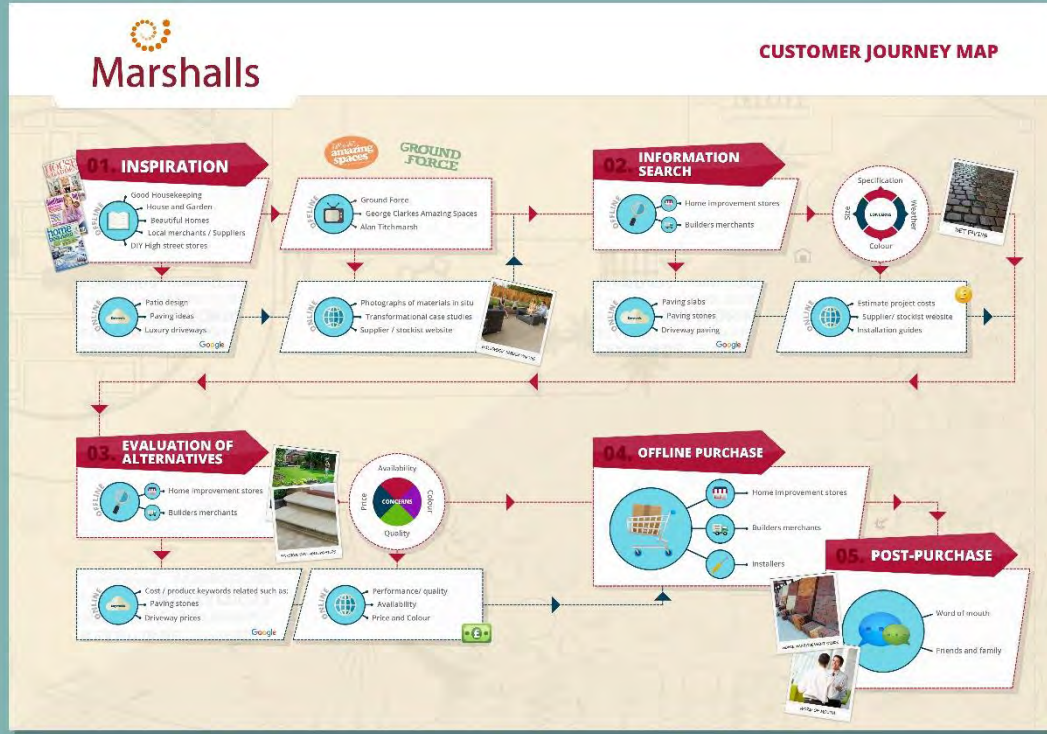
# Marshalls Digital Strategy



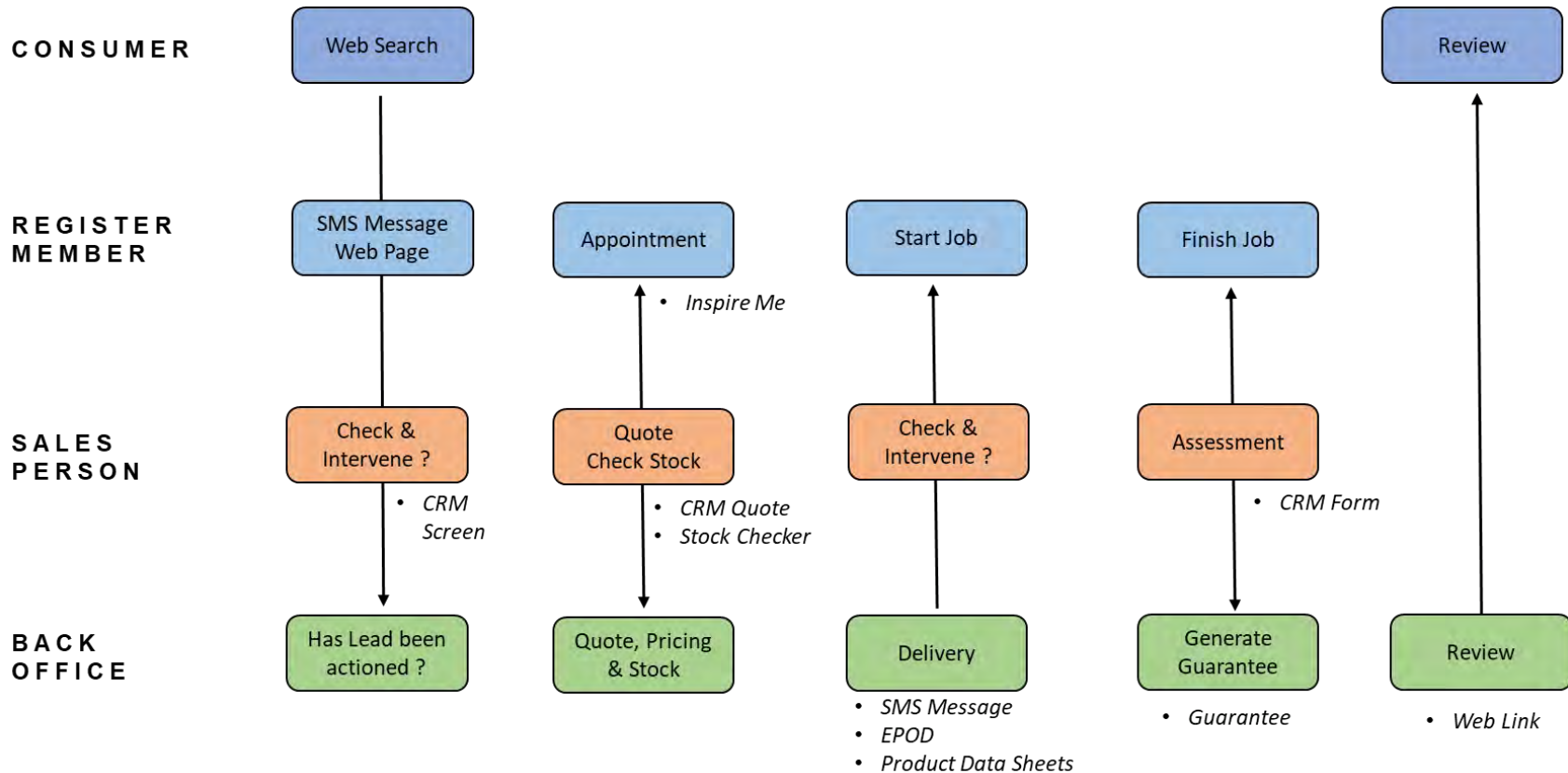
# Our Digital Principles



# User Experience Mapping



# Consumer Project Journey








# Consumer Web Search

## 10 NEAREST ACCREDITED INSTALLERS TO HX6 4JH

Find an accredited installer now

Use your full postcode to find the nearest Marshalls Register accredited paving & driveway installer.



