



STEVEN JAMES DRAYER

DIRECTOR OF INTERNATIONAL BUSINESS – BLUELINX

SECUNDO MANAGING DIRECTOR TO BARON POINT

[STEVEN.DRAYER@BLUELINXCO.COM](mailto:STEVEN.DRAYER@BLUELINXCO.COM)



# OVERVIEW

Joining as a Secundo member of Baron Point in 2015, he is an expert in construction materials management, build materials and physical commodity trading with an emphasis on the Middle East and ASAEN for the team.

Close to the Coppola family for over three decades, he spent his formative years in business covering the Coppola Family account while developing his skills at Georgia Pacific Corporation (later BlueLinx) and now as a Director of International Business Development and Territory Manager at BlueLinx Corporation.

For scale and a global supply channel, we have teamed up with our long-time friends at BlueLinx Corporation. BlueLinx is the leading building materials distributor in the United States, and a NYSE Listed (Symbol: BXC) and Fortune 1000 company. BlueLinx was formed when senior management purchased the assets of the distribution division from Georgia-Pacific.

To signify the intimate and strong working relationship between the two companies, a Territory Manager from BlueLinx that has done business with the Coppola family for over thirty-years is “Secundo” to a Baron Point Group subsidiary as Director International Business covering the MENA and ASEAN regions for both companies.



## ★ Highlighted Capabilities Include

- 10,000 building materials products from over 750 global suppliers
- Reliable sourcing and manufacturing channels throughout the world
- Consistent production runs
- Milling to ASTM International and BlueLinx proprietary standards
- Break-bulk quantities with near 100% fill rates
- FOB or CIF shipping to Any Safe World Port



# About Bluelinx



## Company Overview

- Started in 1954
- A leading provider of building products distribution services with 40+ U.S. locations
- Delivering over 10,000 specialty and structural products from over 750 suppliers to more than 11,500 customers
- Milling and fabrication services
- Advanced IT platform provides superior market intelligence to customers and suppliers
- Centralized management model complemented by regional sales focus
- Fortune 1,000 company
- Listed on the New York Stock Exchange (Ticker: BXC)



# About Bluelix (Continued)

## 1 Attractive market

- >\$40B addressable market<sup>(1)</sup>
- Fragmented competition

## 2 BlueLinx is well positioned to grow

- ~10% market share
- Strong financial position

## 3 Leveraging growth

- Optimizing productivity
- Driving performance



### Financial Performance

#### In Q1 2023 Bluelix delivered solid results:

- Net sales of US\$ 798M
- Net Income of US\$ 18M, or US\$ 1.94 diluted EPS
- Adjusted Net Income of US\$ 23M
- Adjusted EBITDA of US\$ 47M or 5.9% of net sales
- Operating cash of US\$ 89M, Free cash flow of US\$ 80M



(1) Management estimate



# KEY CUSTOMER SEGMENTS

## Overview

### Home Improvement Centers

Retailers of building products with national scale



### National Dealers

Sellers of building products to contractors, builders, renovators, and other end users of building products servicing the residential and commercial end markets



Building Supply

### Regional Dealers

Sellers of building products to contractors, builders, renovators, and other end users of building products servicing regional and local construction markets



### Industrial

Makers of furniture, wood crates, mass transit, and other industrial wood products

