24 June 2025

Fletcher Building Investor Day

Fletcher Building is hosting its Investor Day 2025 in Auckland today, starting at 9.00am NZT.

Fletcher Building management will outline the strategy and outlook for the Company. Key topics to be covered will include the strategic review outcomes and immediate priorities, balance sheet settings and capital allocation and trading conditions and FY25 update.

Managing Director and Group Chief Executive Officer Andrew Reding noted that "Following the completion of our strategic review, the purpose of the Investor Day is to update our shareholders and stakeholders on our strategic focus on the manufacturing and distribution of building products, our medium term strategies, the immediate actions we have already taken and the key levers we will be using to drive our performance going forward."

In relation to the FY25 outlook, Mr Reding said: "We expect FY25 EBIT (before Significant Items) to be in the range of $370m to $375m inclusive of the $16.4m loss incurred as a consequence of the settlement reached with NZTA in relation to the P2W project that was disclosed on 20 June (or $386.4m to $391.4m excluding the P2W settlement impact). Given ongoing market volatility, this guidance remains subject to market conditions for the remainder of the month, including in relation to the timing of house settlements in the Residential and Development Division."

With respect to Significant Items, the Company provides the following update:

- At the HY25 results, $251m of Significant Items were announced relating primarily to Iplex Australia pipes ($177m) and the Tradelink disposal ($58m).
- In June, an expected provision of ~$12m to ~$15m on the increased cost to complete the New Zealand International Convention Centre was announced.
- In addition to the Significant Items already announced:
  - ~$10m to ~$15m is expected to be incurred in relation to defending construction legacy and Western Australia plumbing issues.
  - As a result of the strategic review actions taken, additional non-cash Significant Items of between ~$250m and ~$440m and cash Significant Items of between ~$50m and ~$60m are expected in FY25, which will be finalised as part of year end reporting. These will primarily relate to restructuring and redundancy costs,

goodwill and brand impairments, closure costs and the write off and provision for onerous contracts associated with ERP projects.

Altogether the total Significant Items to be announced as part of the FY25 results are expected to be between ~$573m and ~$781m.

The presentation materials are attached and are also available on https://fletcherbuilding.com/investor-centre.

ENDS

Authorised for release to the market by Haydn Wong, Company Secretary.

For further information please contact:

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For information on Fletcher Building visit **fletcherbuilding.com**

Fletcher Building

Investor Day
June 2025

Agenda

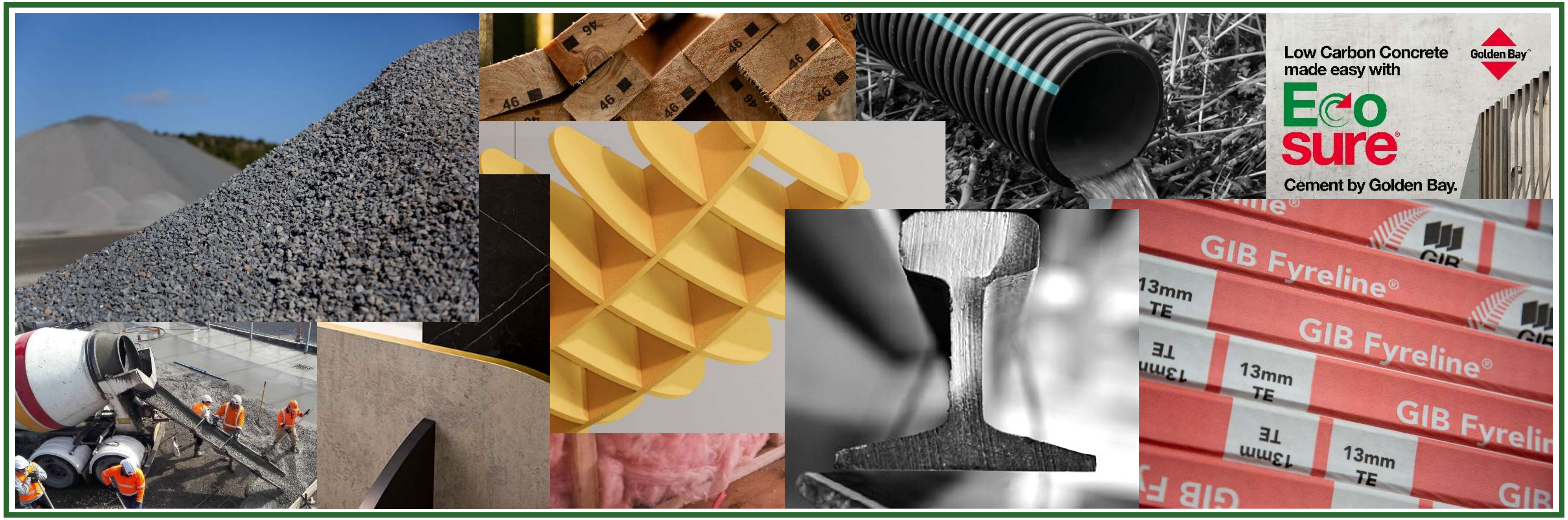
24 June 2025

NZT	Section	Presenter	Duration (mins)
9:00am	Overview	Peter Crowley	10
9:10	Strategic review outcomes and immediate priorities	Andrew Reding	30
9:35	Balance sheet settings and capital allocation	Will Wright	20
10:00	Trading conditions & FY25 update	Andrew Reding	15
10:15	Combined Q&A	Andrew Reding & Will Wright	30
10.45	*Coffee Break*		*15*
11:00	PlaceMakers	James Peters	30
11:30	Construction Materials	Thornton Williams	30
12:00pm	OSB and FOSB	Hamish McBeath	30

Overview

Peter Crowley, Chair

Medium term focus on manufacturing and distribution of building products and materials



Board of Directors

Chair appointed, refresh is now complete

PETER CROWLEY
Chair and Independent Non-Executive Director
Term of office:
Appointed Director in 2019
Appointed Board Chair in 2025

SANDRA DODDS
Independent Non-Executive Director / Chair of the Audit & Risk Committee
Term of office:
Appointed Director in Sep 2023
Last elected in 2023

CATHY QUINN
Independent Non-Executive Director
Term of office:
Appointed Director in Sep 2018
Last elected in 2024

TONY DRAGICEVICH
Independent Non-Executive Director
Term of office:
Appointed Director in Aug 2024

JACQUI COOMBES
Independent Non-Executive Director
Term of office:
Appointed Director in Feb 2025,
Effective Apr 2025

JAMES MILLER
Independent Non-Executive Director
Term of office:
Appointed Director in Dec 2024,
Effective Jun 2025

ANDREW REDING
Group Chief Executive Officer & Managing Director
Term of office:
Appointed Director in Aug 2024

- Peter Crowley appointed as Chair
- Board refresh now complete
- Highly experienced Board with relevant industry exposure

Executive Leadership Team

Refresh is complete now complete with six new appointments occurring throughout 2024

ANDREW REDING
Group Chief Executive Officer & Managing Director
Term of office:
Appointed Director in Aug 2024,
Managing Director & Group CEO in Sep 2024

HAMISH MCBEATH
Chief Executive Light Building Products
Term of office:
Joined in 2002,
Appointed in 2018

HAYDN WONG
Group General Counsel and Company Secretary
Term of office:
Appointed in Apr 2024

JAMES PETERS
Chief Executive Distribution
Term of office:
Appointed in May 2024

KYLIE EAGLE
Chief People Officer
Term of office:
Joined in 2021,
Appointed in Exec role Nov 2024

PHIL BOYLEN
Chief Executive Construction
Term of office:
Joined in 2019,
Appointed in 2022

STEVE EVANS
Chief Executive Residential and Development
Term of office:
Joined in 2013,
Appointed in 2015

THORNTON WILLIAMS
Chief Executive Heavy Building Materials
Term of office:
Joined in 2011,
Appointed in Nov 2024

WENDI BAINS
Chief Safety & Sustainability Officer
Term of office:
Appointed in 2018

WILL WRIGHT
Group Chief Financial Officer
Term of office:
Appointed in Nov 2024

Reflections from the Chair

We acknowledge past unacceptable performance and lessons have been learnt. A major turnaround is underway

1 Balance Sheet reset	✓ **$700m capital raising** and **sale of Tradelink for ~A$170m** both helped to reduce debt, improve financial resilience and also provide time for management while other strategic reviews were underway
2 Execution of strategic review	✓ **Strategic review** of the portfolio, operating model and identification of underperforming Business Units ✓ **Capital structure review** to determine the financial settings required to deliver on our strategy
3 Moving forward with the turnaround	✓ Achieved **significant cost reductions:** ✓ **~$200m of total gross cost savings** and ~620 FTE reduction in FY25; and ✓ **~$15m of annualised fixed cost savings** announced in May ✓ Profit improvement plans for the short and medium term have been identified ✓ We have maintained our **strong safety culture,** with robust systems across the business

Where are we heading?

A simplified business, operating with capital and operational discipline

Medium term (3-5 year) focus on manufacturing and distribution of building products and materials

Business unit returns meeting or exceeding cost of capital

Simple and de-centralised portfolio structure

Net Debt target $400m to $900m – no dividends until target met

Disciplined capital allocation

Growth in earnings driven by sustainable competitive advantages

Introduction

Andrew Reding, Managing Director & CEO

Why I took the role

Energised by the opportunity to realise the value of the great businesses within our Group

Under-appreciated assets with portfolio

- There is a significant opportunity to help rejuvenate a business with substantial latent potential
- The core businesses continue to perform, but this achievement has been clouded by the Group structure and under-performance of specific business units
- Fletcher Building is an important company in New Zealand and helping return it to a strong footing will have a greater impact than financial outcomes alone

Empowering great people

- Fletcher Building's business units have great people and continue to attract strong talent
- Our empowered business unit leaders will have more autonomy, control and accountability

Our medium term strategy

Four internal levers together with external market dynamics will drive our performance

Medium term focus on manufacturing and distribution of building products and materials

1 Urgent action

- Clear plan with immediate priorities already implemented and next stages identified
- Urgency and speed will be maintained throughout

2 Focus on high performance

- Business units and the Group will measure return against industry-specific WACC targets
- Underperforming business units evaluated

3 Empower our leaders

- Fletcher Building's business units are led by talented people, but more autonomy and recognition of BU-specific needs is required
- Develop and integrate performance-driven culture across business units

4 Resilient Capital structure

- Dividend paused until net debt target of $400m - $900m (pre IFRS-16) achieved
- Target investment grade credit metrics

Supportive macro economic trends

How our strategy will deliver

We have the ingredients to build on strong competitive positions with a leaner cohort of BUs, lead by focussed GMs

- **High performing strategic business units**
- Market position, operational and capital discipline and high calibre leadership

A performance culture with empowered leaders

- The operating model changes give General Managers the tools to succeed and accountability if they don't

Efficient, well capitalised manufacturing facilities

- Where the focus will constantly be on operational excellence, profitability and capital efficiency

Strong competitive positions and brand equity (GIB, Winstone Aggregates, Golden Bay, PlaceMakers, Iplex, Laminex)

- Unique assets that cannot be easily replicated, but can be improved with ongoing commitment to customers

Immediate actions

Andrew Reding, Managing Director & CEO

Urgently moving forward with the turnaround

The strategic review identified immediate priorities that we are already executing on

Strategic review	• Completed a comprehensive, in-depth review of all business unit's performance through the cycle, and their strategic fit • Identified business units that have not achieved WACC returns and/or are non-strategic • Plans under development to improve and retain, or exit, underperforming and/or non-strategic business units
Immediate Divisional opportunities	• Disestablished Australian and Steel Divisions and allocated business units back to sector-specific divisions • Corporate has been restructured • ~$15m of annualised structural cost savings
Other "no regrets" Cost savings	• ~$200m of total gross cost savings achieved across FY25 • Clever Core shut down • MADE by Laminex shut down • Closure of Laminex Monkland • Restructure of Group information technology functions • CSP divestment underway • New insurance structure negotiated and to be launched in FY26 (~15%-25% like-for-like reduction in premiums)
Other "no regrets" Capital savings	• PlaceMakers Frame & Truss repurposed to former Clever Core site (saves capex, releases excess property for sale) • SAP programme stopped • Exiting industrial land development • Significant capex saving from stopping further spend on new Steel distribution centre

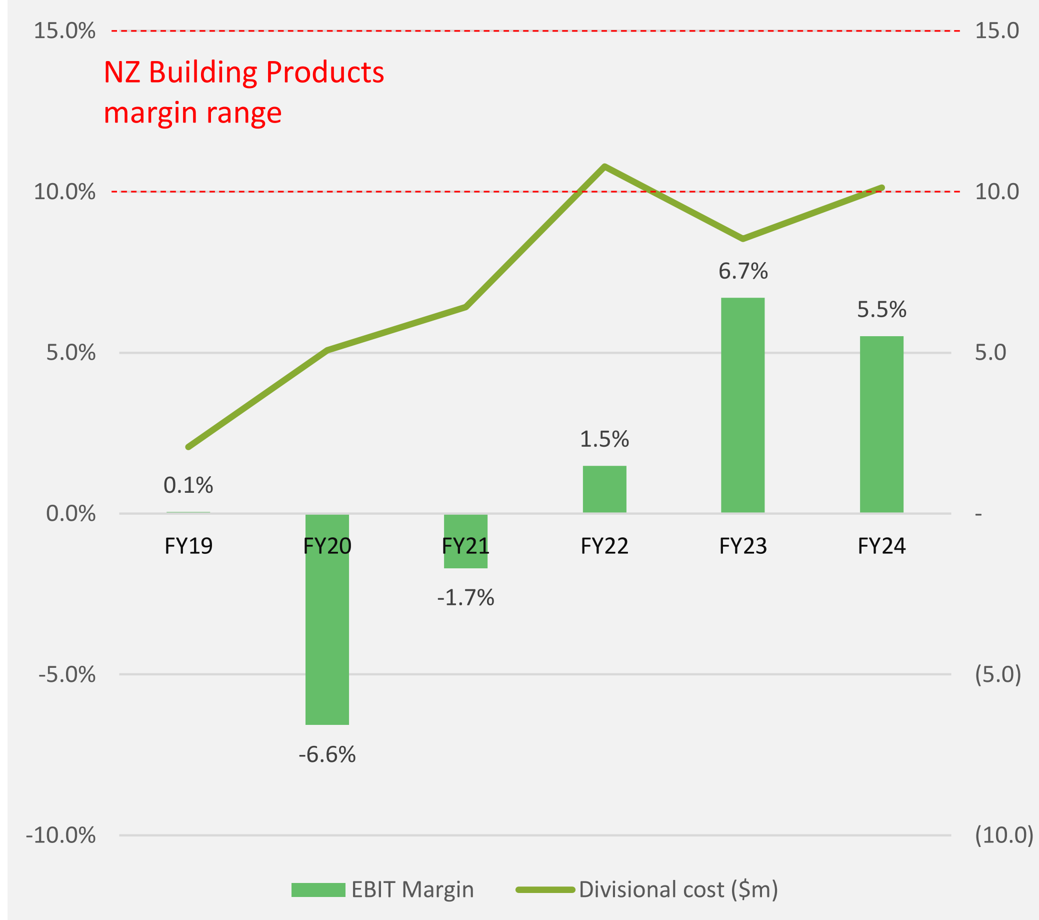
Disestablishment of Australian Division

Organising in verticals has created significant cost synergies and will improve coordination

- Australian divisional costs increased materially since 2019, to a level similar to divisional costs for all NZ manufacturing and distribution businesses combined
- Allocating business units into sector-specific divisions reduces costs, enables greater integration & potential synergies, while maintaining diversification benefits from exposure to a larger, faster growing market
- These businesses need to deliver acceptable through cycle returns compared to their cost of capital or they will not fit in the portfolio in the medium term

AUSTRALIAN DIVISION EBIT MARGIN & DIVISIONAL COST

FY19 – FY25, (incl. Sig Items, ex associate income), LHS % EBIT Margin, RHS $M Divisional costs,



Note EBIT Margin displayed excludes associate income derived from (non-operational) investments in Wespine and Hexion JVs, FY20 impacted by Covid disruptions

Turnaround plan

Urgent priorities have been actioned decisively and there is a clear path of continuous improvement ahead

Implemented	Short term	Medium term
☑ Australia, Steel & Corporate restructure (~$15m saving) ☑ Clever Core shut down (~$8m saving) ☑ MADE by Laminex shut down ☑ CSP divestment underway ☑ SAP rollout stopped ☑ Several other capital and operational initiatives	☐ Finalise and implement divisional restructure ☐ Further decentralise corporate functions ☐ Capital allocation and structure reset ☐ Sale of surplus real estate assets	☐ Fully implement new operational model ☐ Execute on portfolio simplification opportunities ☐ As portfolio simplifies, continuously improve central costs ☐ As balance sheet targets are met, reset dividend policy and return to dividend-paying status