Company Name		Skills & Services	Gallery	SMS	Request Quote
Mel Green Construction Ltd	<a href="#">Profile &gt;</a>	    		<a href="#">Text Installer</a> 	<input type="checkbox"/>
Heritage Landscape Company	<a href="#">Profile &gt;</a>	    		<a href="#">Text Installer</a> 	<input type="checkbox"/>
S Baxter Paving & Fencing	<a href="#">Profile &gt;</a>	    		<a href="#">Text Installer</a> 	<input type="checkbox"/>
Chris Hallinan Patios & Driveways	<a href="#">Profile &gt;</a>	    	<a href="#">View Gallery</a> 	<a href="#">Text Installer</a> 	<input type="checkbox"/>
Brighthouse Driveways Ltd	<a href="#">Profile &gt;</a>	    		<a href="#">Text Installer</a> 	<input type="checkbox"/>
Northowram Landscapes	<a href="#">Profile &gt;</a>	    		<a href="#">Text Installer</a> 	<input type="checkbox"/>
Garden TLC	<a href="#">Profile &gt;</a>	    	<a href="#">View Gallery</a> 	<a href="#">Text Installer</a> 	<input type="checkbox"/>

# Installer Profile



## COMPANY PROFILE

Welcome to Brighthouse Driveways, block paving and patio specialists. We pride ourselves in the quality of our work and always produce exceptional results. We have been trading for 20 years and have many satisfied and happy customers. Our philosophy is simple: to provide excellent workmanship and craftsmanship to our customers' complete satisfaction.



Company: Brighthouse Driveways Ltd  
 Owners: Darren Brown  
 Address: 38 Cumberland Avenue  
 Huddersfield  
 HD2 2JJ  
 Telephone: 01484 480155  
 Website: [www.brighthousedrivewaysltd.co.uk](http://www.brighthousedrivewaysltd.co.uk)



## SPECIALISMS

Marshalls assesses certain skills and capabilities that members have demonstrated in specialist areas of landscaping which are reviewed periodically by Marshalls assessors to ensure that the skills are current.

The following specialisms are offered by this Registered Member:

## CONTACT THE REGISTER MEMBER FOR A QUOTE

Email



Text



## CUSTOMER SERVICE

*"Excellent workmanship and product, would recommend to friends"*

Mr & Mrs I - Halifax

*"Very friendly and customer orientated contractor. Best drive in the street"*

Mr & Mrs Y - Holmfirth


*"Very happy"*

Mrs H - Cleckheaton

# Installer Communication

**Step 1**

After choosing their installer, the consumer fills in their details and requests a quote



**Step 2**

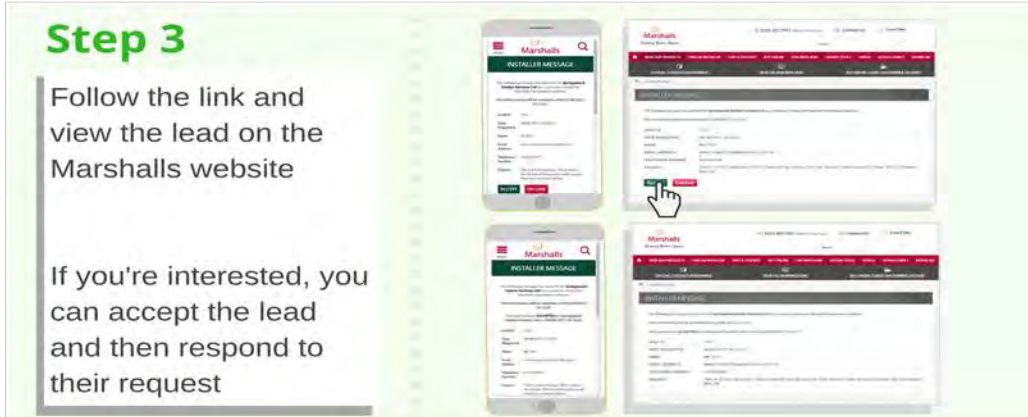
The lead is then emailed to you



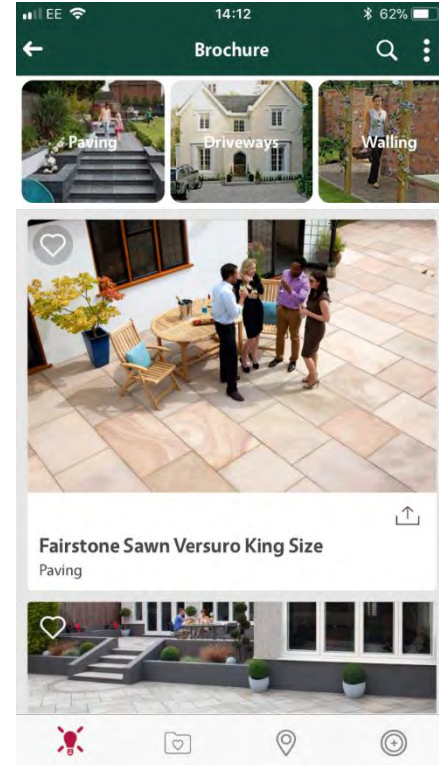
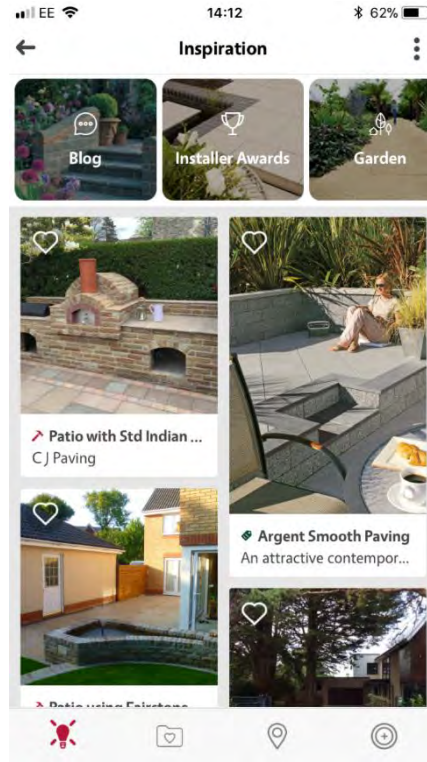
**Step 3**

