



# Investor Day Brisbane

*18 June 2015*



# **Graham Darlow**

*Chief Executive Construction Group*

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# Disclaimer

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This presentation contains not only a review of operations, but also some forward looking statements about Fletcher Building and the environment in which the company operates. Because these statements are forward looking, Fletcher Building's actual results could differ materially. Media releases, management commentary and analysts presentations, including those relating to the 2015 Half Year Results announcement, are all available on the company's website and contain additional information about matters which could cause Fletcher Building's performance to differ from any forward looking statements in this presentation. Please read this presentation in the wider context of material previously published by Fletcher Building.



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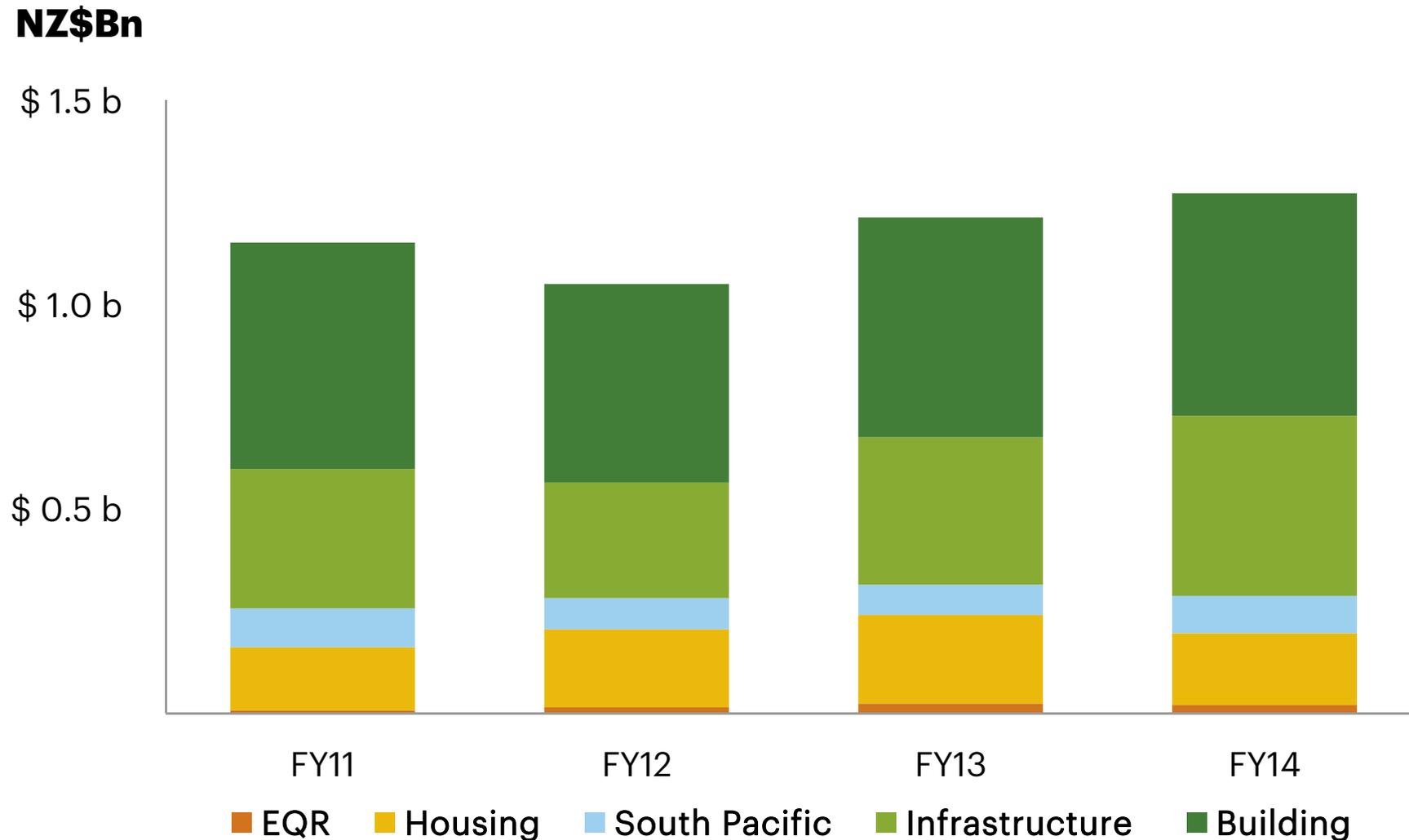
# In Summary - Construction