Focus on high performance

Andrew Reding, Managing Director & CEO

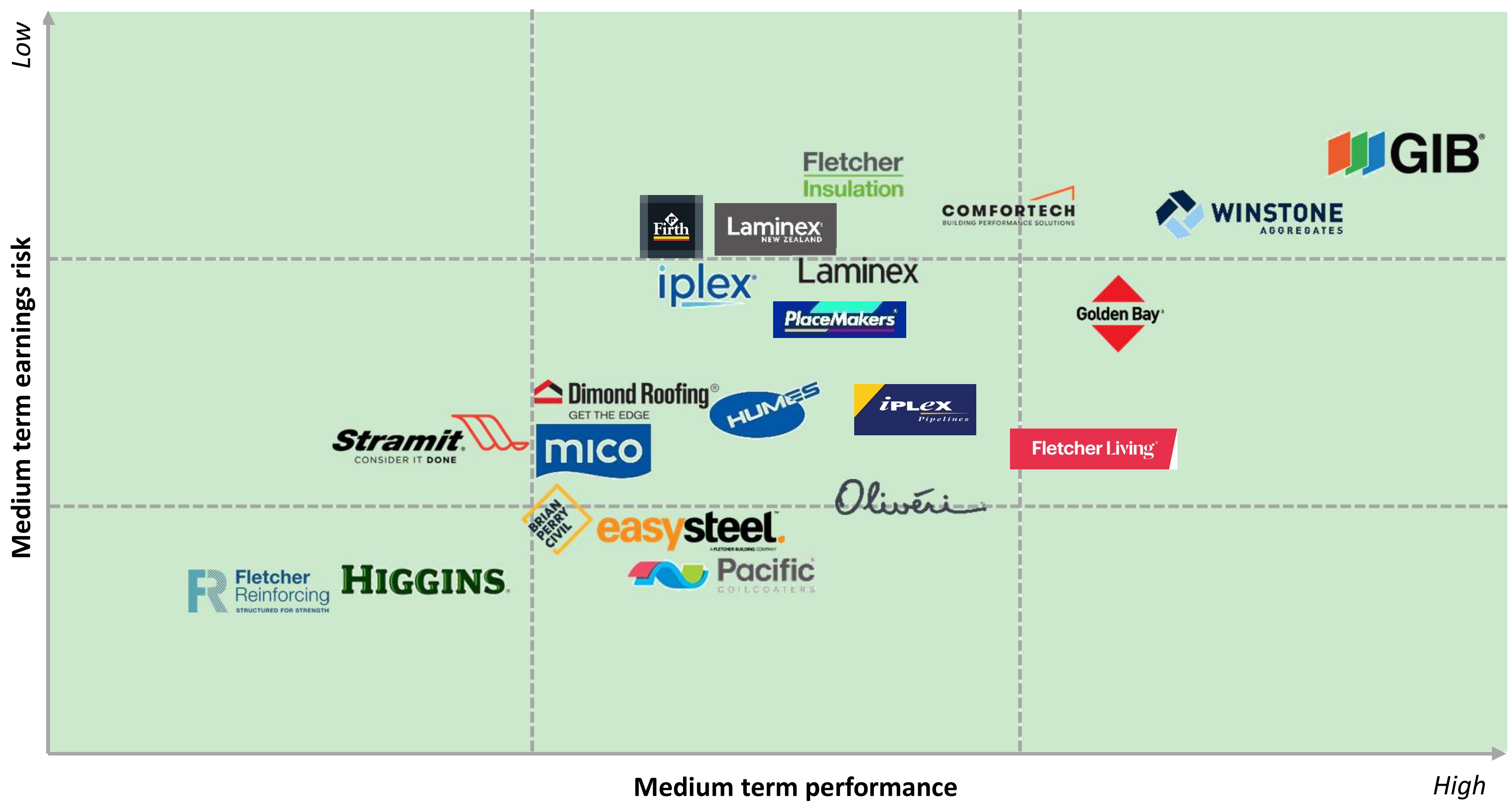
The current portfolio

Our operations span multiple verticals and a wide set of management skills are required to manage business units with differing markets and operational risks

Sector / skill set	Business Unit
Primary & Secondary Processing	**Concrete**: Winstone Aggregates, Firth, Humes, Golden Bay **Steel**: Stramit, easysteel, Fletcher Reinforcing, Dimond Roofing, Pacific Coilcoaters **Wood & Panels**: GIB, Laminex, Waipapa Pine **Water**: iplex, iPLEX Pipelines, Oliveri **Insulation**: Fletcher Insulation, Comfortech
Distribution	**New Zealand Distribution**: PlaceMakers, mico
Construction & Project Delivery	**Residential & Development**: Fletcher Living, vivid living **Infrastructure**: Higgins, Brian Perry Civil, Fletcher

A focus on high performing businesses

The objective of divisional and operating changes is to make our business units leaner, closer to their customers and unencumbered by corporate overhead



Note: Medium term performance based on EBIT margins over FY19-FY25F, medium term earnings risk reflects margin volatility over the same period

Building a simpler and more focused business

The first step to simplifying our portfolio is reducing it to five Divisions

Light Building Products

Wood & Panels
GIB
Laminex
Waipapa Pine

Water
Iplex Pipelines
iplex
Oliveri

Insulation
Fletcher Insulation
Comfortech

Heavy Building Materials

Construction Materials
Winstone Aggregates
Golden Bay
Humes
Firth

Steel
easysteel
Pacific Coilcoaters
Dimond Roofing
Stramit
Fletcher Reinforcing

Distribution

PlaceMakers
mico

Residential & Development

Fletcher Living
vivid living

Construction

Fletcher
Brian Perry Civil
Higgins

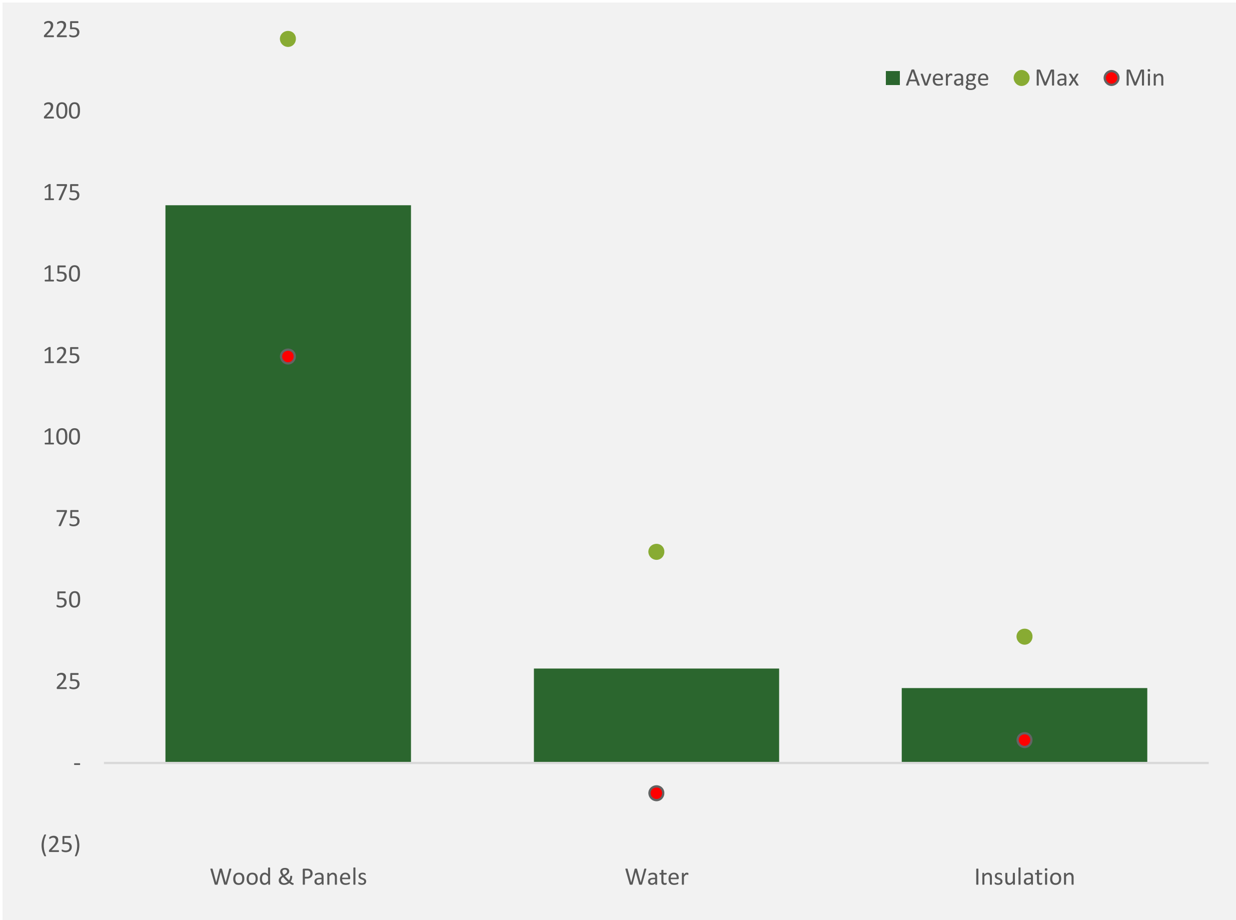
Light Building Products

Privileged positions, with efficient low-cost manufacturing facilities

- ☑ A world class plasterboard business
- ☑ Unique insulation platform with strong ANZ assets and further growth potential with investment
- ☑ Exposure to demand from historic under-investment in water infrastructure with Iplex offerings
- ☑ Consistent performers that deliver earnings and have meaningful growth prospects

DIVISIONAL VERTICAL AVERAGE EBIT CONTRIBUTION

FY19 – FY24, $M (ex. Sig Items, pre divisional costs)



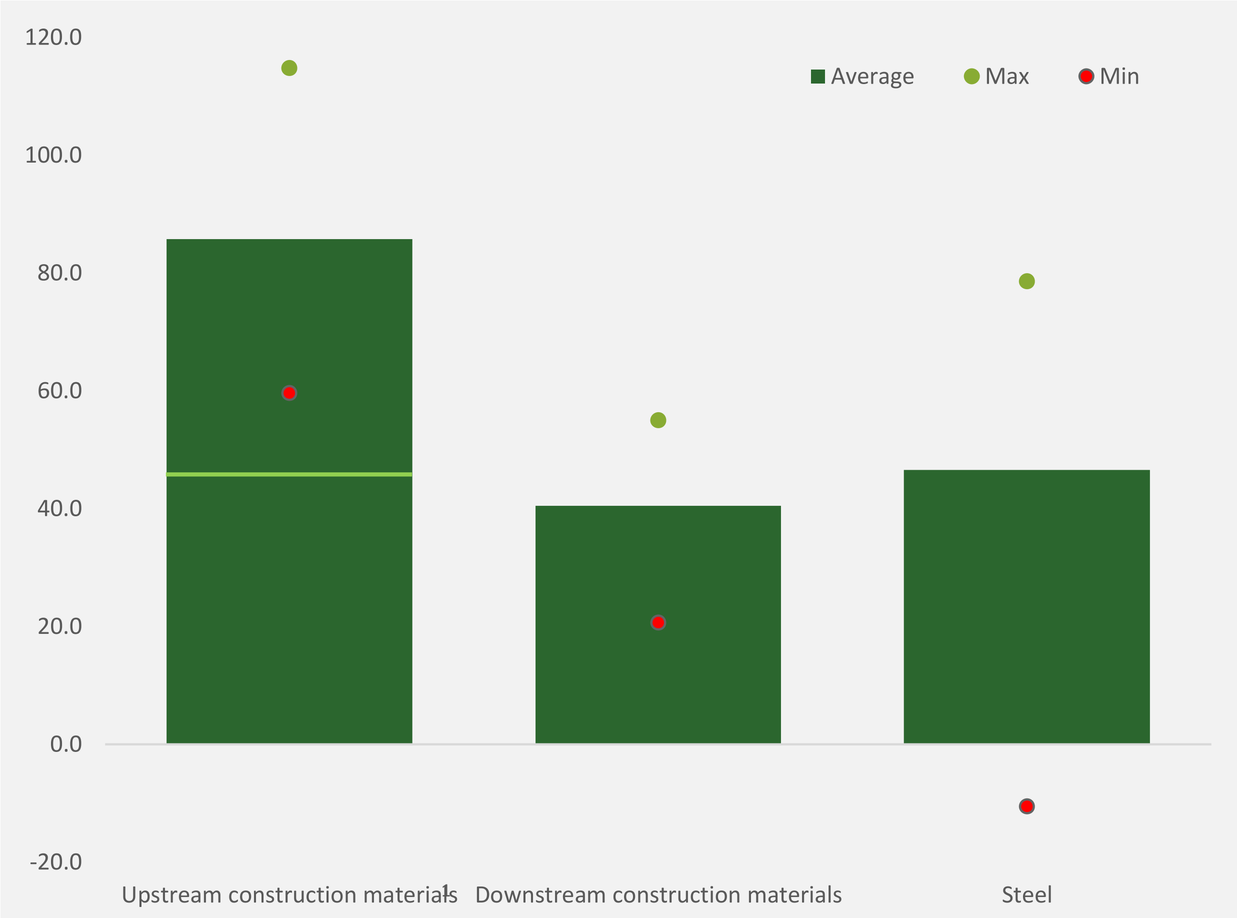
Heavy Building Materials

A leader in New Zealand aggregates, cement, concrete and steel, with strong brands and a unique footprint

- ☑ Network of highly profitable, strategic quarry assets that is unable to be easily replicated
- ☑ Unique domestic clinker assets with flexible future capex options
- ☑ Well positioned downstream channels through Firth & Humes for upstream construction materials
- ☑ Steel assets with strong market positions and latent turnaround potential

DIVISIONAL VERTICAL AVERAGE EBIT CONTRIBUTION

FY19 – FY24, $M (ex. Sig Items, pre divisional costs)



1. horizontal line represents split between quarry earnings (lower half) and cement earnings (upper half),

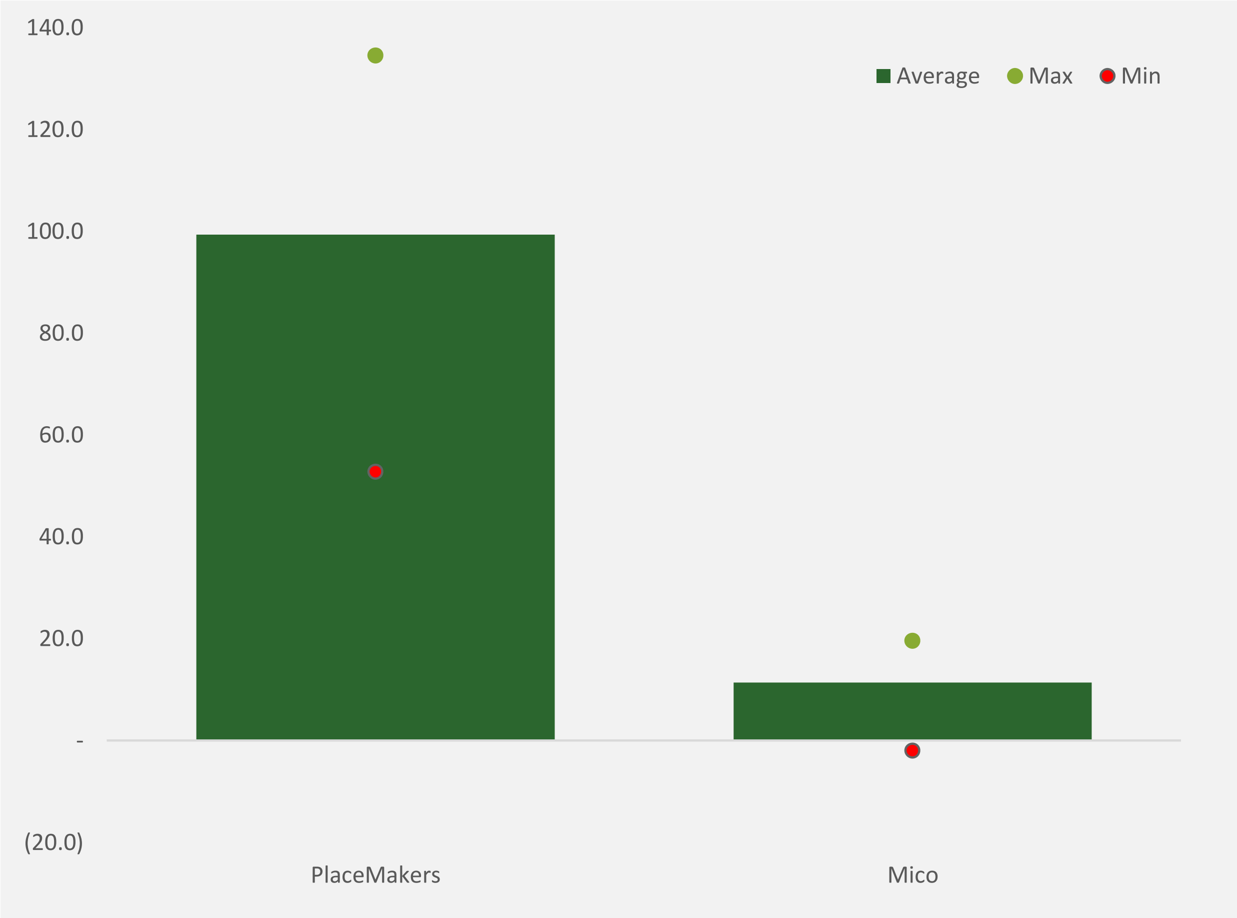
Distribution

A leading national distributor of building and plumbing supplies via trusted and respected brands