Follow the link and view the lead on the Marshalls website

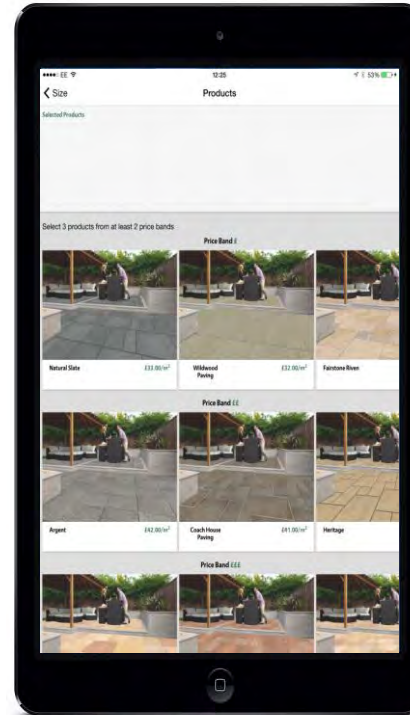
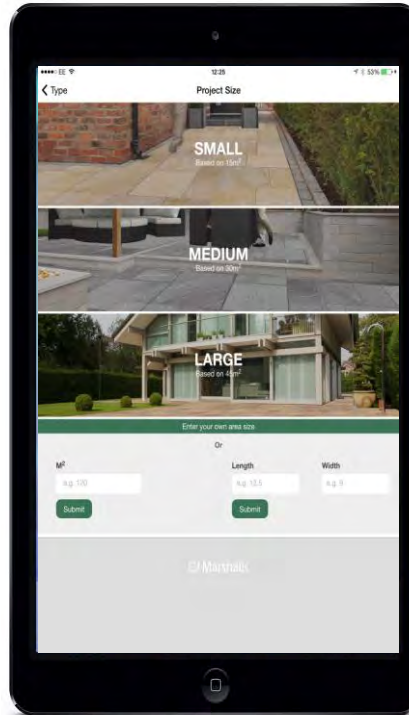
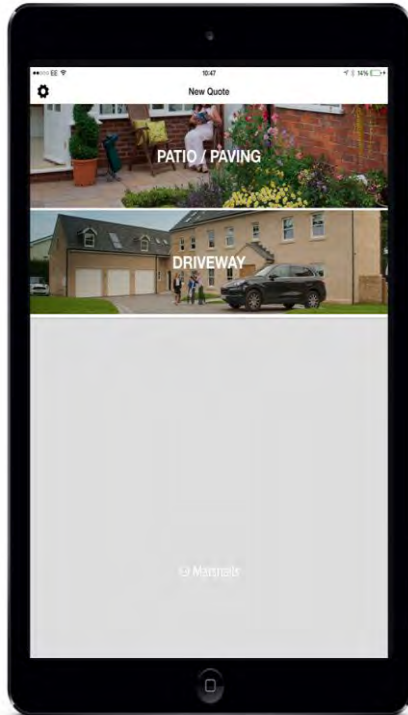
If you're interested, you can accept the lead and then respond to their request



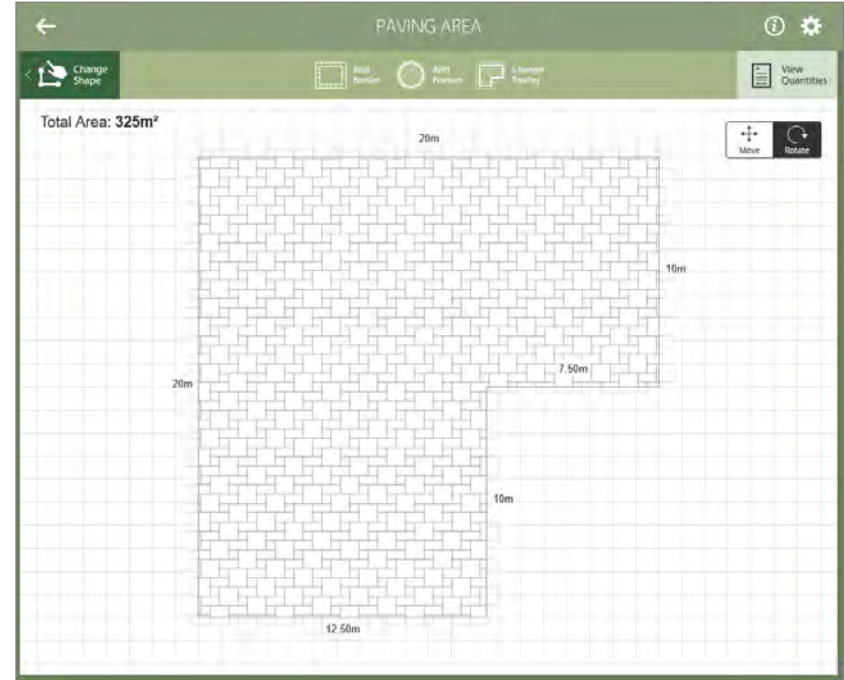
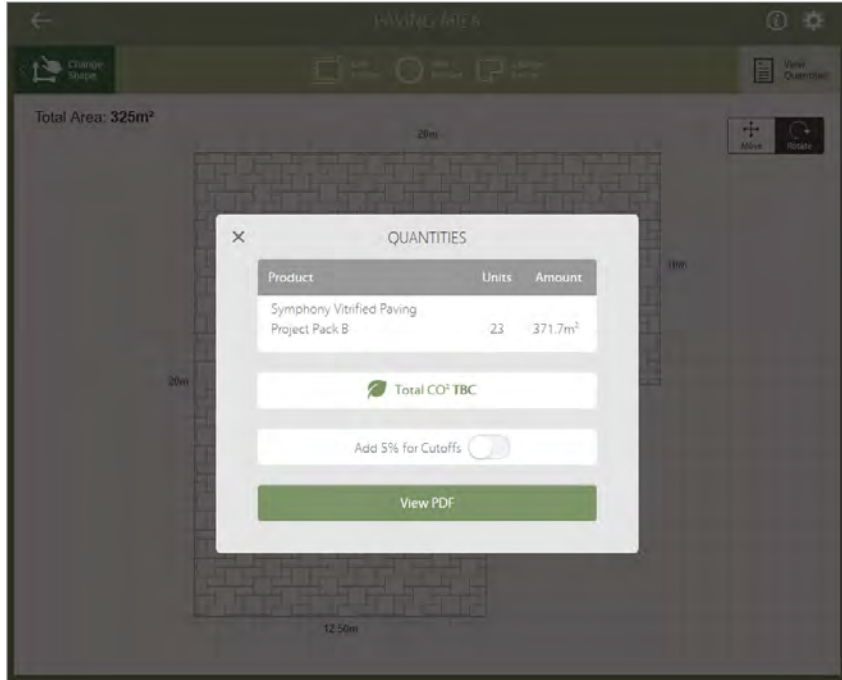
# Register Member Appointment