HAWORTH®



Bluebird

ETHAN ALLEN®

### Manufactured Housing

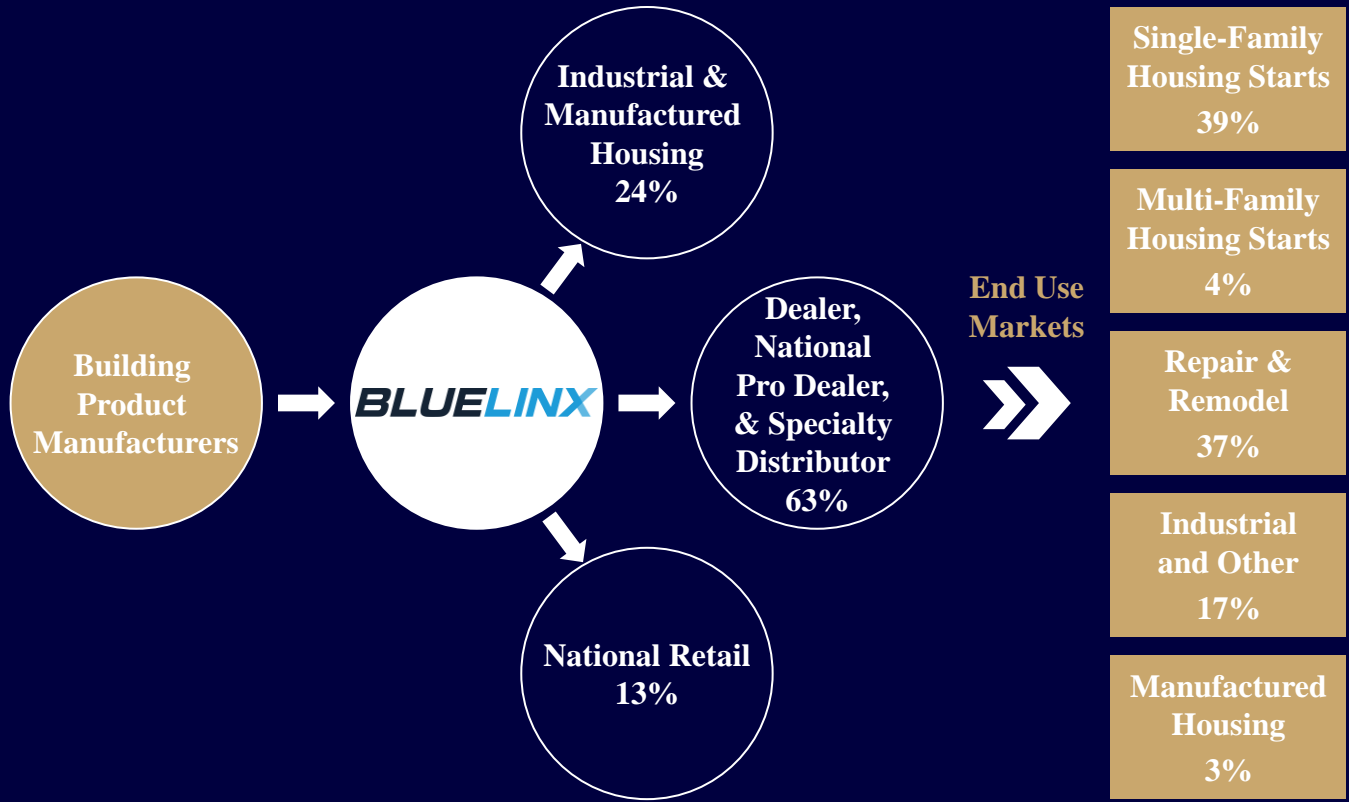
Makers of manufactured housing and mobile homes

CHAMPION 



# THE RIGHT PRODUCTS...TO THE RIGHT PLACE

Product resources, knowledgeable staff & sizeable footprint make us a valuable partner to vendors and customers - ensuring products make it to the right place at the right time



Percentages shown represent estimated revenue by customer type and end use market

## Value to Manufacturers

- Reliable channel to market
- Consistent production runs
- Limited inventory investment
- Limited credit risk and receivable investment
- Potential demand creation for early life cycle products
- Large inside and outside sales force
- Broad market intelligence

## Value to Customers

- Reliable source of comprehensive product offering
- Unique break bulk quantities
- Near 100% fill rates
- Limited vendors, inventory investment and related carrying costs
- Just-in-Time Deliveries
- District safety stock
- Wide variety of distribution services
- Extensive sales knowledge and product training



# COMPREHENSIVE PRODUCT OFFERING

- One of the industry's broadest product offerings with thousands of branded and private-label products encompassing 70,000+ items.
- Provides significant cross-selling opportunities to drive BlueLinx' revenue growth across multiple product lines
- Simplified single source solution for customers of all sizes
- Growing portfolio of private-label and eco-friendly products



## Specialty Products

- Outdoor Living
- Hardwood Plywood
- Insulation
- Specialty Metal Products
- Moulding
- Roofing
- Engineered Lumber
- Siding

### Representative Products



## Structural Products

- Lumber
- Plywood
- Rebar
- Remesh
- OSB

### Representative Products



# MILLING AND FABRICATION SERVICES

BlueLinx offers a wide array of custom cutting and fabrication services for the building products industry.