- ☑ Iconic brands with strong connection to the building trade for over 40 years
- ☑ PlaceMakers returning to successful regional JV model and “Know How, Can Do” focus
- ☑ Nationwide footprint of 66 PlaceMakers stores, 8 Frame and Truss facilities and 68 Mico branches
- ☑ Meaningful turnaround underway, with upside potential from market share and market volume

BUSINESS UNIT AVERAGE EBIT CONTRIBUTION

FY19 – FY24, $M (ex. Sig Items, pre divisional costs)



Residential and Development

The Residential and Development Division is one of the largest private sector developers of residential homes and communities in Auckland and Christchurch

- ☑ Track record of high (but volatile) margins and return on capital through the housing cycle
- ☑ High-quality residential asset portfolio across Auckland and Christchurch
- ☑ Experienced management team with extensive real estate experience
- ☑ Positioned to capitalise on recent regulatory developments and government focus on housing

R&D BUSINESS UNIT AVERAGE EBIT CONTRIBUTION

FY19 – FY24, $M (ex. Sig Items, pre divisional costs)

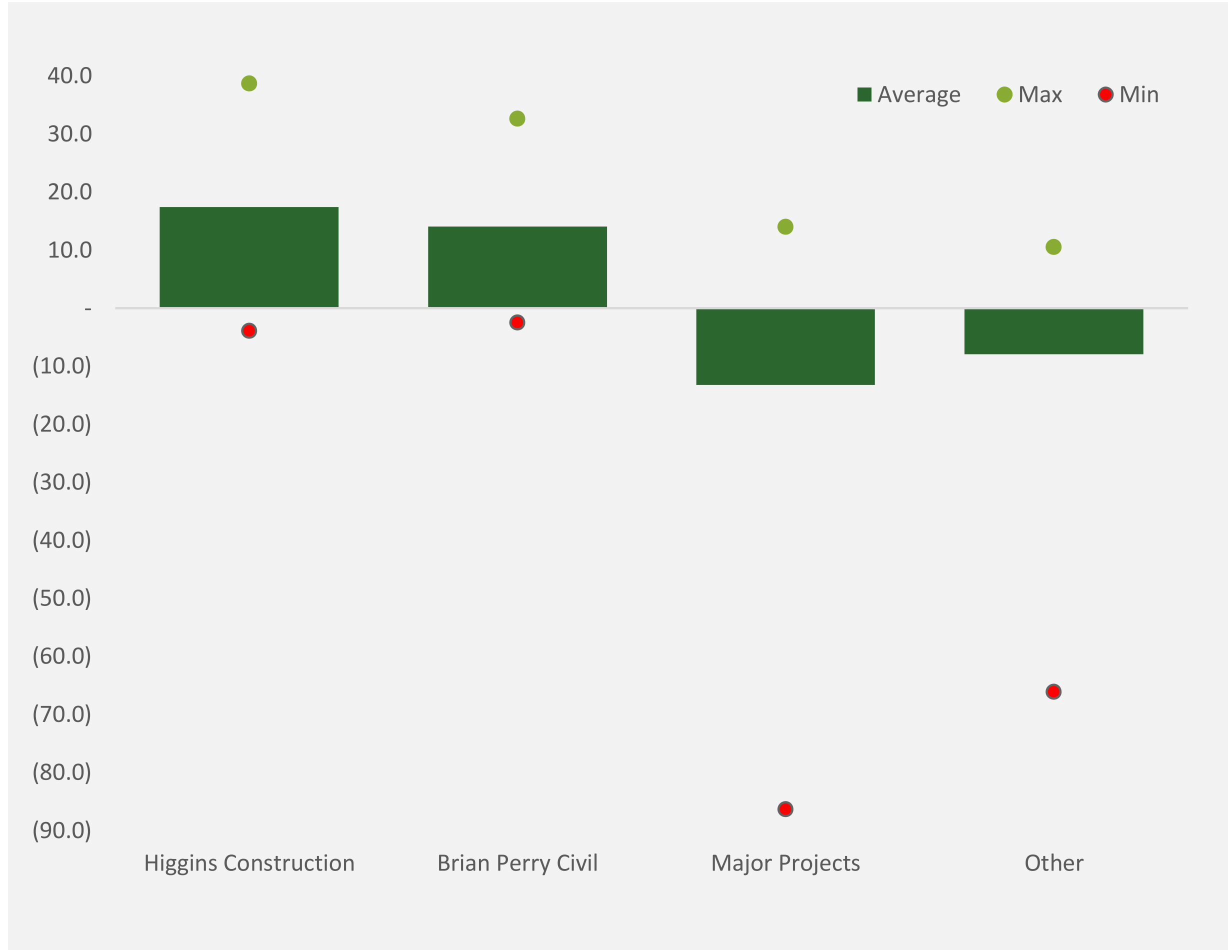
Construction

A leading engineering & construction platform in New Zealand with embedded sector expertise, credentials and relationships

- ☑ Has been re-orientated towards infrastructure and legacy projects are nearing completion
- ☑ Strong forward-pipeline of contracted work comprising a large volume of smaller projects
- ☑ Experienced local executive leadership team with extensive civil and infrastructure experience
- ☑ Deeply embedded stakeholder relationships and strong customer engagement

CONSTRUCTION BUSINESS UNIT AVERAGE EBIT CONTRIBUTION

FY19 – FY24, $M (ex. Sig Items, pre divisional costs)



Note, "Other" comprises Buildings and South Pacific

Expected benefits

The new divisional model reduces cost and improves integration by bringing similar business units together

- Removes duplication and enable greater integration across similar skill sets/markets
- Unifies 'affiliate' businesses in New Zealand and Australia (Laminex, Iplex, Insulation) and supports improved coordination across both Australian and New Zealand markets
- Heavy Building Materials to integrate NZ Steel assets whilst also delayering and simplifying structure
- Stramit also moves into Heavy Building Materials to leverage potential capability, procurement & market specific synergies

Empowering our operational leaders

Andrew Reding, Managing Director & CEO

Issues with a centralised operating model

A centralised approach did not deliver anticipated gains and decreased the agility of business unit management

Slower decision making	The concentration of decision-making power at the centre has resulted in less agility when responding to market changes, customer demands and competitor actions
Unnecessary layers and costs	Corporate and divisional levels both add material cost and headcount to profit-making business units and have not always provided "value for money" with leadership/managerial oversight
Lack of accountability	Blurred decision-making lines and limited autonomy for business unit and divisional management has led to a lack of accountability for both performance and risk
One size fits all approach to governance and systems	In an attempt to standardise operations, business units were encumbered by reporting structures and systems that were inappropriate for the specific industry sector or size of the business unit

New decentralised model

Accountability shifts towards business units. Each management layer has designated roles and distinct capabilities

Business Units

"We know our customers, own our value chains and differentiate to become market leaders"

Profit Generator

- **Standalone** – Business units will be equipped with the tools, resources, capabilities and autonomy to succeed
- **Accountable** – Each business unit will be accountable for its performance while benefiting from Fletcher Building's Group advantages, including access to capital, shared expertise, and a disciplined, performance-driven culture that fosters growth and operational excellence.

Divisions

"We know our markets, and manage & invest to build attractive positions"

Market Expert

- **Designated Market Expertise** – Divisions will be organised around specific markets and sectors in which their business units operate
- **Collaboration** – adjacent business units operating in similar markets or sectors will be more closely connected to allow collaboration and sharing specialist knowledge

Holding co.

"We provide strategic direction, manage our capital & portfolio for attractive returns"

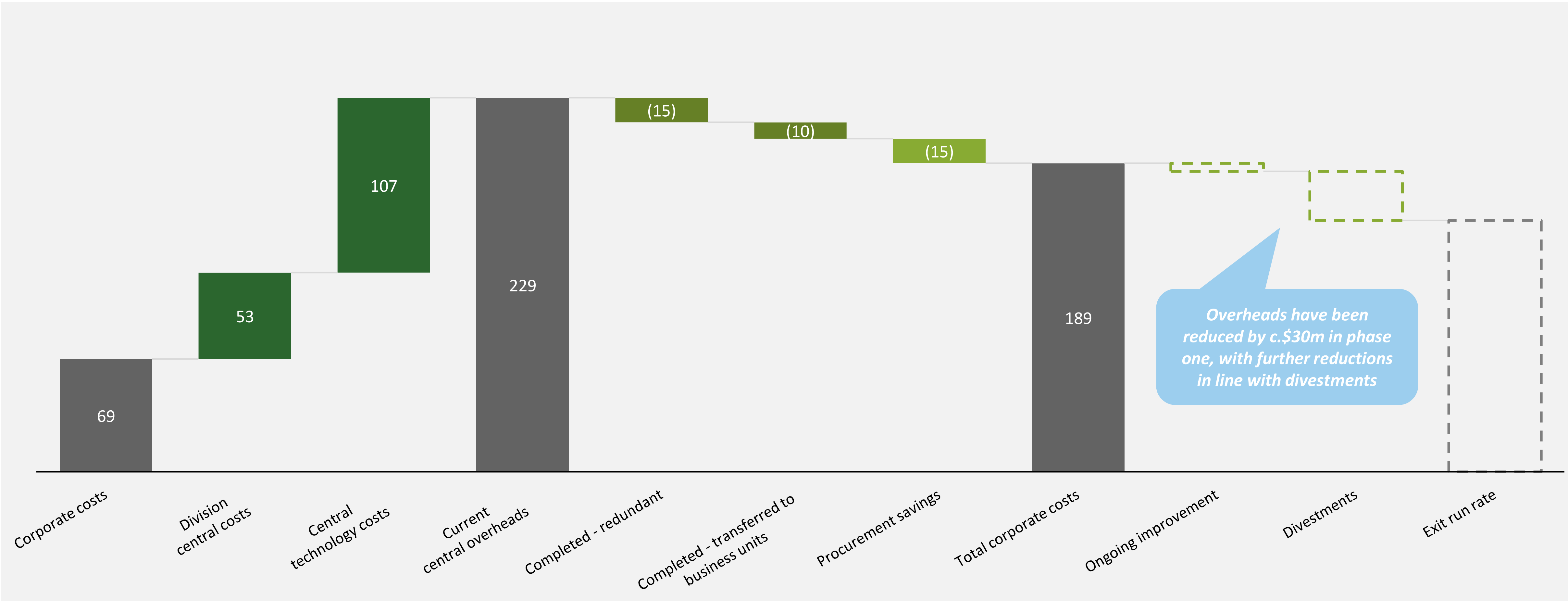
Capital Governor

- **Lean Group** – The Holding Company is in the process of streamlining activities towards a cost-efficient structure
- **High-value functions** – Strategic oversight, risk management and capital allocation will be the future focus areas at a Group level

A leaner operating model

The move to a decentralised model has significant financial and operational benefits

CENTRAL COSTS
Exit FY25F[1], $m



1. Reflects annualised costs as at May 2025

Expected benefits

The new organisational model allows for faster decision making, customer centricity, role clarity and cost efficiencies

- Stronger focus on core capabilities
- Accountability where it counts
- Quicker decision-making
- Closer to customers and markets

- Faster response to market opportunities
- Empowering business units and GMs
- Clearer roles and responsibilities
- A culture of ownership and performance

Building a resilient capital structure

Will Wright, CFO

A clearly defined financial framework

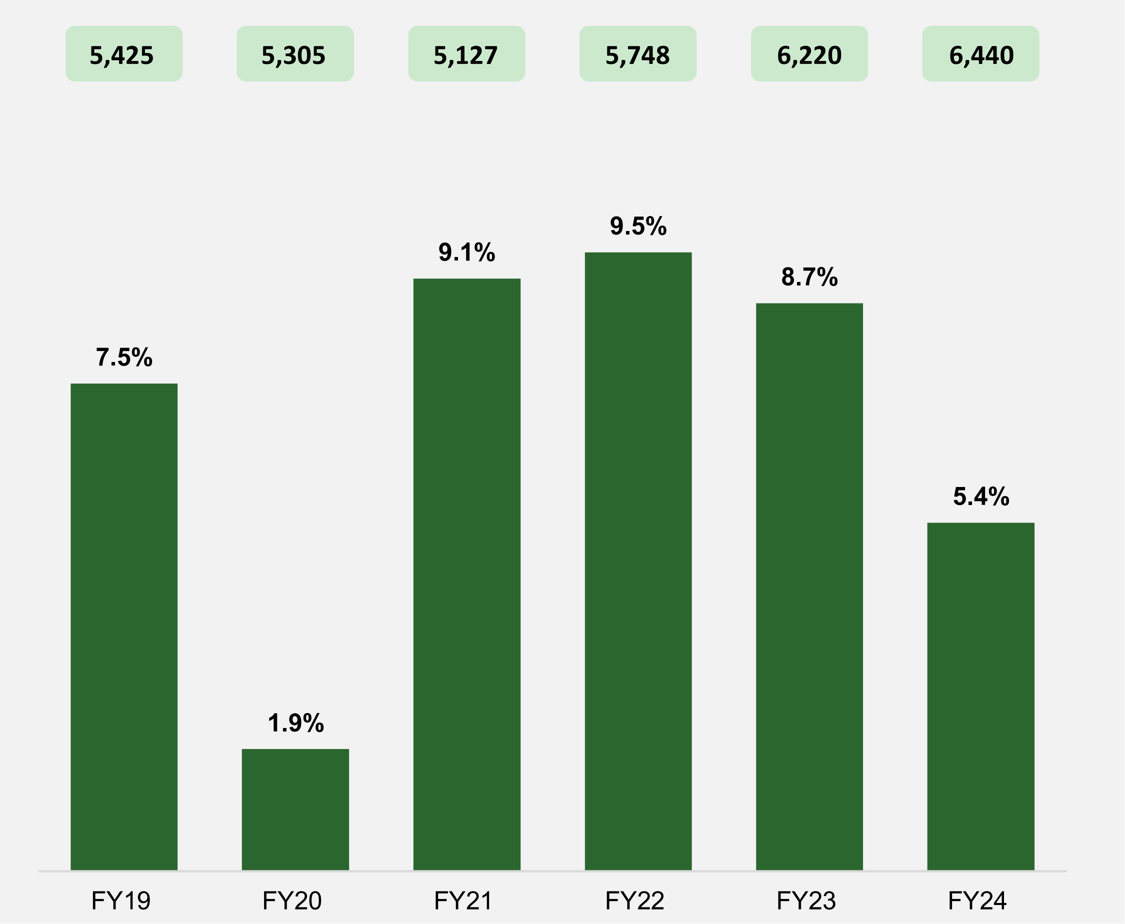
Strong focus on driving financial performance and disciplined allocation of capital

1 Focus on Shareholder Returns	• Targeting a ROIC greater than WACC through the cycle • Ensure all businesses have ROIC targets reflective of the sectors in which they operate • Retarget incentives for management • Transparency of financial information and value drivers to the market
2 Resilient Balance Sheet	• Target Net Debt of $400m to $900m over the medium term • Target investment grade credit metrics • Reduce the seasonality of working capital
3 Disciplined Capital Allocation	• Stay in business capex broadly in line with depreciation • Clear and appropriate hurdle rates in place for new investment • Greater oversight of, and accountability for, opex investment decisions • Dividend policy will be reassessed and communicated as the target balance sheet levels are achieved

Focus on Shareholder Returns

Targeting returns above cost of capital through the cycle and improved disclosure to drive accountability

FY19 - FY24 Group ROIC[1]
ROIC (%) and average invested capital[2] ($m)



- Business units to be assessed against industry-specific ROIC targets
- Intention for FY25 Cashflow Statements to be presented in alignment with IFRS18
- To initiate quarterly shareholder letter, which will include volume information
- Analysis also underway on asset velocity, cash operating margins and efficiency of the asset base
- Taken together, these changes will provide a more granular view of performance within the Group and across different Divisions

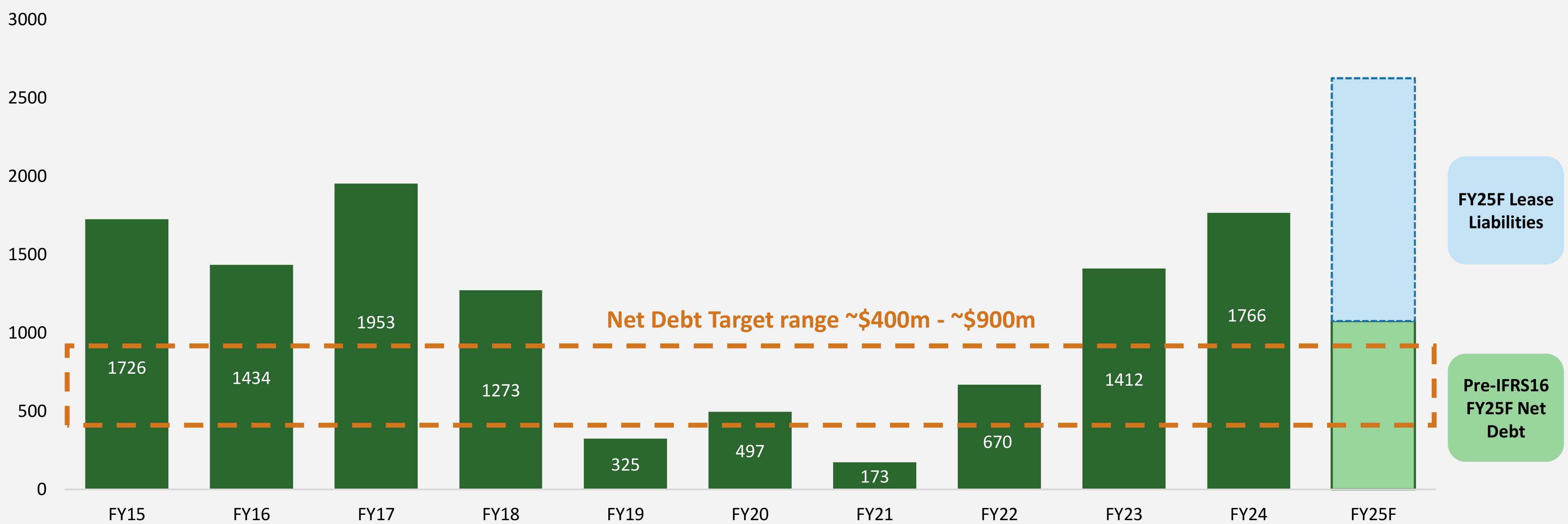
Notes: (1) ROIC defined as NOPAT (ex Sig Items) divided by monthly average invested capital in any given financial year; (2) Invested capital is comprised of net operating assets (i.e., working capital, fixed assets, investments, ROU assets) and includes Goodwill.