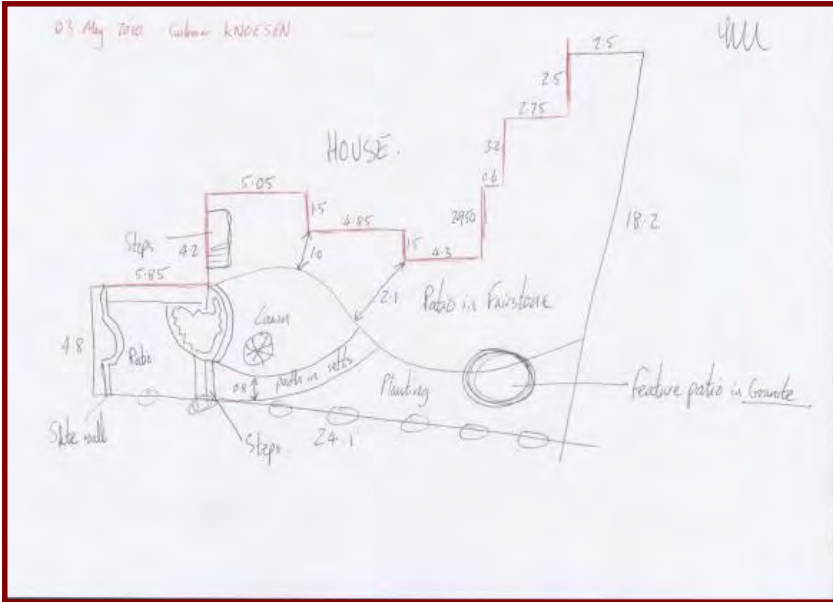
# Sales Tools





# Design the Patio – Patio Planner



# Working with the Marshalls CAD team






# Marshalls IDM Plans his week

Paul Clayton  

My view

## Customers

Customer/City:  Grade:

Customer	Sales ytd			Quotes ytd			Calls ytd		
	2017	2016	Diff	2017	2016	Diff	2017	2016	Diff
 <a href="#">One Call For All, Rope Garden Nurse, Shavington, Crewe</a>	£23,532	£1,218	£22,314	£61,778	£7,802	£53,976	19	5	14
 <a href="#">Wilcox Landscapes, 16 London Road, Crewe</a>	£13,115	£2,960	£10,155	£43,455	£18,003	£25,452	18	4	14
 <a href="#">L A P Groundworks, 179 Brashfield Road, Crewe</a>	£743	£0	£743	£1,759	£1,005	£754	4	2	2
	£37,390	£4,178	£33,212	£106,992	£26,810	£80,182	41	11	30



# Marshalls IDM talks to installer

The screenshot displays the Marshalls IDM software interface. At the top, a dark navigation bar shows the user's name 'Paul Clayton' and notification icons. Below this is an orange header bar with the ID 'R00486' and the address 'One Call For All, Rope Garden Nursery Gresty Lane, Shavington, Crews'. A row of icons is visible below the header. The main content area is titled 'Customer Visit' and contains a breadcrumb trail: '1) Contact', '2) Visit Detail', '3) Forms', and '4) Note'. A text area labeled 'Note:' contains the following text: 'Chatted about using symphony on job scheduled for w/c 5th Nov. Provided an online quote. However may want a cheaper product so have priced heritag too. Should have an answer by the end of this week.' Below the text area is a 'Notify..' button and three notification cards for 'Kelly Mageen', 'Stuart Williams', and 'Amanda Smith', each with a thumbs-down icon. At the bottom right, there are 'Back', 'Save', and 'Cancel' buttons.

# Marshall's IDM quotes Installer

Paul Clayton 4 4

R00486 - One Call For All, Rope Garden Nursery Gresty Lane, Shavington, Crewe

### Customer Quote

1) Contact(s) 2) Delivery 3) **Products** 4) Order 5) Note

Show Alternatives (0 items)

Product	Stock	Pk Size	Pk Qty	List	Cus Price	Total	Options
Symphony 595x595x20 Buff		64 num	2	£16.04	£16.04	£2,053.12	
Symphony Jointing Compound Buff 20kg		1 num	2	£0.01	£0.01	£0.02	
Paving Primer 20kg Tub Grey Marshall's		1 num	2	£23.39	£23.39	£46.78	
<b>Add Product</b>					Delivery	£50.00	
						Total	£2,149.92

Weight: 2.08 tonnes Vehicle Type:

**Back** **Next** **Cancel**

# Marshalls IDM prepares for installer - future

Paul Clayton

R00486 - One Call For All, Rope Garden Nursery Gresty Lane, Shavington, Crewe

Kelly Mageen on 04 September 2017, 14:08 (Over a month ago)  
Quote Raised

Consumer Project Quote 2588723 raised for project 5540907 with status Order to Place - One Call For All, Shavington, Crewe

[Add Comment](#)

Paul Clayton

R00486 - One Call For All, Rope Garden Nursery Gresty Lane, Shavington, Crewe

[OI refectory cottage springe lane, Nantwich](#)

Quote Id	Customer	Catalogues	Quote	Date	Ref
+ 2801127	[Redacted]		£1,934	02/10/2017	2

Paul Clayton

P36651 - Seddon Construction, Plodder Lane Edge Fold, Farnworth, Bolton


Site Sales

Quote Values

Merchant Spend

[Top 10 Merchants](#) [Merchant Spend](#)