## Specializing in:

- Hardwood and softwood lumber
- Panel products such as plywood, OSB, particleboard, MDF, and melamine
- Mouldings



## BlueLinx Fabrication Capabilities

- Ripping
- Beveling
- Notching
- Routing
- Precision End Trimming
- Cross Cutting
- Re-sawing
- Grooving
- Bar coding
- Custom Packing and Crating
- Cut to Size
- Dados
- Shaping



# EXPERIENCE

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## Career Objective

**To achieve upper-level management position in sales and operations for a growing, progressive company.**

**Georgia Pacific Corporation - September 1986 - Present**



**January 1997 - Present**

**Territory Sales Manager – Building Products Distribution Division; Buffalo, N.Y.**

- Direct Responsibility for a \$18,000,000 territory selling building products and programs to independently owned retail outlets, regional chain accounts, and National Account locations. Intensive Program Management and Bid/Ask selling for a large range of products including lumber, plywood and other wood products. Selling engineered systems, metal products and fasteners, industrial products, and other specialty products.
- Development of Sales and Marketing Strategies for all products including analysis of target markets and opportunities, pull through field selling, retail displays, Co-Op advertising and thorough follow up of all programs.
- Conduct Extensive Training Programs for customers and their employees, providing information on product features and benefits, market information, and sales strategies to both consumer and contractor markets. On-going teaching, coaching and training is part of overall process.
- Personal Account Responsibility for two large Regional Home Center Chains. Valu Home Center - A 36 store operation and Chase Pitkin Home Centers - a 17 store company. Scope of responsibilities includes Program Sales, Training, Merchandising and Advertising Strategies.
- Extensive Sales Presentation experience for both small and large groups. Leading groups through program details and benefits.

## **Accomplishments:**

- Year to Date- Total Sales up 12% and Gross Margin Profits up two full percentage points
- 2002- Currently 20th out of 249 sales reps nationwide ranked by specialty sales profit growth
- 2001-finished 8th in country for specialty sales profit growth ; salesman of the month 4 times in Northeast for sales/profit growth
- 2000-specialty sales growth of 34% with a 1% gross margin improvement
- July 1998- Completed sale of \$1,000,000 Fiberglass Program to Valu Home Centers



# EXPERIENCE

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September 1993 - December 1996

## **Territory Sales Manager – Millwork/Industrial Division; Buffalo, N.Y.**

- Direct Responsibility for a \$6,000,000 territory selling doors, windows, and specialty millwork items to independently owned retail outlets, manufactured housing, industrial fabrication shops, and National Account locations.
- Sales and Marketing strategies focused on customer service, product differentiation, and ability to understand and fill customer needs.
- Problem Solving skills needed in order to improve product integration into builder plans and production, with just in time delivery.
- Bid/Ask Selling of millwork and engineered products for a variety of interior and exterior residential and commercial projects.

### **Accomplishments:**

- Consistent Top 3 sales performer in Northeast
- Set up network of 29 displaying dealers for Grandview Windows-most in Northeast.
- Sold the most GP Patio Doors in NASCAR Promotion in Northeast 1994



March 1988- August 1993

## **Territory Sales Manager – Building Products/Millwork; Buffalo, N.Y. Facility**

- Direct Responsibility for Southern N.Y and Northern, Pa. for all building products, millwork and millwork production from facility. Responsibilities were very similar to both positions above, with a smaller geographic territory.

### **Accomplishments:**

- Top 10 Paneling Sales in U.S.1989...Set one month record for Commodity OSB sales at Buffalo Branch - 83 Truckloads



# EXPERIENCE

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September 1986 - February 1988

## **Inside Accounts Manager – Building Products/Millwork Division; Buffalo, N.Y.**

- Inside Accounts Manager for sales of all building products out of Buffalo facility.
- Direct Purchasing and Inventory Control involving commodity trading and specialty product programs.



## **Computer Skills / Professional Training / Personal Activities:**

- Currently use Microsoft Office for the Professional with network link to corporate intranet.
- “Leaders Developing Leaders-Noel Tichey”-3 day Corporate program on Leadership and Leadership Development (July 2001)
- “The New BASE for Sales Excellence” - Comprehensive 3 day training for “program selling” presented by the Acclivus Corporation. (March 2001)
- National Georgia Pacific Distribution Division Diversity Council Member (Current)
- Advisory Board Member for Genesee Valley Boces Program (Current)
- American Cancer Society Volunteer (Current)



## **Education**

State University of New York at Oswego

Bachelor of Science, May 1985

Major: Marketing

Presidents List, 1984