Capital structure through the cycle

Medium term Net Debt target adjusted to $400m - $900m providing the business with a foundation to deliver long term growth, while also maintaining sufficient headroom to absorb potential market volatility

NET DEBT / (CASH): FY15 TO FY25F

Pre IFRS-16 as at 30 June, $m



EBITDA[1]($m)	854	876	728	924	830	290	776	863	900	617
Actual leverage[2]	2.0x	1.6x	2.7x	1.4x	0.4x	1.7x	0.2x	0.8x	1.6x	2.9x
Implied leverage $400m	0.5x	0.5x	0.5x	0.4x	0.5x	1.4x	0.5x	0.5x	0.4x	0.6x
Implied leverage $900m	1.1x	1.0x	1.2x	1.0x	1.1x	3.1x	1.2x	1.0x	1.0x	1.5x

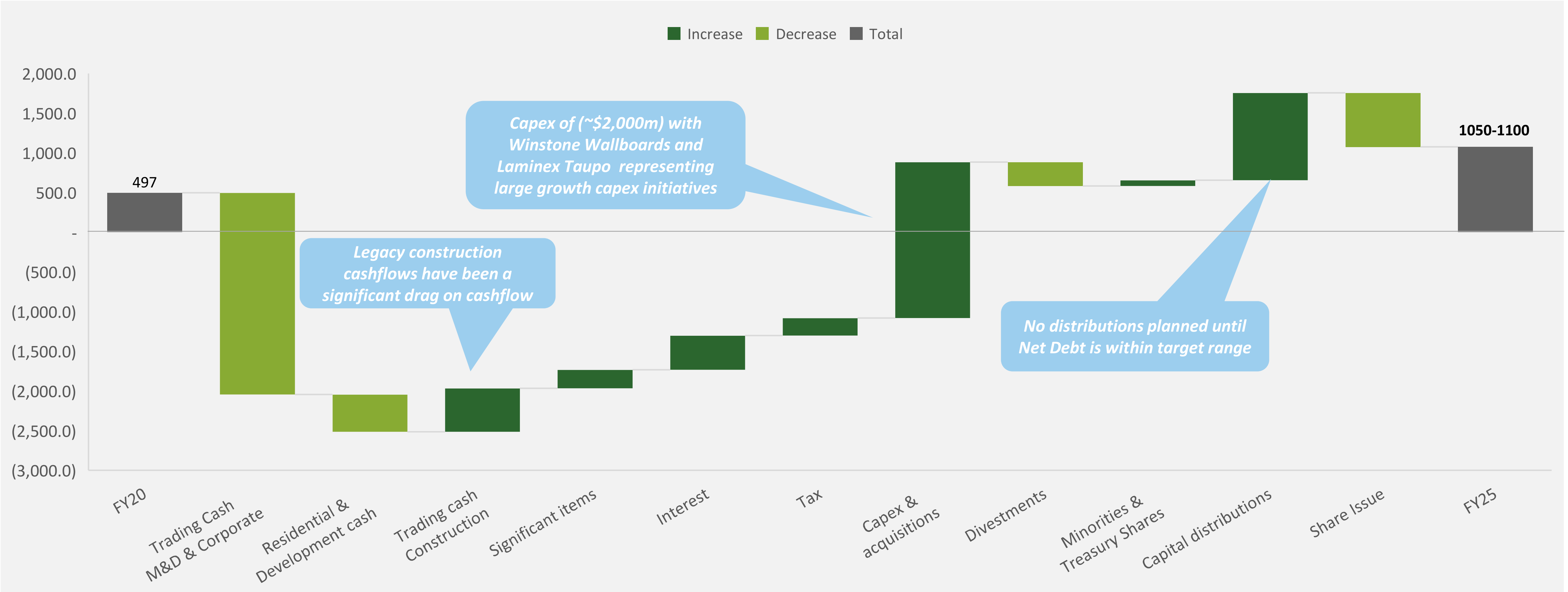
Note: [1] EBITDA before Sig Items & B&I (Pro forma Pre-IFRS-16 from FY20), [2] Net debt pre IFRS-16 / EBITDA before Sig Items & B&I (Pro forma Pre-IFRS-16 from FY20)

Net Debt through time

A number of items have been a drag on Fletcher Building's balance sheet over the past 5 years but, looking forward, greater discipline, a simplified portfolio and improved operational performance should result in greater cash generation

NET DEBT MOVEMENTS FY20 TO FY25F

Pre IFRS-16 as at 30 June, $m



Balance Sheet levers

Achieving and then maintaining Net Debt within the target range will require a combination of “one-off” capital releases and longer term capital allocation and dividend discipline

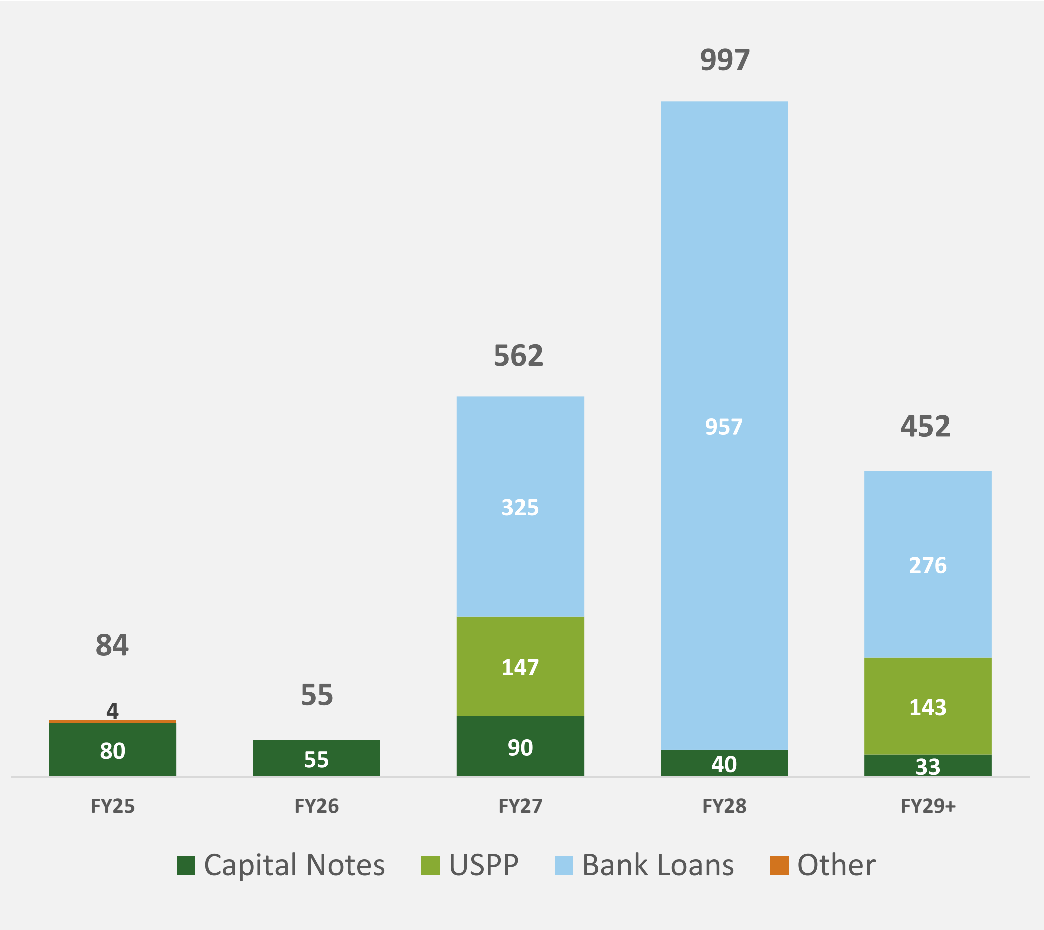
Shareholder distributions	• Dividend will remain suspended until net debt reaches the middle-lower end of the target range, at which point the dividend policy will be reviewed and communicated to the market
Capital expenditure	• Increased focus on forecasting and ensuring growth capex in particular is correctly sized
Land acquisition & divestment	• Continue to analyse the land portfolio and where possible release capital from excess holdings and/or inefficient sites • Optimise timing and conditions of any future Residential and Development land purchases
Strategic portfolio divestments	• Medium term portfolio divestments will release capital but also unlock further central cost savings, supporting longer term earnings resilience

Funding mix

The current debt profile is overly complex and expensive for our current and future needs

DEBT MATURITY PROFILE

As at 31 December 2024, $M



FUTURE TARGET STATE

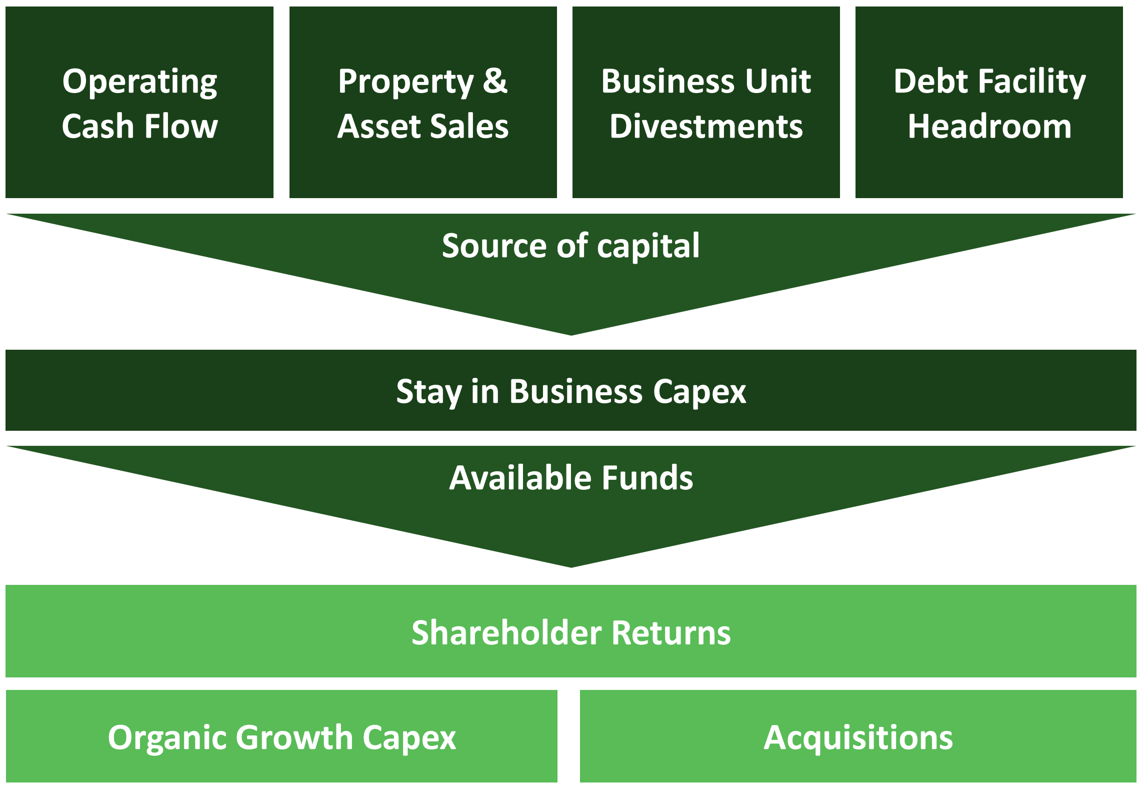
- Lower Net Debt levels of $400m - $900m (pre IFRS-16)
- Investment grade credit metrics
- Simplified funding mix with increased flexibility
- Average funding costs currently ~6.1% (pre line fees)[1]

1. As at 31 December 2024

Disciplined Capital Allocation

Capital expenditure is crucial to ongoing sustainment of earnings and growth, but is subject to well defined controls both prior to commitment and during project execution

TARGET FUNDING MIX



- Stay in business and growth capex (organic or external) are all subject to a staged approval process
- Prior to commitment, a project goes through a formal committee approval process prior to final CEO or Board approval (depending on size)
  - CEO approval required for projects between $1m-$10m
  - Board approval required for projects >$10m
- Hurdle rates specific and appropriate to the industry in which the business unit operates are applied as part of the approval process
  - Will be aligned to group and divisional ROIC targets

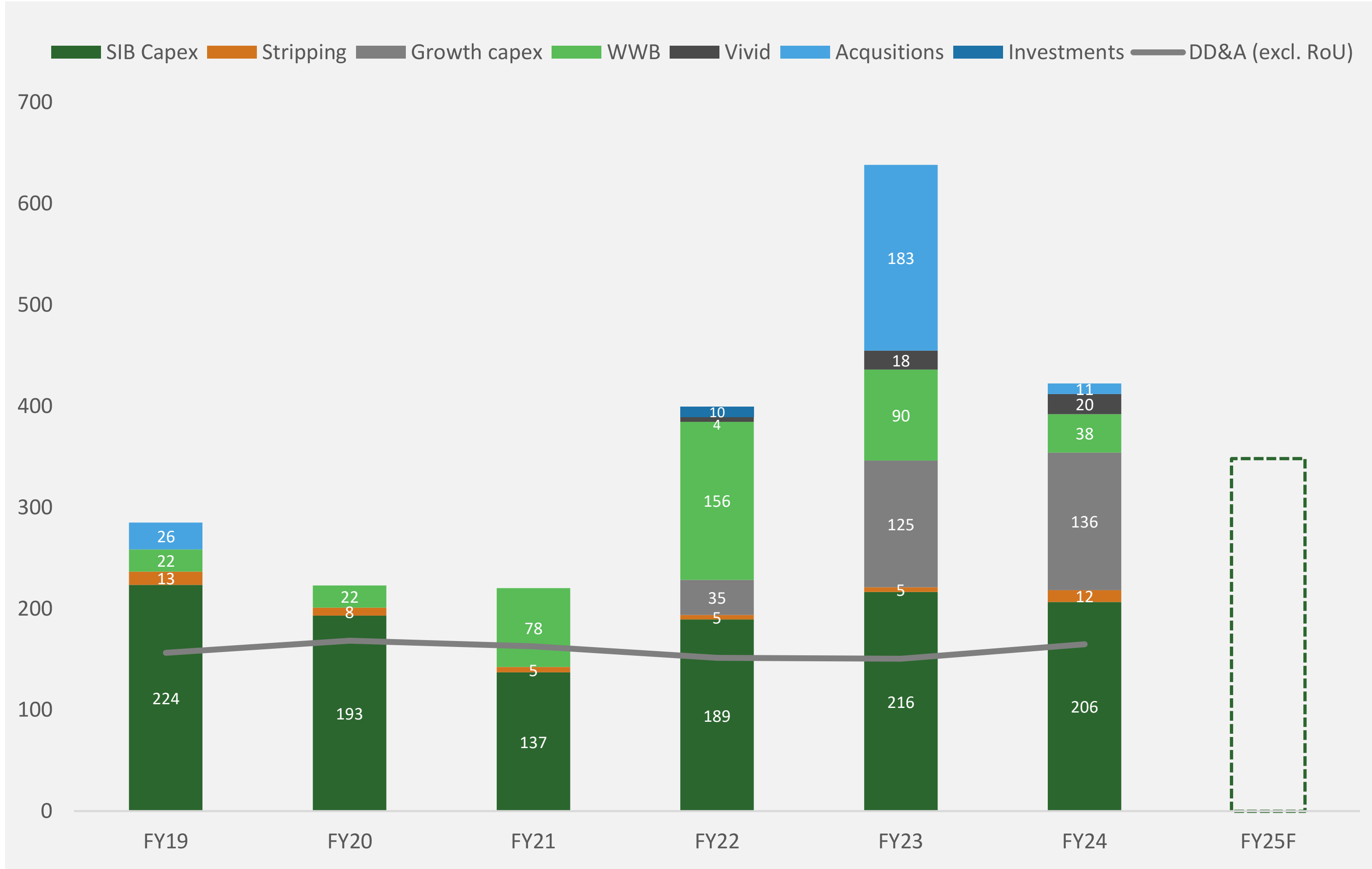
Disciplined Capital Allocation

Target SIB capex equal to depreciation, with major upcoming growth projects focused on key Light Building Product and Heavy Building Material assets