Top Merchant Spend



Paul Clayton

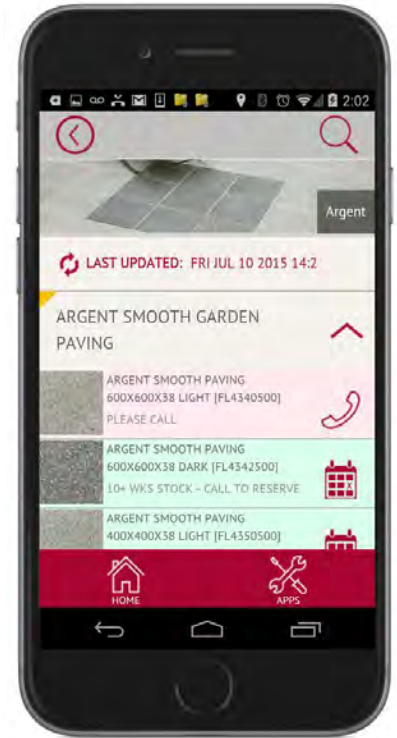
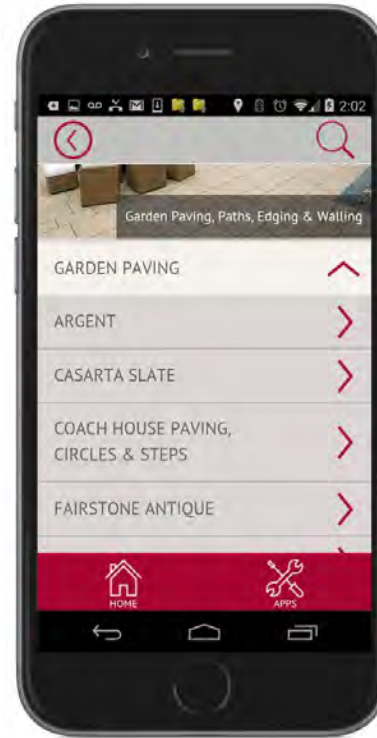
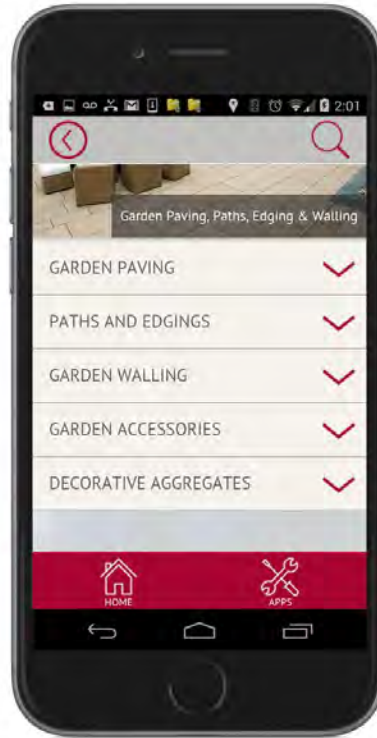
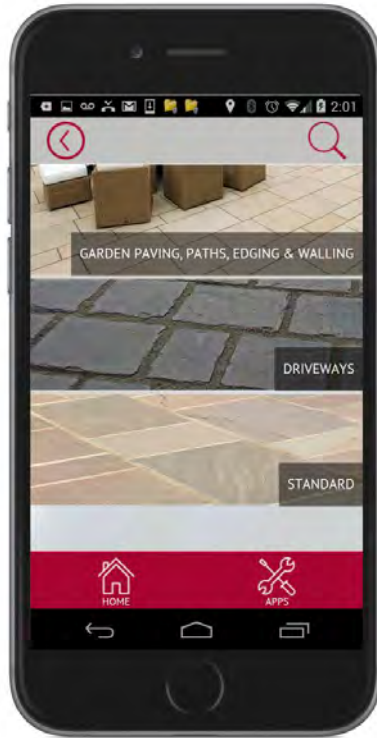
Crewe

Customer	Catalogues	Quote	Date	Ref
[Redacted]		£3,262	20/09/2017	3

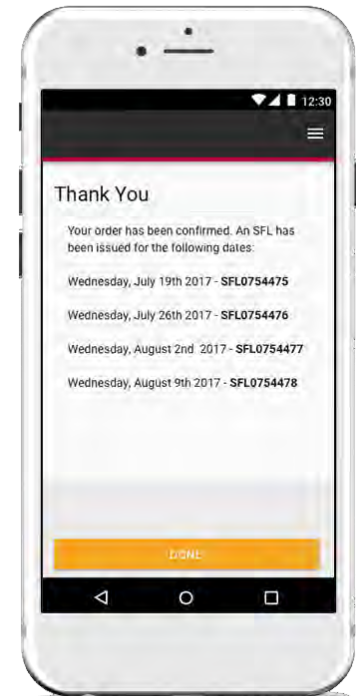
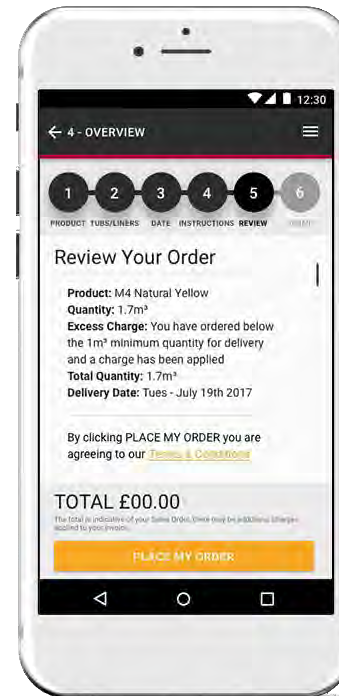
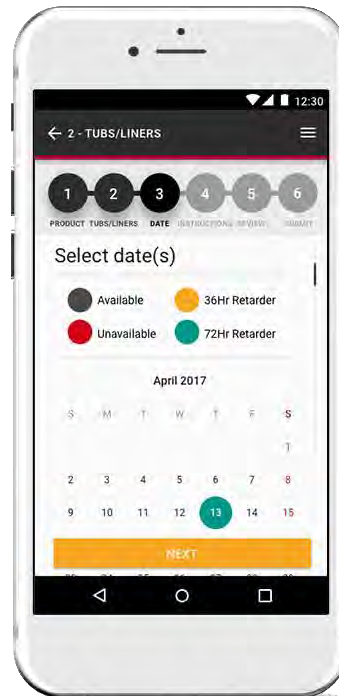
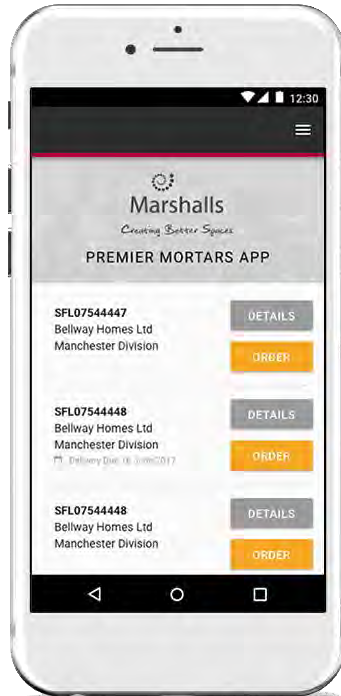
[head, Nantwich, Nantwich](#)