- Where SIB investment is required to support business units with ageing, (predominately depreciated) assets it will be appropriately scaled and phased through time. We will also review local manufacture vs import
- Winstone Wallboards and the acquisitions of Waipapa Timber and Tumu were responsible for the majority of growth-related expenditure up to FY23
- From FY23 onwards, expenditure on Laminex's OSB manufacturing facility in Taupo has been the largest consumer of growth capex
- Historically SIB has remained close to DD&A and the intention is to remain at that level

CAPEX SPENDING AND FORECAST

FY19-FY24,FY25F; $m

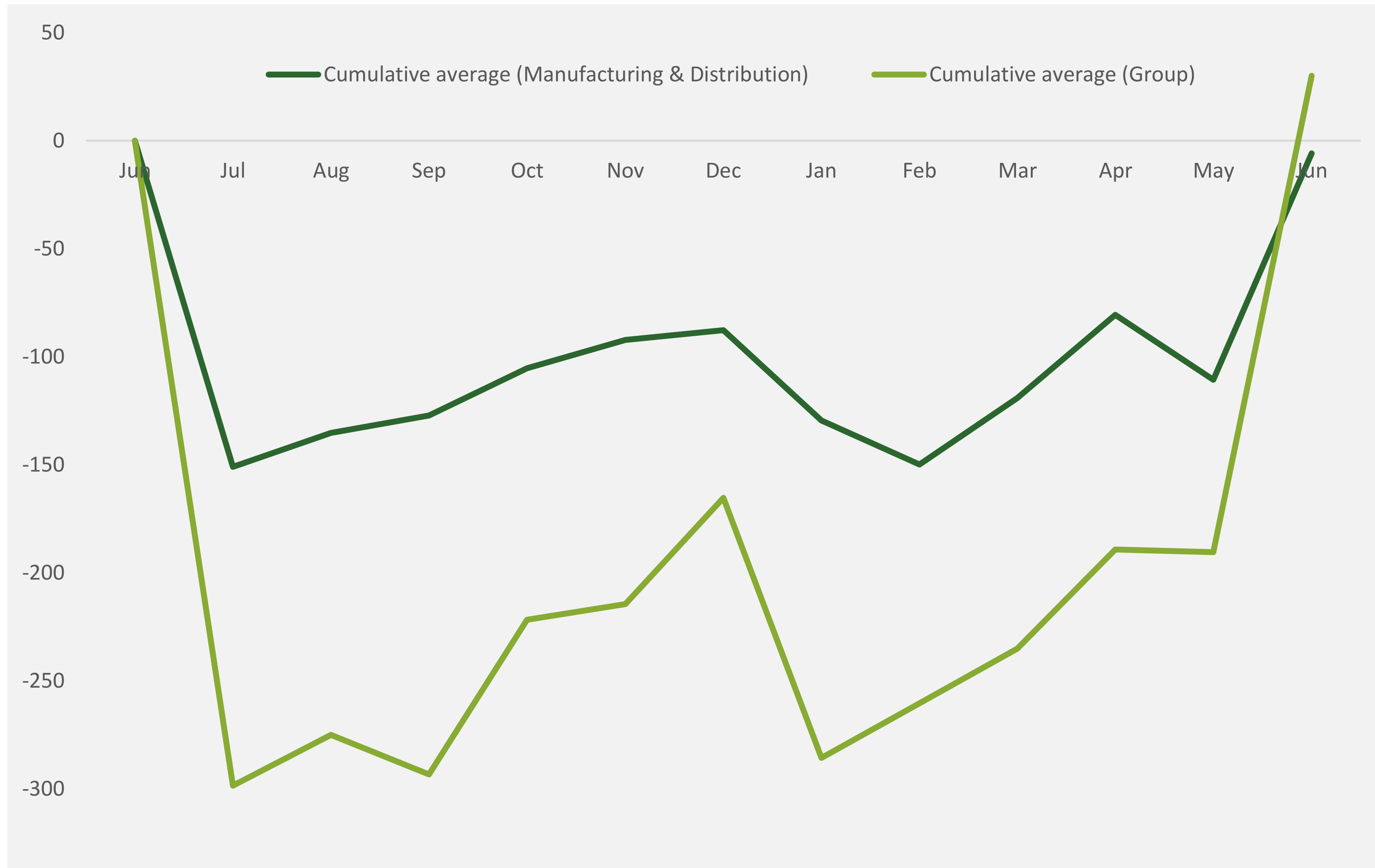


Working Capital Strategy

Close management of working capital will remain a key part of the overall financial strategy

- Fletcher Building operates large working capital balances and over the course of a financial year significant cash movements can occur
- There has always been a focus on working capital management, with an emphasis on year-end cash flows, but greater focus will be put on reducing volatility (where commercially viable)
- The Residential and Development and Construction Divisions have a substantial impact on intra-year volatility

CUMULATIVE AVERAGE MONTHLY ΔTRADING CASH[1]
(FY19 – FY24); $m



1. Average monthly change in trading cash for the period from FY19-FY24 accumulated over 12 months

Key messages

Strong focus on driving financial performance and disciplined allocation of capital

- Targeting ROIC greater than WACC across all business units
- Transparent and consistent financials
- Net Debt target - $400m to $900m
- Reduce working capital cyclicality
- Disciplined capital allocation
- Dividend policy reviewed as target Net Debt level achieved

Macro trends & outlook

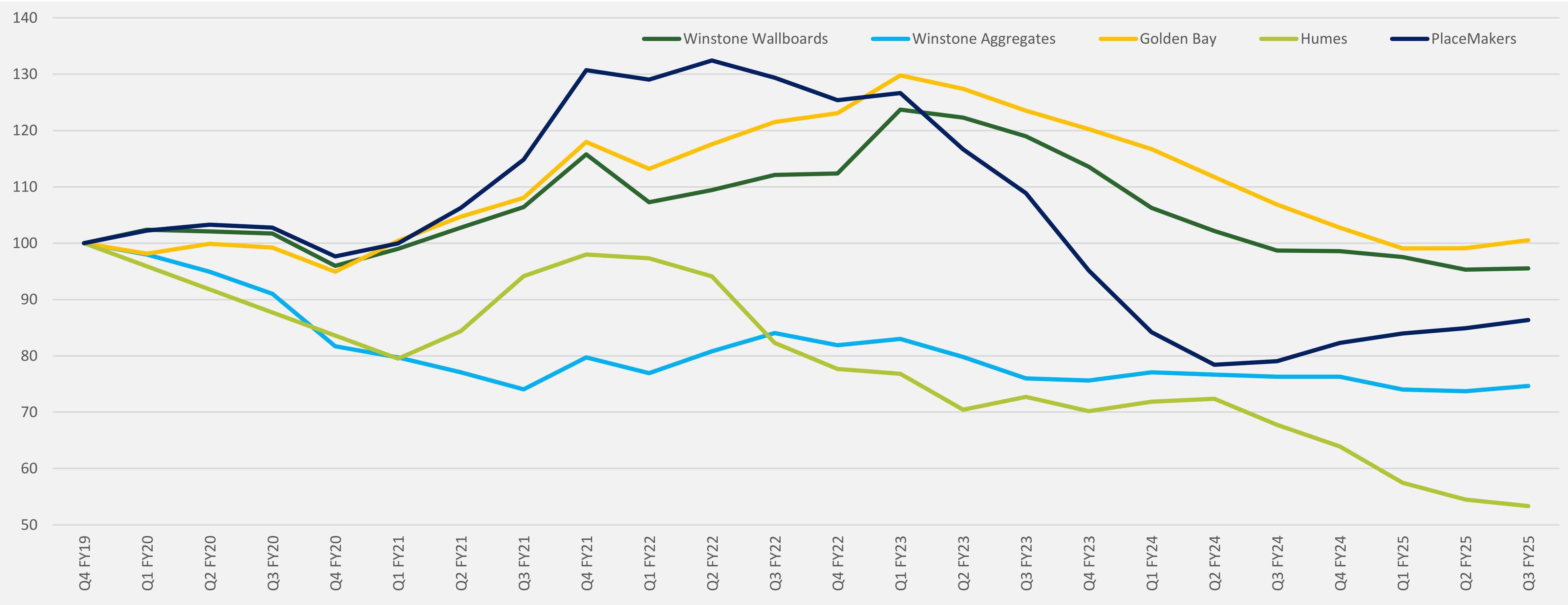
Andrew Reding, Managing Director & CEO

Where in the New Zealand cycle are we?

Sales volumes of key products across the portfolio provide a view of market conditions and potential outlook

PRODUCT VOLUMES

Rolling 12m average quarterly volumes, Q4 FY19 = 100



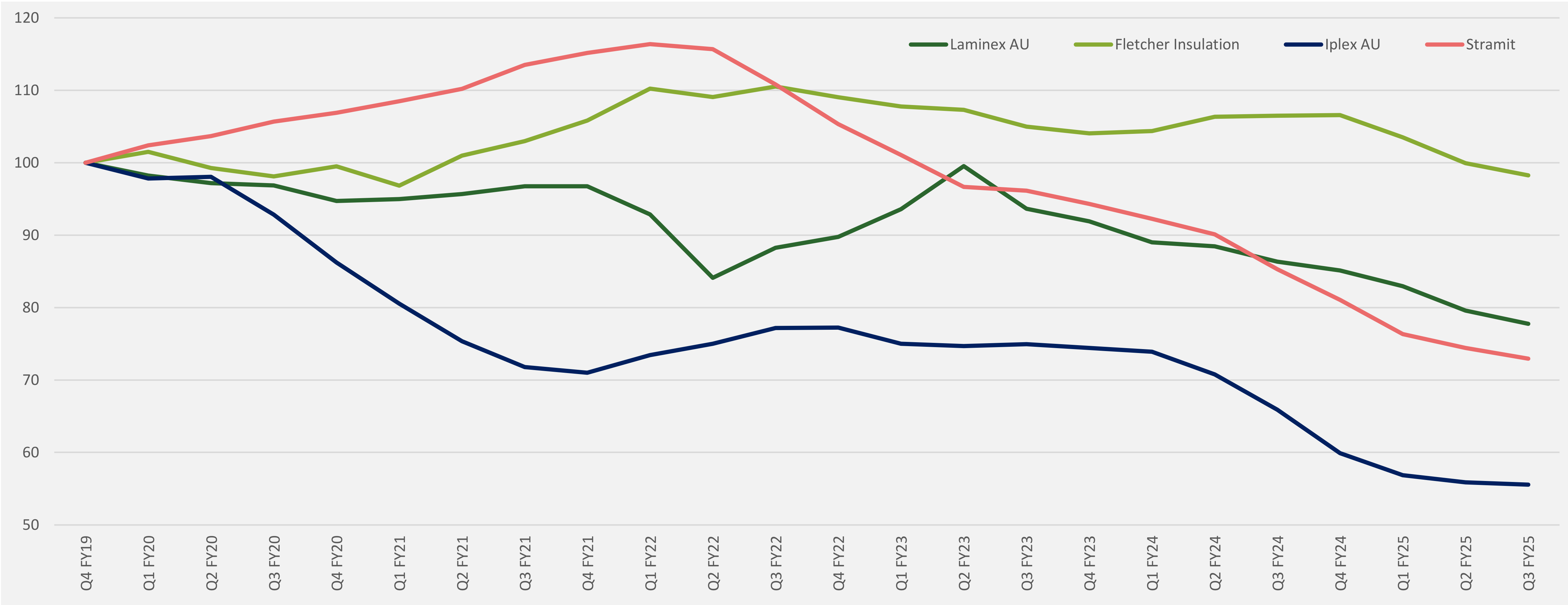
Note: WWB – Domestic Board volume (m^2),
Humes – Concrete pipe volume (tonnes) – for FY19&FY20 annual data only available, monthly data has been averaged out,
PM – Frame & Truss (m^3),
WA – sales volume (tonnes),
GBC – domestic cement volumes (tonnes)

Where in the Australian cycle are we?

Sales volumes of key products across the portfolio provide a view of market conditions and potential outlook

PRODUCT VOLUMES

Rolling 12m average quarterly volumes, Q4 FY19 = 100



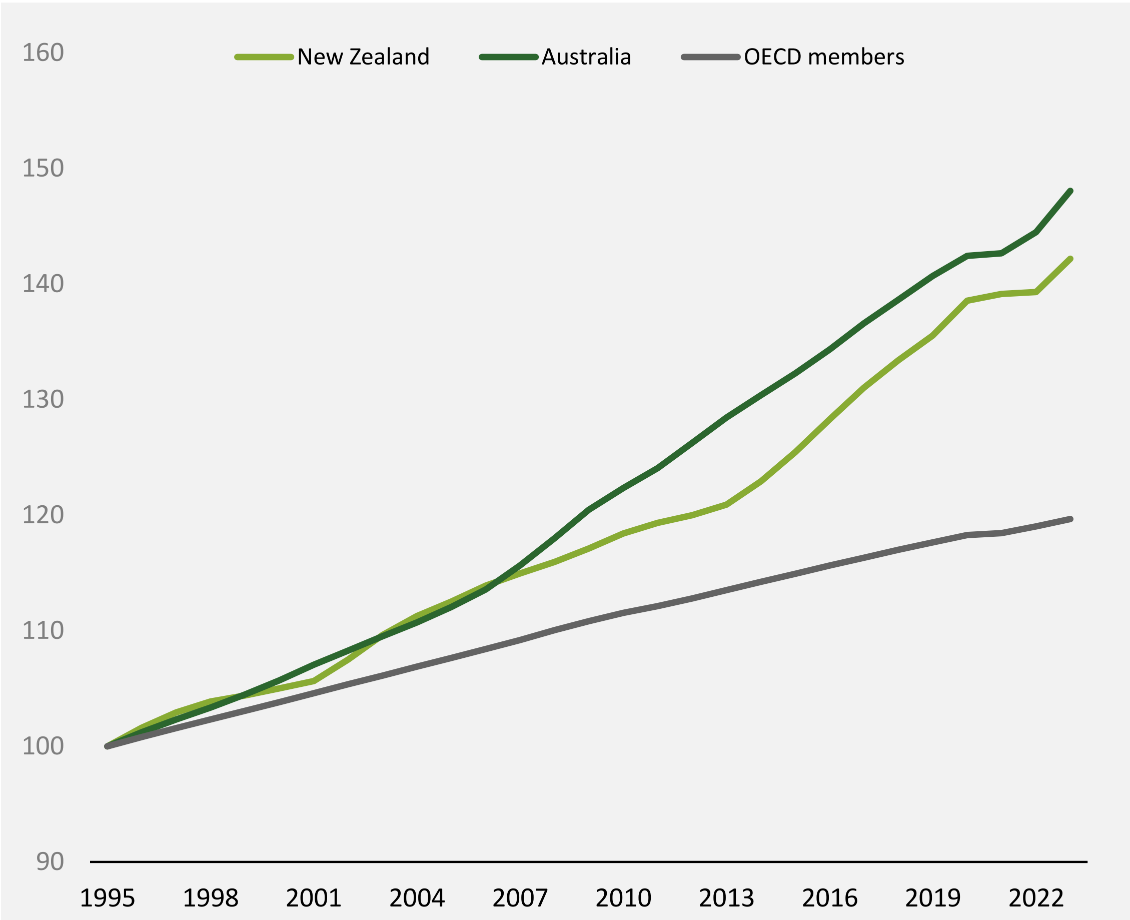
Note: Laminex AU – Board Laminate volume (m^2),
Fletcher Insulation – Glasswool sales volume (tonnes),
Iplex AU – Plastic pipe and other sales volume (tonnes),
Stramit – Total manufacturing volumes (tonnes)

Market fundamentals

We operate in structurally attractive markets, with higher population growth and infrastructure deficits driving demand for infrastructure and the materials required to construct it

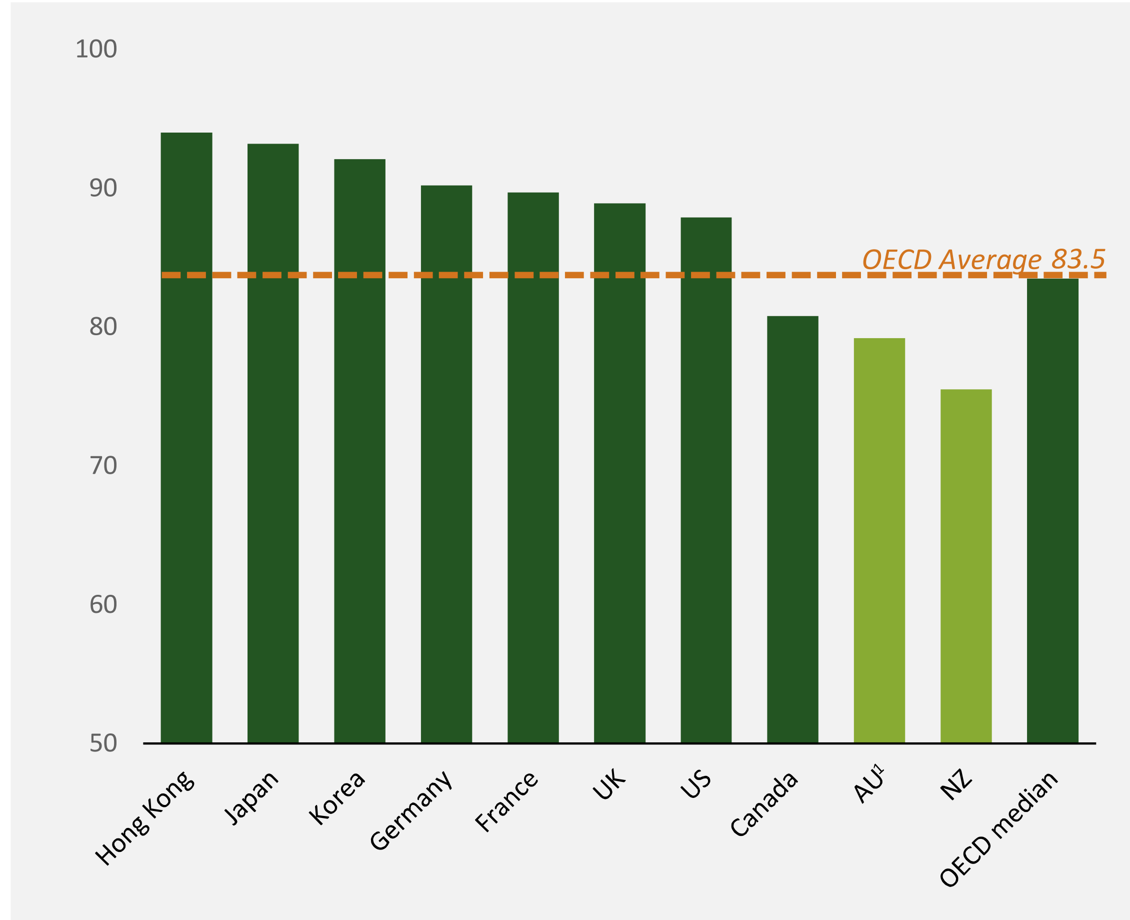
POPULATION GROWTH

1995 = 100



INFRASTRUCTURE QUALITY INDEX

2021



Source: OECD Questionnaire on Affordable and Social Housing (2023 & 2021), World Bank Group (April 2025); OECD.org 2021

FY25F update

Operating volumes continue to subdued, impacting operating leverage and profitability

FY25F EBIT Outlook

- FY25F EBIT (pre Significant Items) expected to be between $370m and $375m inclusive of the $16.4m loss incurred as a consequence of the settlement reached with NZTA in relation to the P2W project (disclosed on 20 June)
- Excluding the P2W settlement impact, FY25F EBIT (pre Significant Items) is expected to be between $386.4m and $391.4m
- Guidance is subject to market conditions for the remainder of the month and uncertainty with regard to the timing of house settlements

FY25F Significant Items guidance

- At the HY25 results, $251m of Significant Items primarily relating to Iplex Australia pipes ($177m) and Tradelink disposal ($58m) were announced
- In June an expected provision of ~$12m - ~$15m on the increased cost to complete NZICC was announced
- In addition to the Significant Items already announced
  - ~$10m - ~$15m is expected to be incurred in relation to defending construction legacy and WA plumbing issues
  - As a result of the strategic review actions taken, additional non-cash Significant Items of between ~$250m - ~$440m and cash Significant Items of between ~$50m - $60m are expected in FY25; these will be finalised as part of year end reporting
    - These primarily relate to restructuring and redundancy costs, goodwill and brand impairments, closure costs and the write off and provision for onerous contracts associated with ERP projects
- Altogether the total Significant Items announced at the full year FY25 results are expected to be between ~$573m - ~$781m

FY25F Significant Items guidance ($m)	
HY25 reported	**251**
NZICC cost to complete	**12 - 15**
Legal cost - WA plumbing & Legacy construction	**10 - 15**
Strategic review non-cash items	**250 - 440**
Strategic review cash items	**50 - 60**
Total	**~573 - ~781**

Closing remarks

Andrew Reding, Managing Director & CEO

What does this mean for shareholders?

Fletcher Building's new strategic direction will lead to a leaner more focused organisation

1	*Strong core portfolio*	• **Heavy Building Materials** – a leader in New Zealand aggregates, cement, concrete and steel, with strong brands and footprint • **Light Building Products** – privileged positions, with efficient low-cost manufacturing facilities • **Distribution** – a leading national distributor of building and plumbing supplies via trusted and respected brands
2	*A clear strategy for future growth*	• **Vertically integrated** positions in building materials & products, from raw materials through to distribution • **Lean operating model** with business units empowered with the tools, resources and autonomy they need to succeed, while bearing accountability for performance
3	*Favourable market tailwinds*	• **NZ economic cycle poised for improvement** driven by falling interest rates, pro-investment Government, undersupply of residential dwellings and an infrastructure deficit • **Government policy supportive of growth** in housing supply and infrastructure with "RONS" procurement beginning • **Australian market forecasting growth** driven by increasing infrastructure spend, lower interest rates and increased housing starts to meet shortfall in cumulative historic housing construction
4	*Refreshed board and management capability*	• **Refreshed Board** with strong experience in building manufacturing and distribution • **Experienced management team** with deep industry knowledge combined with knowledge of the portfolio
5	*Capital structure ready to support growth*	• **New Net Debt target** of $400m - $900m over the medium term • **Final legacy construction projects near-complete** • **Possible future divestments and surplus land disposals** provide capital release to support balance sheet target and capex

Appendix

ROIC framework

A disciplined capital allocation framework driving investment decisions, performance accountability and sustainable value creation across business units

NOPAT (trailing 12-months) ÷ **Invested capital** (Average month end for LTM) = **ROIC**

NOPAT calculation

EBIT (pre significant items) × (1 – tax rate)

Invested capital components

Net working capital + Investments + Fixed assets + ROU assets + Intangibles

ROIC framework

- ROIC serves as the primary investment decision framework, ensuring all capital allocation decisions are evaluated against value creation potential
- Business units operate within industry-specific ROIC targets that exceed WACC through the cycle
- All capital expenditure proposals must demonstrate alignment with the assigned ROIC thresholds before approval
- Continuous monitoring of ROIC performance against targets, with regular assessment of invested capital efficiency across all business units

Additional financial information

Further financial information including:

- Re-stated divisional metrics; and
- Indexed volume data

Is available in excel form via the Fletcher Building Investor relations website:

https://fletcherbuilding.com/investor-centre/financial-results-and-announcements

NAIL THE

BASICS

PlaceMakers

c.$1.3bn
FY25 Revenue

c.25%
FY25 Market Share

4m+
customer visits a year

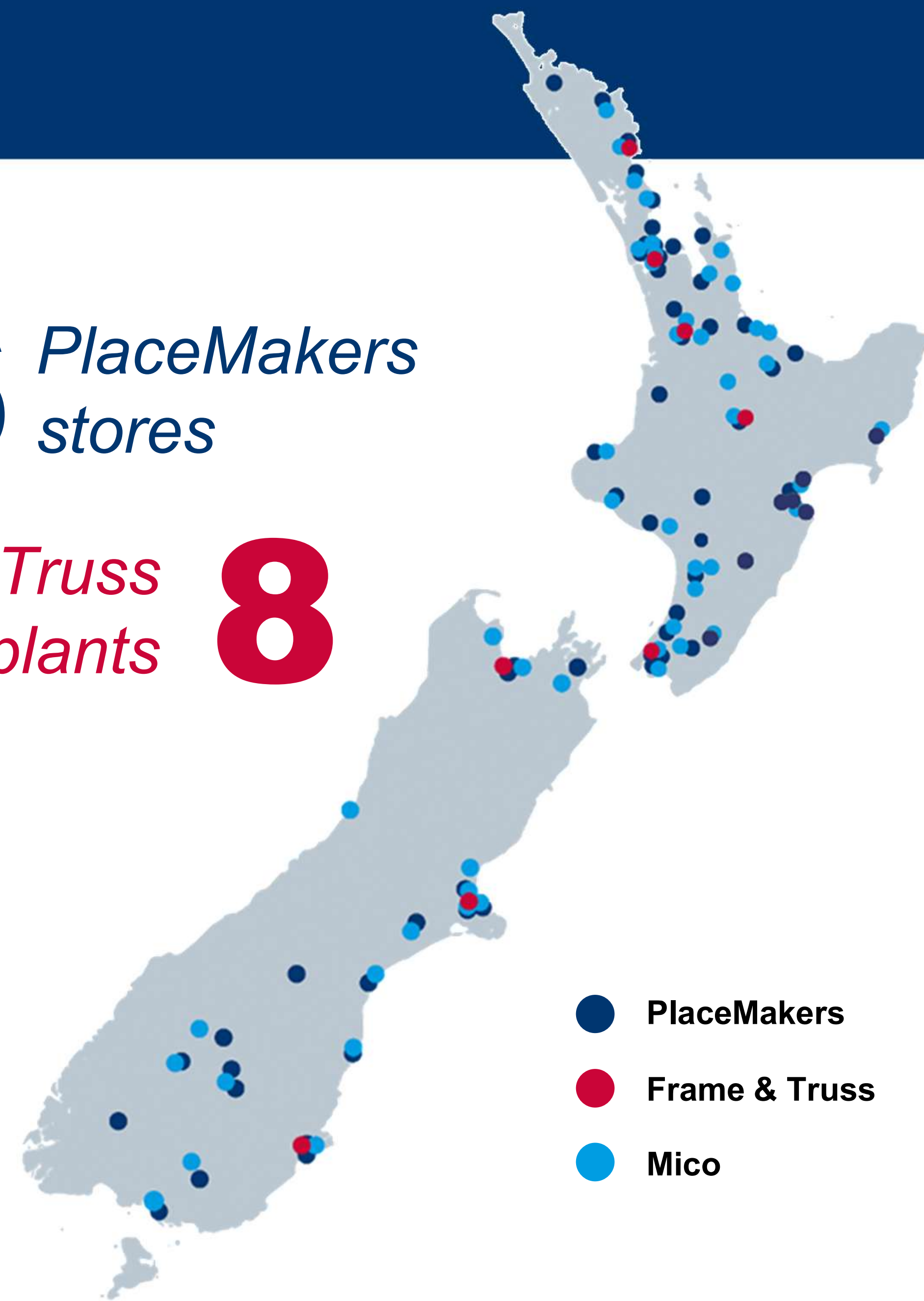
2,250
people

70k+
trade customers

140,000
customer deliveries

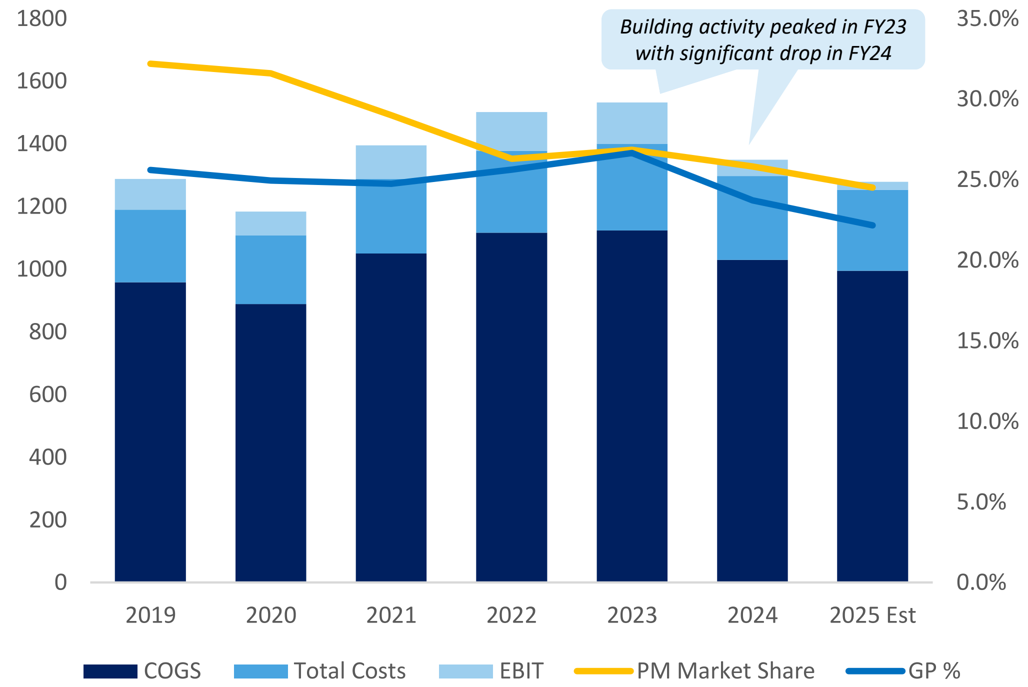
66 *PlaceMakers stores*

Frame & Truss plants **8**



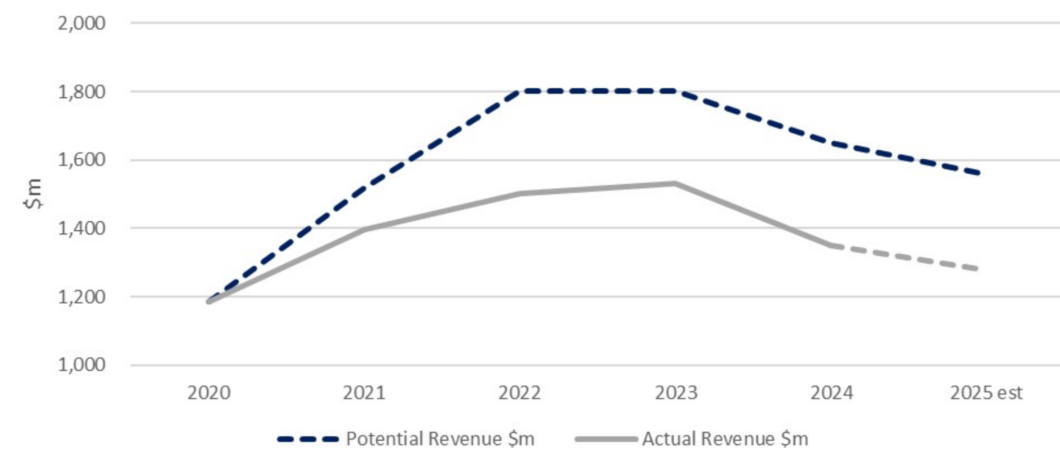
Financial performance FY19 to FY25F

COST OF GOODS SOLD, COST, EBIT AS % REVENUE

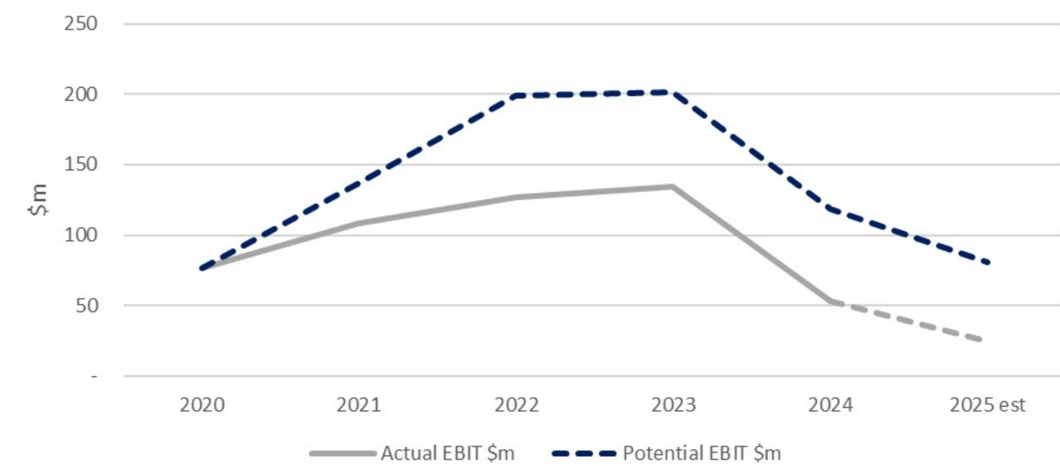


- **PM performance growth** post COVID FY20, peaking in FY23 alongside market growth
- Market share starting to decline from FY19/20
- **Revenue** is relatively flat FY19 to FY25E while the market has grown
- **Cost of Goods** have grown just **3.9%** over the six year period and overheads **11.3%** - significantly below inflation for the period.
- **Margin compression** through competition and price pressure flowing to loss of EBIT, compounded by loss of Revenue from Market Share