Customer	Catalogues	Quote	Date	Ref
[Redacted]		£1,206	06/09/2017	3

# Planning the Installation



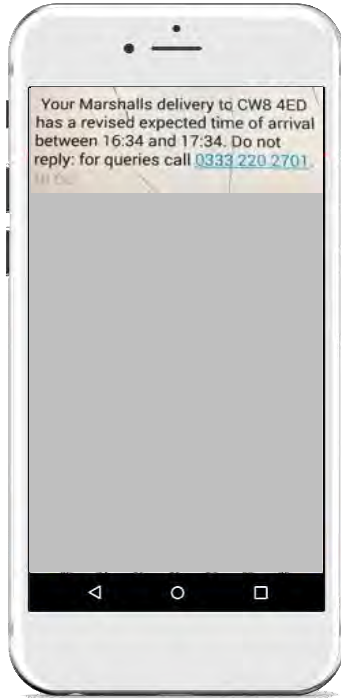
# Placing an Order







# Work Begins ...





# Where's My Load?




Contact Marshall's | UK 


**Where's My Load?**


Your delivery is on its way, with an expected delivery time of 12:23. You can track the progress below. REFRESH MAP 



# Product Arrives





**DELIVERY NOTE**



Page: 1 / 1

**Client Name:** Woodchurch Homes Ltd  
**Address:** No: 11332  
**Delivery To:** Woodchurch Homes Ltd  
 Trowbridge  
 Tricketts Lane  
 Exonbury  
 Chippenham  
 SN15 2JL  
 : 0145 133910

**Sales Order:** SFL002015  
**Trailer:** TR132917  
**Loading Point:**  
**Vehicle Reg:** YK17 VIG  
**Date:** 09/10/2017  
**Sales Contact:** Turner David  
**Telephone:**  
**Cost Ref:** 100

**Special Instructions:**  
 Make 073050795, 073054209, AM Delivery, Alternative Postcode PR2 3QR - 36 Hour Risk  
**Motor:** #1998-0-2010-099-CPH-56893\_11

**Driver Signature for out of hours delivery:**

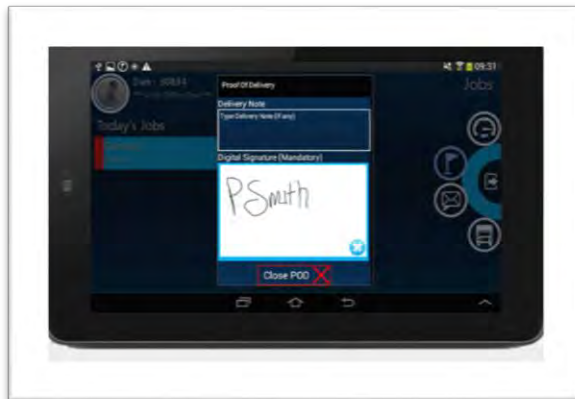
Date Loaded: 0  
 Time Loaded: 00:00  
 Delivery Date: 09/10/2017  
 Delivery Time: 12:10  
 Time On Site: 00:23  
 Time Off Site: 00:24  
 Working Time: 1

**Customer Name (Print):** *Mr*

**Signature:** \_\_\_\_\_

Company to which we deliver (or order carrier name) and address. And contact with the vehicle and driver, when (optional) delivery addresses. Refer to health and safety leaflet for full job information.


Marshall's, Woodchurch Homes, and Exonbury is a trading name of Marshall's (UK) Ltd.  
 Registered office: Exonbury Lane, Exonbury, Trowbridge, Wiltshire, BA14 0JH, Exonbury Lane, Exonbury, Trowbridge, Wiltshire, BA14 0JH.  
 In accordance with Marshall's terms & conditions, available with request at www.marshall-woodchurchhomes.co.uk  
 Marshall's reserves the right to alter product specifications without notice.





# Installation Guidance

YouTube GB Search



How to lay SYMPHONY Vitrified paving | Installation Guide | Marshall's

Marshall'sTV  
Subscribe 6.6K

126,195 views

+ Add to Share More

215 25

Fabweld Steel Products shared your post  
October 2 at 11:24am

Great video from Marshall's Pic  
We've worked in partnership with Marshall's Pic on many a project!

Marshall's Pic  
September 29 at 10:30am

For a helpful step-by-step guide to installing a patio and walling in your garden, watch this video:  
<http://bit.ly/2y8nqM4>



**How to Install Patio Paving and Walling**  
This is a short film created by Marshall's to show how we recommend patio paving be installed. The film also covers the build of a small garden wall and how y

YOUTUBE.COM

Marshall's  
La Lina Piora  
300 x 100 x 60mm



Technical specifications and product details for La Lina Piora paving stones.

Marshall's  
La Lina Piora  
300 x 100 x 60mm



Technical specifications and product details for La Lina Piora paving stones.

# Installing the Paving



# The Completed Project



# Sharing Success ...



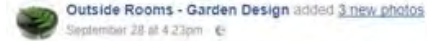
Habitat Landscapes  
@Habitat\_L

Messrs the assessor lending a hand to clean up our site today! Great to you Neil thanks for the support. @MarshallsReg 🙌🙌🙌