REVENUE LOSS FROM MARKET SHARE DECLINE



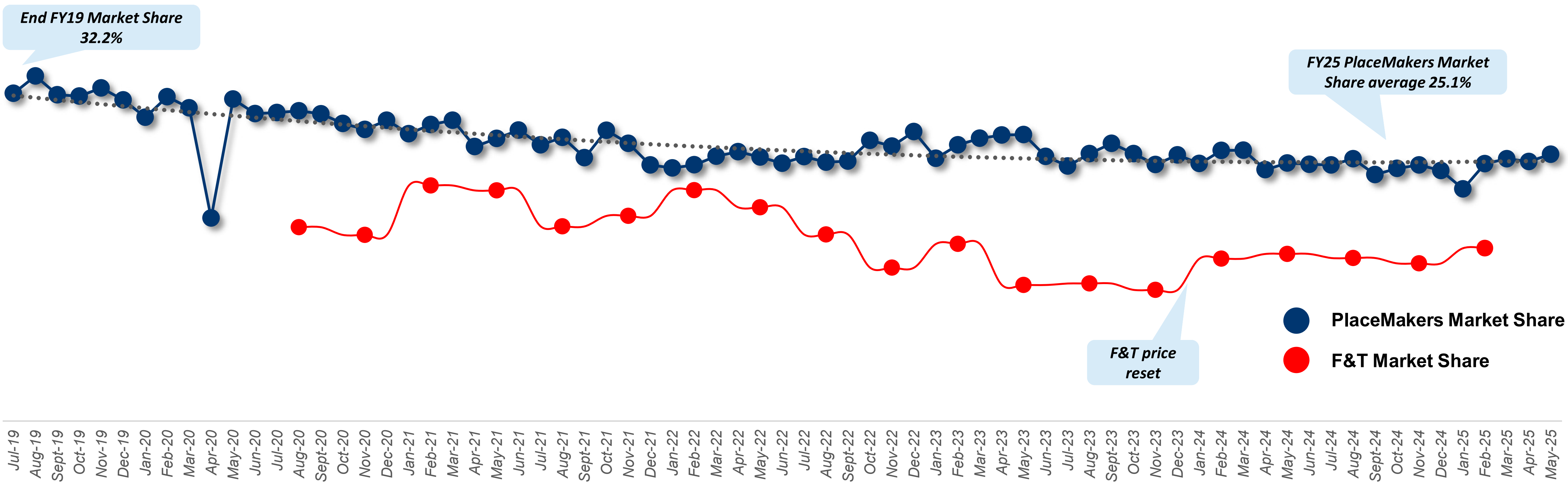
EBIT LOSS FROM MARKET SHARE DECLINE



Market Share

PlaceMakers has been losing market share since 2019

PLACEMAKERS + FRAME & TRUSS MARKET SHARE



F&T Price reset began Q2 FY24, early share recovery of four points….
Structural share loss accelerated when the cycle turned…

Source: CreditWorks NZ

PlaceMakers®

NAIL THE

BASICS

*Great builds start with **SOLID FOUNDATIONS** - both in construction and in business. Nail the basics, and everything else falls into place*

Why it matters?

Customer Trust, Cost Discipline, Execution Excellence

Nailing the basics

Getting us back on track

	ISSUE	ACTION
CUSTOMER	▪ *We focused brand on the* ***wider market including DIY and Retail Customers*** *instead of our core business* ▪ *We forced a* ***specialised Urban Hub structure into rural*** *creating additional management layers, additional cost and loss of relationships in market* ▪ *We* ***disestablished our Joint Venture structure*** *across the Rural market, creating new competitors (3)*	▪ *We are* ***100% refocused on growing our Trade and Commercial Customer base*** ▪ *We have* ***removed two layers and 200+ roles*** *where our team were too removed from our customers* ▪ *We have* ***disestablished Hub structures*** *in the rural markets* ▪ *We are re**launching Joint Ventures in rural areas** over the next 3 years – Provincial Markets work best with local ownership and community relationships* ▪ *We are doubling down on our* ***'Know How, Can Do'*** *roots to deliver increased technical value to our customers* ▪ *We are* ***improving our category management*** *– right range, right place, at the right price*

Nailing the basics

Getting us back on track

	ISSUE	ACTION
MANUFACTURING & SUPPLY CHAIN	▪ *We did not have the **manufacturing expertise** needed resulting in **poor capital decisions** (Felix Street)* ▪ *We **did not adjust to the slowing cycle fast enough to remove cost and lower prices** resulting in lost market share*	▪ *Our **team has been refreshed** with the expertise needed* ▪ *We **stopped the Felix Street Frame & Truss project** and opted to repurpose the Clever Core Cavendish Drive site c.$30m capex avoided and reduction in construction time of c.6 months* ▪ *We have **repriced our Frame & Truss offer** to win the work* ▪ *We have a **strong focus on cost and efficiency** so to deliver value to our customers* ▪ *We keep **improving our DIFOT (target >95%)***

Competitive advantages

Set up to Win

PEOPLE

- ✓ *Knowledge **'Know How, Can Do'***
- ✓ *100% Commitment to our Customers*
- ✓ *Community Relationships*
- ✓ *Joint Venture owners with 'skin in the game' and strong connections to rural community*

STORE NETWORK & RANGE

- ✓ *66 Stores providing coverage across the country*
- ✓ *Key locations and proximity to customers winning the local and national customer*
- ✓ *Biggest trade range in the market*

BRAND

- ✓ *Iconic and trusted brand*
- ✓ *Known and supported by the Trade and wider community for 44 years*

MANUFACTURING & SUPPLY CHAIN

- ✓ *8 Frame & Truss Plants with a focus on productivity and efficiency*
- ✓ *Dedicated Estimations team*
- ✓ *Dedicated Delivery Fleet with excellent Delivery on time in full (DIFOT)*

Fletcher Building

Heavy Building Materials Division

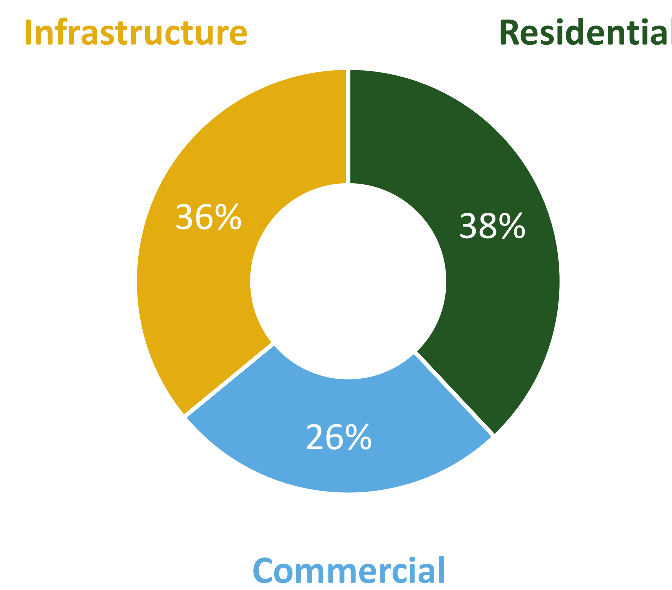
Construction Materials Vertical

The Construction Materials vertical is NZ’s leading construction materials business with a foundation in circularity and low-carbon

- **Leading market positions -** Leader in **aggregates & recycling,** NZ’s only domestic manufacturer of **cement**, **ready-mix** concrete, **masonry** & Dricon (**bagged dry concrete**) and **pipelines & solutions supplier**
- **Unique NZ wide footprint & network** with well-balanced sector exposure – in particular the more resilient infrastructure sector
- **Strong technical capabilities** & **leading brands**

Business Unit	Overview	Position
 WINSTONE AGGREGATES	➔ Leader in aggregates, recycling, clean fill, transportation and lab services ➔ 11 active quarries, 4 clean fills and 2 urban yards – with a dedicated trucking & delivery service nationwide	#1
 Golden Bay	➔ NZ’s only integrated cement manufacturer, offering NZ’s lowest carbon GP cement ➔ An efficient plant with further waste management income streams in close proximity to NZ's largest market; with dedicated shipping, trucking & rail distribution; six regional service centres	#1
 Firth	➔ Leader in ready-mix concrete, masonry and bagged pre-mix concrete/mortars (Dricon) ➔ 66 certified plants, 6 masonry plants and 2 Dricon plants	#1
 HUMES	➔ Infrastructure supply partner for water management and civil precast construction solutions ➔ 19 sales branches and 4 concrete pipe and precast manufacturing facilities	#2

Revenue Weighted Sector Exposure



Our vertically integrated business model is aggregate-led, with downstream presence to deliver value-added solutions and drive pull-through

Upstream materials represent ~70% of consolidated EBIT

Winstone Aggregates
- ~8 million tonnes aggregates p.a.
- ~470k tonnes recycling/cleanfill p.a.
- ~30% of sales to internal customers

Golden Bay
- ~1m tonnes cement p.a.
- ~100k tonnes waste diverted p.a.
- ~60% of sales to internal customers

Downstream solutions represent ~30% of consolidated EBIT

Firth
- ~1.5 million m3 readymix p.a.
- ~800k m2 masonry p.a.
- ~70k tonnes Dricon p.a.

Humes
- ~80k tonnes pipes and precast p.a.

Customers

Golden Bay is NZ’s only integrated cement manufacturer

- The Portland plant in Whangārei has been producing cement since 1913 providing critical supply chain resilience to the construction industry
- Strategically located near two limestone quarries which provide supply of necessary raw materials for cement manufacturing; and the Whangārei Harbour allowing marine distribution
- Significant player in waste solutions currently diverting ~100k tonnes of waste from landfill each year

550 people (direct + indirect)

Cement capacity ~1m tonnes p.a.

~26% lower embodied carbon vs baseline[1]

~60% NZ market share

6 marine terminals in major North Island ports

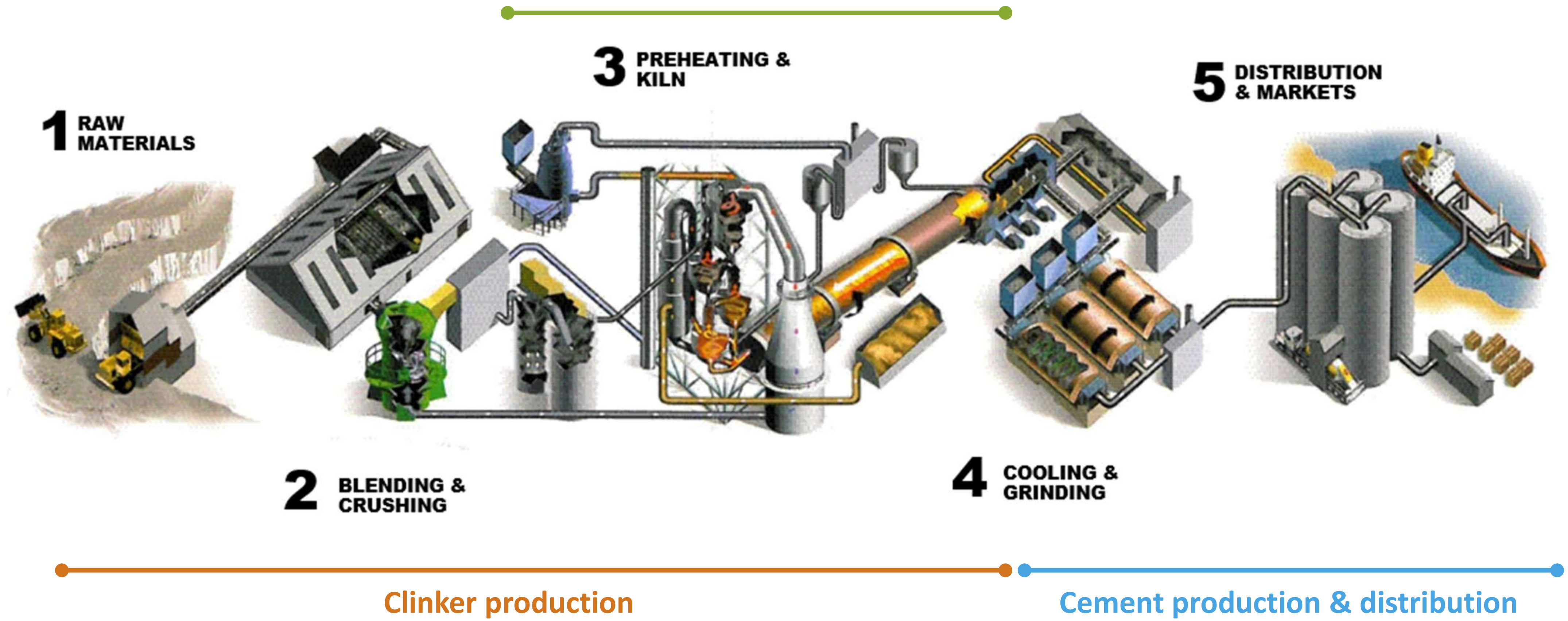
Waste diverted and co-processed ~100k tonnes p.a.

[1] *EcoSure® General Purpose (‘GP’) cement; Infrastructure Sustainability Council of Australasia baseline (2017)*

Cement manufacturing occurs in two stages: production of clinker from raw materials; and grinding of clinker to produce cement for distribution

Clinker production is an emissions intensive process:

1. **Thermal energy: ~35% of current process emissions (addressable by Golden Bay)**
2. **Limestone chemical reaction ~65% of current process emissions (hard-to-abate, requires industry focus e.g. carbon capture)**



Golden Bay's use of waste-derived alternative fuels is industry leading and we play a significant role in waste diversion for NZ

2003: bio-fuel (Woodwaste) introduced as a partial replacement for coal ~10% coal substitution

2021: installation of feed system to handle tyre-derived fuel ~50% coal substitution

2025: Front-end firing project to introduce hard-to-recycle plastic waste & wood into front end of kiln ~70-80% coal substitution target

2003 | 2010 | 2021 | 2023 | 2025 | 2030+

2010: introduction of construction & demolition waste (C&D) into process ~25% coal substitution

2023: purchase of shredder machine, adding pre-processing capabilities & ability to handle other wastes ~50-60% coal substitution

2030+: Target of being coal-free

100% coal substitution target

Decarbonisation of cement is playing a key role in the NZ concrete industry achieving net-zero emissions by 2050

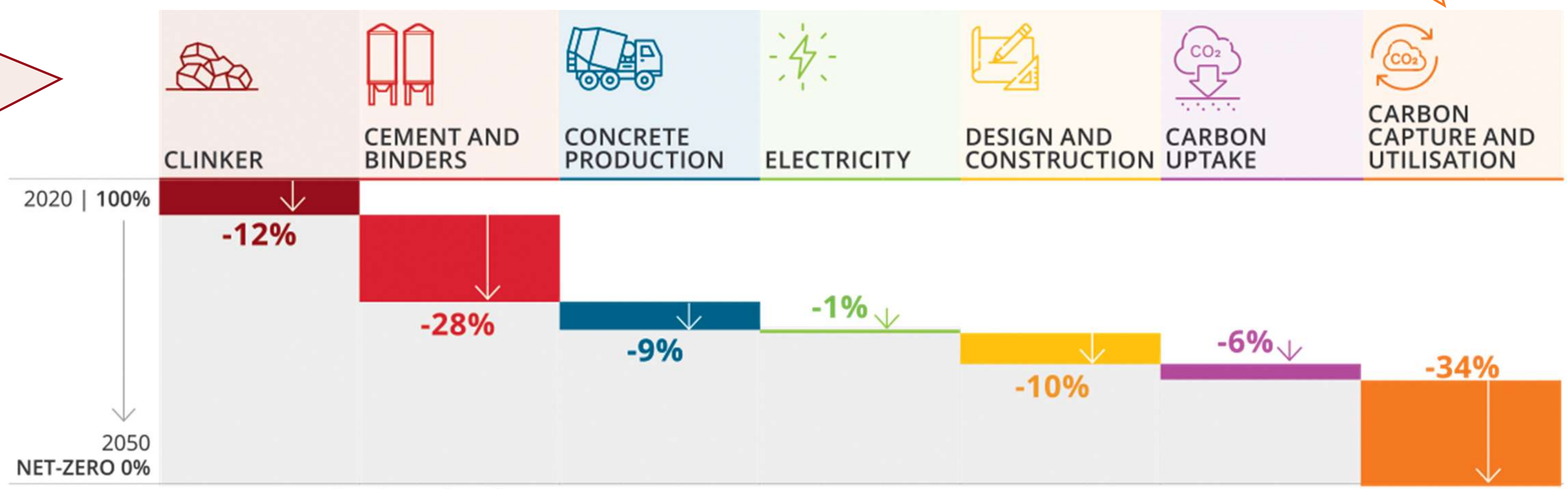
What Golden Bay is doing:
- Increasing the use of supplementary cementitious materials to reduce clinker factor
- Leveraging downstream network with Firth to drive market uptake of low carbon cement

What Firth is doing:
- Increasing the use of recycled aggregates and admixtures to allow reduced clinker factor
- Trial of electric readymix truck bowls

What Golden Bay is doing:
- Supporting small-scale carbon capture pilot trial currently at Portland
- Exploring future commercial opportunities for carbon offtake

What Golden Bay is doing:
- Current coal substitution rates of >60% are industry leading
- Growing the use of waste-derived in alternative fuels & raw materials
- Target of being coal free by 2030+

Concrete NZ Net Zero Roadmap



Percentage reduction of carbon emissions against the 2020 baseline

What Golden Bay is doing:
- Renewable geothermal power purchase agreement (PPA) in place with Ngāwhā Generation (Top Energy)
- Direct landfill gas-to-energy electricity offtake agreement with Northland Waste

What the Division is doing:
- Use of innovative foundation systems (Firth RibRaft, X-Pod) to do more with less
- Ongoing trials to test and improve low-carbon readymix, precast and masonry applications

Current Emissions Trading Scheme settings are uncertain, preventing significant investments in decarbonisation

- Manufacturing of clinker and cement are qualifying activities under the Emissions Trading Scheme ('ETS'), therefore Golden Bay has historically received Industrial Allocations (IA's) of carbon units (NZU) annually based on an allocative baseline, representing the emissions intensity of the NZ cement manufacturing industry.

- The Climate Change Response (Late Payment Penalties and Industrial Allocation) Amendment Act 2023 introduced uncertainty, preventing significant investment in decarbonisation initiatives.

1 **Issue 1: Disincentivising accelerated decarbonisation**

- Re-baselining against own activity and potentially every 5-years

2 **Issue 2: Local manufacturing has a cost of carbon while importers do not – *"a level playing field"***

- Establishment of a Carbon Border Adjustment Mechanism ('CBAM') achieving import carbon price parity

We are committed to decarbonising cement & concrete, and we want to remain manufacturing in NZ, but we cannot deploy significant capital with regulatory uncertainty

Supplementary Cementitious Materials ('SCMs')

Ground granulated blast furnace slag (GGBFS / Slag) – steel manufacturing by-product

Calcined clay – naturally occurring kaolinite heated to >600°C

Pozzolans – naturally occurring volcanic materials used in ancient Greek and Roman construction

Recycled concrete – processed following end of life

- **Positive Government engagement to date** – decarbonisation without deindustrialisation
- Significant investment in decarbonising local manufacturing is **not viable without certainty, a Carbon Border Adjustment Mechanism** will be in place in the medium-term
- Given regulatory settings, **we have reviewed our capital plans for Golden Bay.**
- Over FY27-30, **GB intends to deploy ~$70-80m allowing greater use of SCMs to continue to decarbonise our offering** and provide capacity to meet demand.
- The current investment plan **retains flexibility to remain a domestic manufacturer or transition to an import model.**

Questions?

Fletcher Building

Fletcher Building

OSB and FOSB

The future of engineered wood products

JUNE 2025

What is OSB and FOSB?

Oriented strand board (OSB)

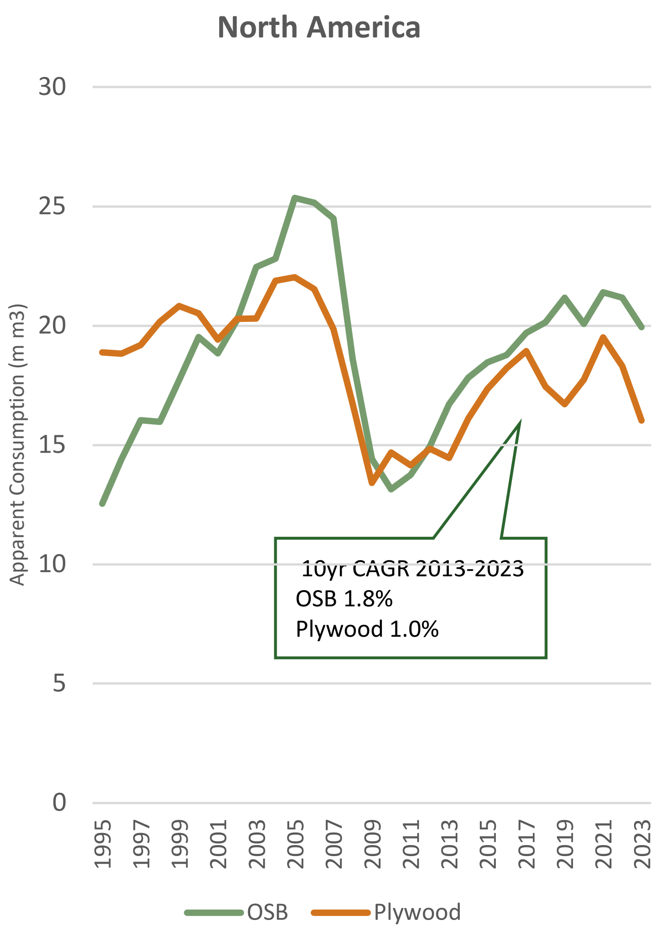
OSB is a reconstituted wood panel formed by layering wood strands together at specific orientations to achieve structural properties of plywood at a reduced manufacturing cost

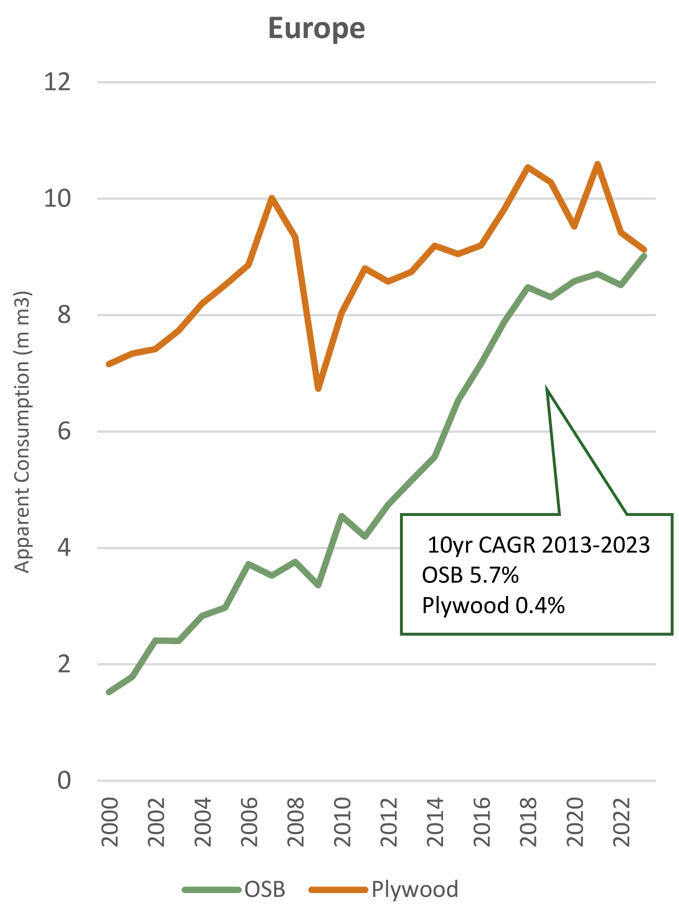
Fine OSB (FOSB)

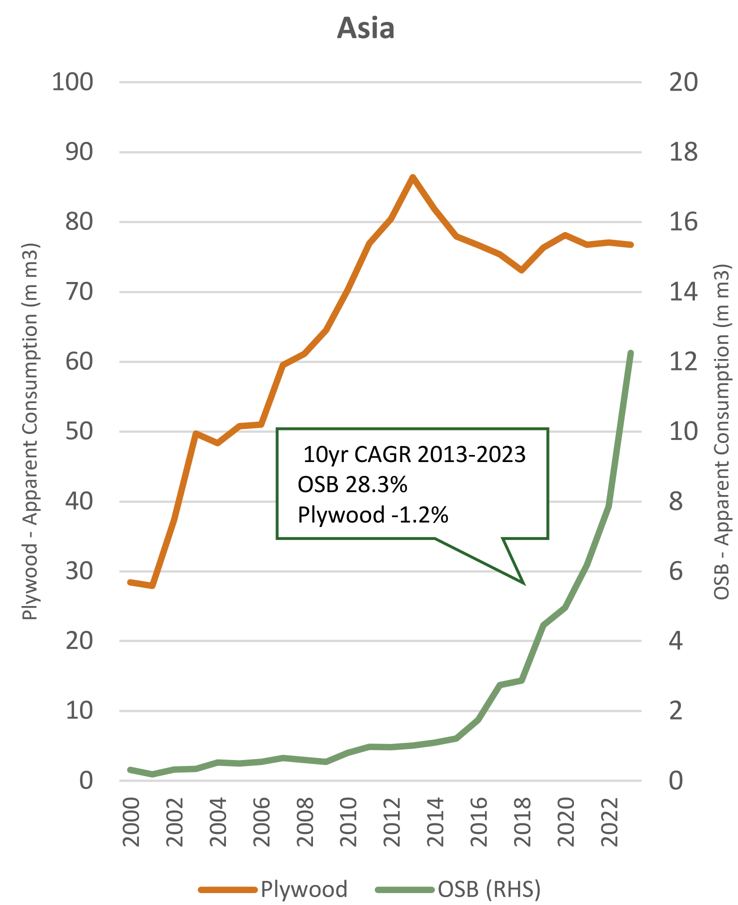
FOSB is a wood panel with an OSB core and 'fine' surface layers; this provides a board with a surface finish similar to MDF but enhanced structural integrity

Why OSB?

OSB is a ubiquitous building product in North America and Europe, on par with structural plywood. In Asia, OSB consumption is rapidly growing (10yr CAGR: 28%) and displacing structural plywood as observed in other geographies







Sources: FAO Data
(1) Apparent consumption = Production + Imports – Exports
(2) Note: Plywood includes LVL

Why FOSB?

FOSB is intrinsically superior to PB and MDF in most properties

Material		Particleboard	FOSB	MDF
Fabricator | Joiner	**Processing Machine impact**	Prone to edge breakout	FOSB & MDF Similar	FOSB & MDF Similar
	Weight / Handling	600-650 kg/m2	620-680 Kg/m2	720-740 Kg/m2
	Screw holding	Less likely to split on edge	Less likely to split on edge	
	Face and edge finishing	Superior edge tape adherence	Superior edge tape adherence	
Home Owner	**Strength / Rigidity**		Sag 50% of MDF	
	Moisture resilience Durability		Superior vs MR MDF and particleboard MR	
	Laminating		Smoothness & colour are key	Smoothest
	Indoor air quality	UF/MUF resin	PMDI resin (No added formaldehyde)	UF/MUF resin

FOSB advantages over PB

- Strength, stiffness and moisture resistance
- No added formaldehyde resin
- Ability to control board properties, density etc, for specific uses

FOSB advantages over MDF

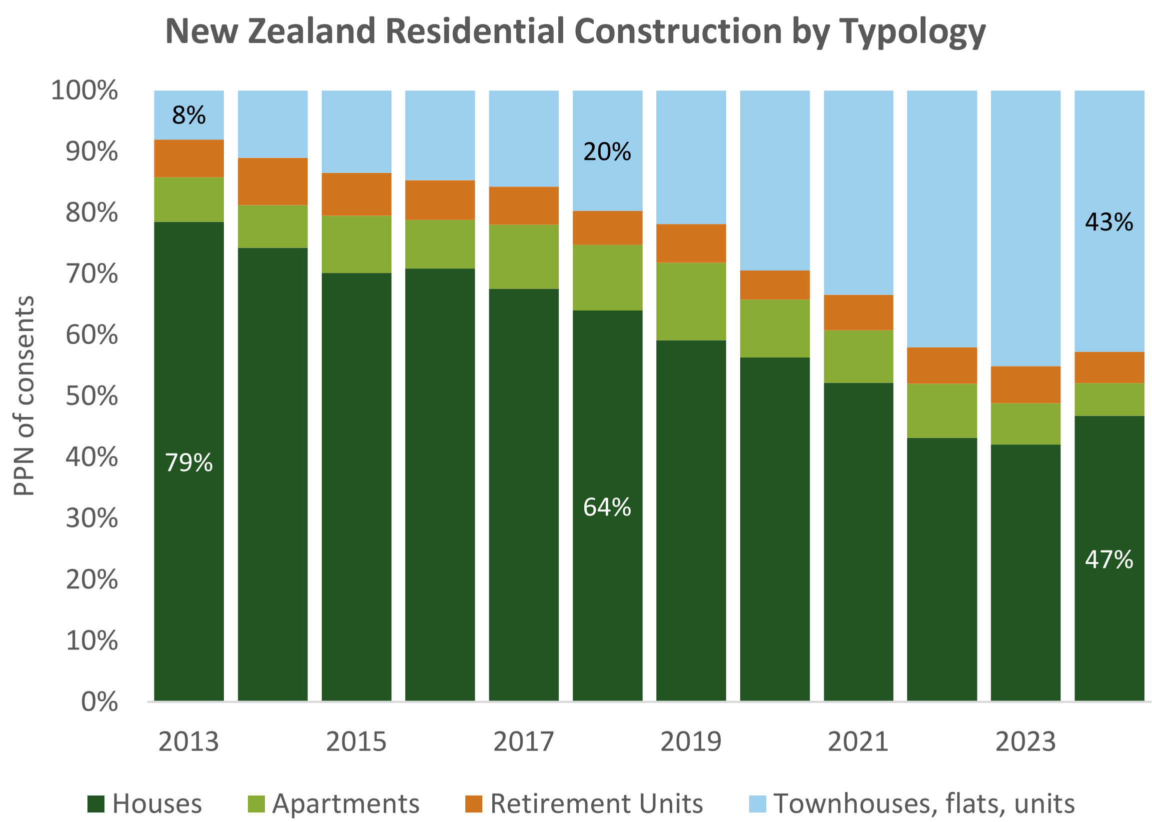
- As above, plus lighter weight
- Less likely to split when screwing into edges

MDF advantages over FOSB are limited

- Premium market finishes including face machining for vinyl wrap or lacquer finish
- Market inertia given the established market position of MDF

Supportive macro construction trends

Key construction sector trends are driving increased demand and intensity of construction wood panels



Insights:

- Increasing demand of multi-unit residential construction leading to increased flooring requirements and optionality
- Rising demand for lightweight construction materials over traditional concrete and steel e.g. wood panel based commercial mid-floor systems
- Increasing uptake of new residential construction systems e.g. Rigid Air Barriers (RAB)
- Sustainable building materials with environmental credentials

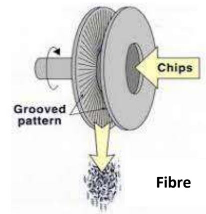
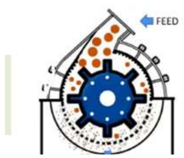
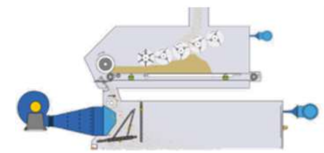
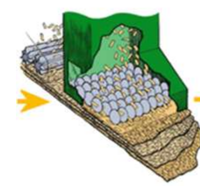
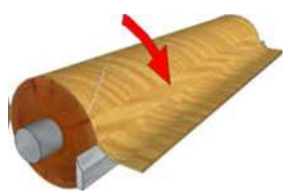
Plant overview – Laminex Taupō

Leading investment in the New Zealand wood panels manufacturing industry

- New plant will utilise advanced technology to produce a wide range of quality, cost competitive and superior products with diverse applications in furniture, joinery and the broader construction sector
- Provides a platform to explore innovative engineered wood product (EWP) opportunities across wall systems, roof sheathing and mass timber
- The new wood panel production line will supersede the current particleboard line which will be decommissioned
- At production of 120,000m3, the investment is expected to generate mid-cycle incremental EBIT of approximately $40m by FY31

Capacity	Health & Safety	Sustainability	Competitive Products	Local economy	Innovation & Productivity	Incremental returns @ mid cycle
160,000m3 p.a. Capacity will enable supply to domestic & export markets	Best practice safety standards through automation and earthquake resilience	On-site biomass energy generation derived from production waste	Creates a leading wood panels position in NZ	150+ people onsite during delivery, positively contributing to the local economy	Investment in advanced technologies improving NZ productivity	EBIT of c.$40m by FY31

Manufacturing process

Process	Raw Materials	Wood Processing	Gluing Drying	Forming & Pressing	Finishing	Finished Product
MDF	 Pulp log & Residues	 Refine		Fibre Distribution Density is important		
PB	 Residues	 Mill		 Particle Classification		
					FOSB	
OSB	 Pulp log/Residues	 Strand		 Strand Orientation		
Plywood	 Unpruned Peeler Log	 Peel		Orientation of veneer layers		

Product innovation pipeline

The new plant will enable the development of a wide range of engineered wood products

Wall systems / SIPs

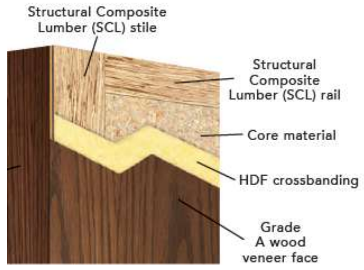
Expanded flooring and structural range

- Up to 40mm thickness
- Large format panels up to 7m long

Strand lumber

Rigid Air Barrier, Roof Sheathing

High Performance & Solid Core Doors



Delivery programme

Plant nearing completion, 1st board targeted in early FY27