Walker L & D  
@Walker\_L\_and\_D

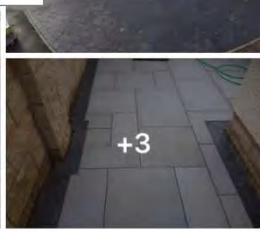
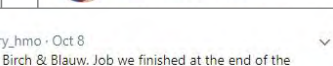
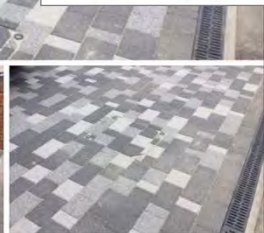
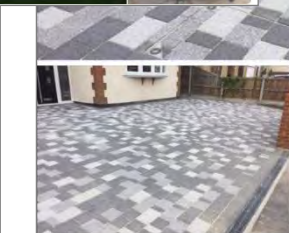
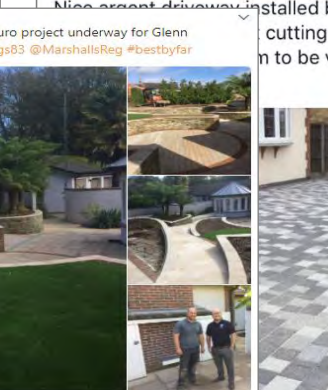
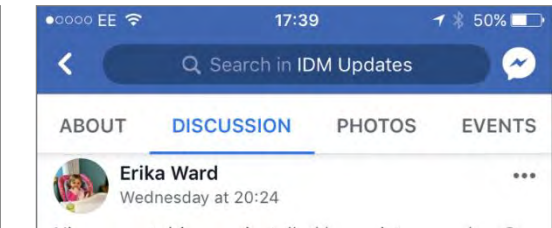
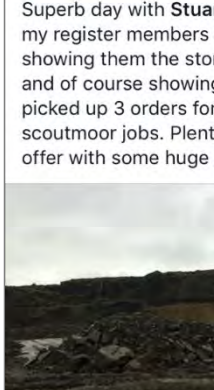
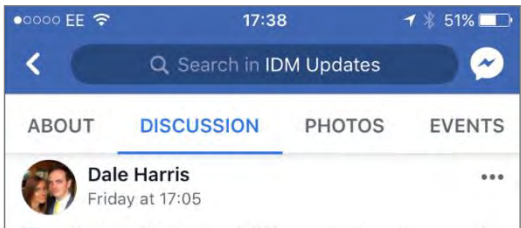
Big job broken out! @MarshallsReg lads really go the extra mile... Thanks @Sedds\_Mark 🙌



I requested two samples from Marshall's Plc the other day and I didn't expect these when they arrived yesterday! Thank you very much for sending full size paving samples from the Symphony porcelain range - it'll make the clients decision making process a lot easier. Much better than the usual 100x100mm square samples 😊



# Marshalls Retweeting and Sharing



# Marshall's Register Assessment



Ray Stephenson 3

R03135 - KMS Contractor, 9 Strand Close, Gravesend

### Assessment

Installation Types  Driveway  Path  Patio Other:

Site Address

Job Status Work in Progress:  Completed:

Skill	Compliant	Non Compliant	N/A
Setting Out	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Excavation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Sub-base	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Edge Restraint	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Drainage	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Skills Assessment			
Levels	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Laying Course	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Cuts	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Joints	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Cancel Submit

# Review of the Week

Stuart Williams 133

My view

Home
 Calendar
 Customers
 Engage
 Projects
 Quotes
 Reports

### Sales Summary

Yard Sales - YTD

Site Sales - YTD

### Register Members YTD

### Top 5 Postcode Areas

Area	Target	Current	+/-
Placeholder for Top 5 Postcode Areas data			

Showing 50, of 7869 with a total value of £20,056,689

Project	City	Created	Value	Owner	Activity	Tasks
	Maesteg	13/10/2017	£2,334		No activity	0
	Newport	13/10/2017	£3,166		No activity	0
	Manchester	13/10/2017	£4,936		3 days ago	1
	Sheffield	13/10/2017	£2,351		3 days ago	1










# Measuring Engagement

Stuart Williams 133

My view

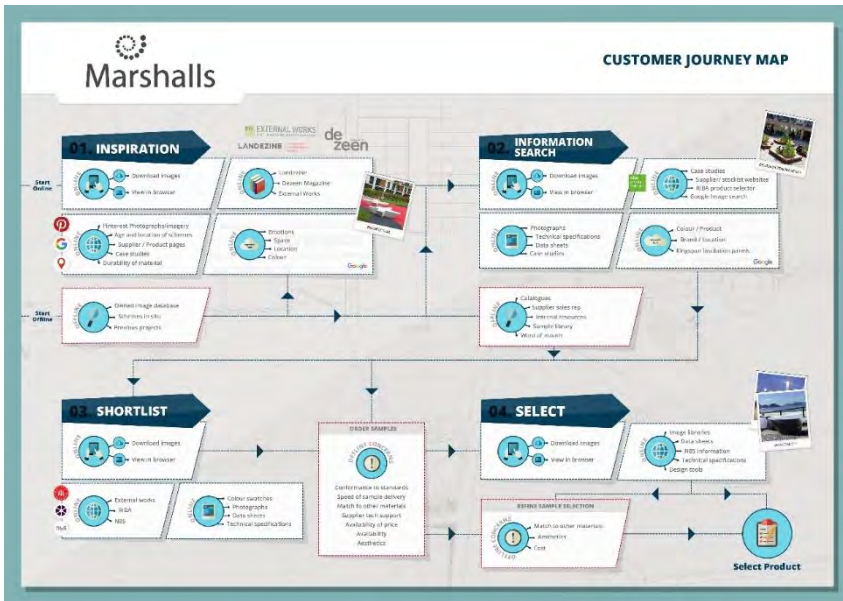
## Engagement

Customer/City:  Search

Customer	Cat2R	Reward	Competitor	Award	Event	Prod	MProm	Web	Total
 Yorkshire Pro-Pav... 65A Boroughgate, Otley	16	15	15	6	10	12	0	0	74
 Slow Construction... 3 Michelston Far... Gatcliffe	16	15	15	6	10	10	0	0	72
 B.H Building, 11 Woodbrook, Grantham	6	15	15	12	10	12	0	0	70
 Gordon TLC, 1 Lakeside Avenue, Oldham	0	15	15	12	10	10	5	0	67
 Driveways Excel, 5 Mossbank Avenue, Glasgow	20	15	8	0	10	12	0	0	65
 Davison Landscapes, Unit 3 Cromwell B... Hartlepool	1	15	15	12	10	12	0	0	65
 RJS Pavlovs, Wood Lane View, Stoke-on-Trent	6	15	15	6	10	12	0	0	64
 Brittas Landscap... Brittas Lodge Road, Carleton	16	15	15	6	0	10	0	0	62
 Sandstone Landscap... 26 Burnholme Avenue, York	6	15	15	6	10	10	0	0	62



# Groupwide Approach



Mike Goodwin 26

My view

Showing 50, of 84 with a total value of £18,330,493

Project	City	Created	Value	Owner	Activity	Tasks
5310848. Oxford road bus priority package	Manchester	02/11/2012	£2,056,060	Mike Goodwin	0 days ago	0
5404953. Northern hub - ordsall chord & zigzag viaduct	Manchester	16/03/2015	£838,837	Helen Butcher	18 days ago	1
5409427. Bb - mced um of manchester engineering campus	Manchester	20/04/2015	£673,366	Daniel Senior	26 days ago	1
5439298. Brierfield mill	Nelson	14/12/2015	£579,391	Mike Goodwin	25 days ago	1
5378688. Vinci Lameside interchange wellington street	Ashton-under-lyne	30/07/2014	£548,104	Daniel Senior	0 days ago	1

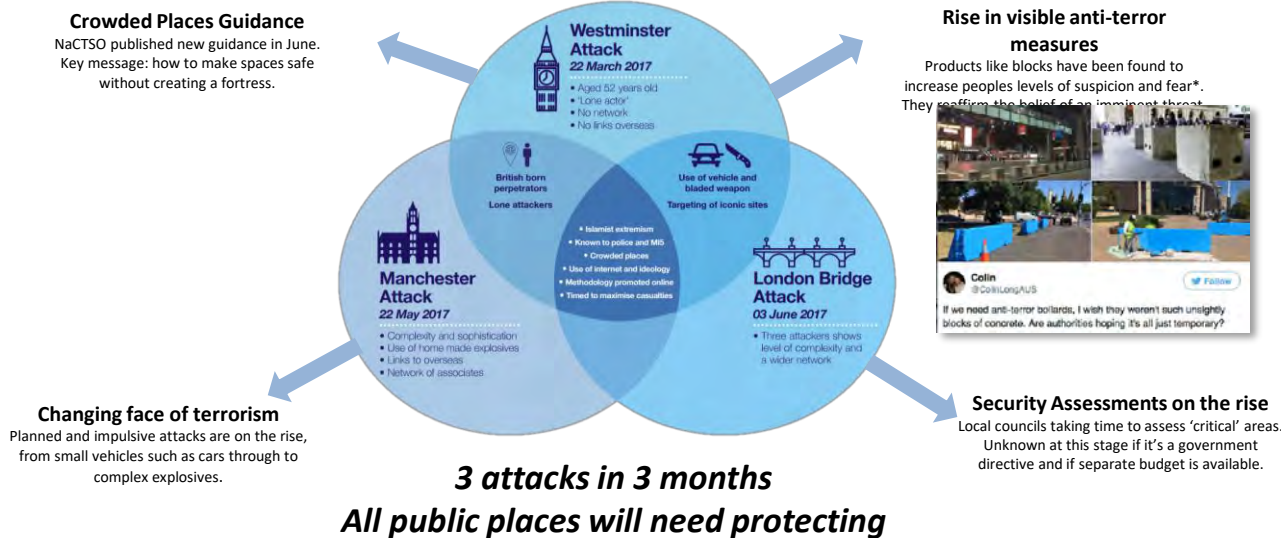


# Emerging Businesses

Tom Poole

# Landscape Protection

## Global market is growing & UK is no exception



Ref: Evaluating the societal response to anti-terrorism measures – journal of homeland security and emergency management

# Business Focus on Key Segments

## 1. Marshalls Landscape Protection - including Bollards, Post and Rail and PAS68

- Clear growth opportunity – Market Demand e.g. Hostile Vehicle Mitigation (HVM)
- Sales and Quotes significantly increased since recent attacks
- New Product and Technology – Range/Competency gap fill
- Specification Driven

Shallow Mount Bollard



PAS 170



## 2. Marshalls Landscape Furniture - including seating ranges (seating & associated products)

- Differentiate through design
- Integration with Landscape Products (aesthetics and ranges)

Stratic



Natural Elements



# Marshalls Premier Mortars & Screeds

- Premier Mortars acquired by Marshalls in 2004 for £3.45m
- Expansion has resulted in now having 14 plants with plans for further expansion
- Annual turnover has grown from £4.2m in 2004 to c.£22m in 2016
- The business specialises in the supply of Ready-To-Use mortars and screeds
- We employ c.110 people
- We have c.65 of our own LGV fleet
- Current UK market leader in supply of RTU mortar and screeds

# Marshall's Premier Mortars & Screeds - Opportunities

- Continue to build customer service reputation and intimacy
- Further geographical expansion
- Rollout of digital opportunity eg. site ordering App
- Significant NPD opportunity with flowing screeds :
  - Speed of construction
  - Removal of labour/skills
- Recon Walling now under same leadership to leverage synergies

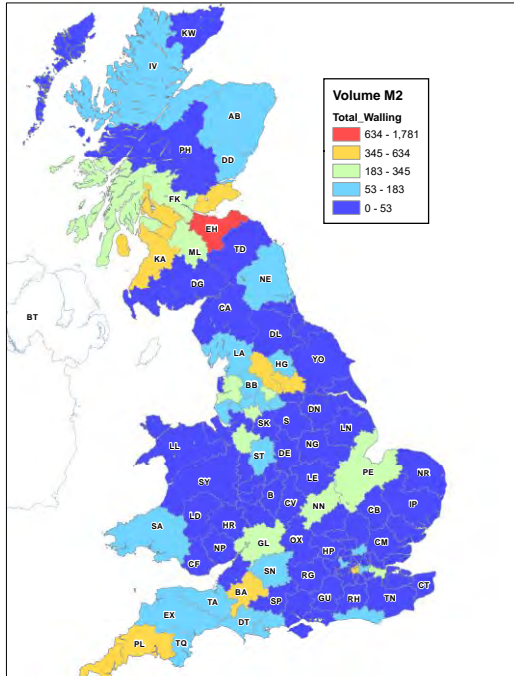
Labour Intensive Laying of Screed



Flowing Screed



# Stone & Recon Walling Specified in ABI



- Marshall's realistically only operating in Yorkshire and Scotland
- Opportunity for geographical growth
- Modest market share



# Minerals Division

## including Natural Stone Paving and Masonry & Facades

- Masonry & Facades (formerly Stancliffe Stone)
- Re-focus business and determine scalability
- Natural Stone Paving – Expansion of stone range underway (indigenous & imported)
- New investment in modern production facility will create efficiencies benefiting both product areas
- Aggregates - self help Capex to improve existing operations

High end  
masonry and  
façade project



£3m Capex  
investment in  
automation &  
optimisation of  
stone  
processing





Investor Day  
Thursday 19 October 2017  
Summary