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- **Operates throughout New Zealand and the South Pacific**
- **Covers most construction sectors including**
  - Housing
  - Commercial and Institutional
  - Civil and Industrial Engineering
  - Specialist Subcontracting
- **Operates in most forms of contracts including**
  - Public Private Partnerships (PPP)
  - Early Contractor Involvement (ECI)
  - Engineer Procure Construct (EPC)
  - Design and Construct (D+C)
  - Construct only



# Annual Revenue by Business Unit\*

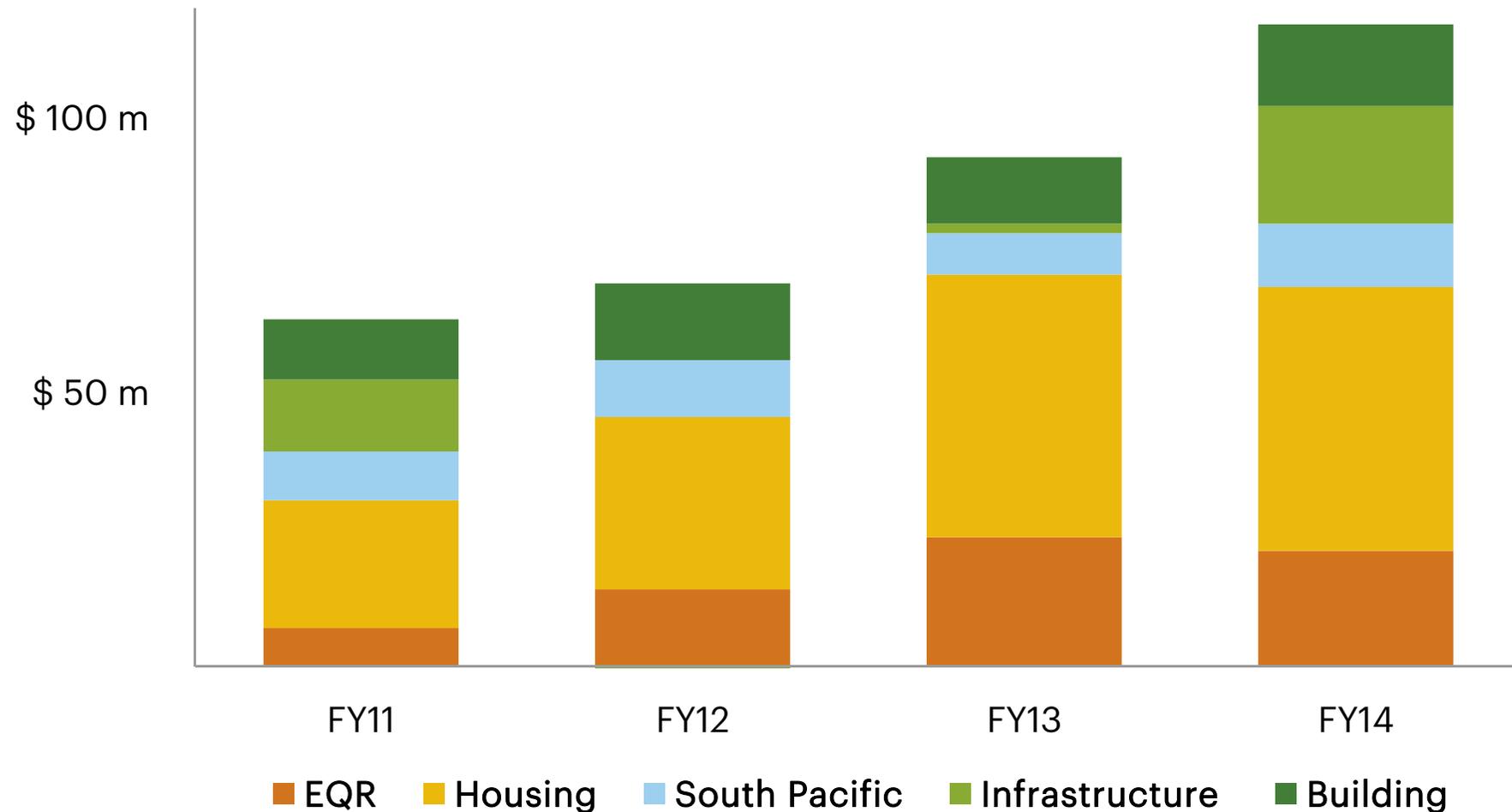


Note: \* Excludes Construction Division central office and administration costs



# Annual EBIT by Business unit\*

NZ\$m

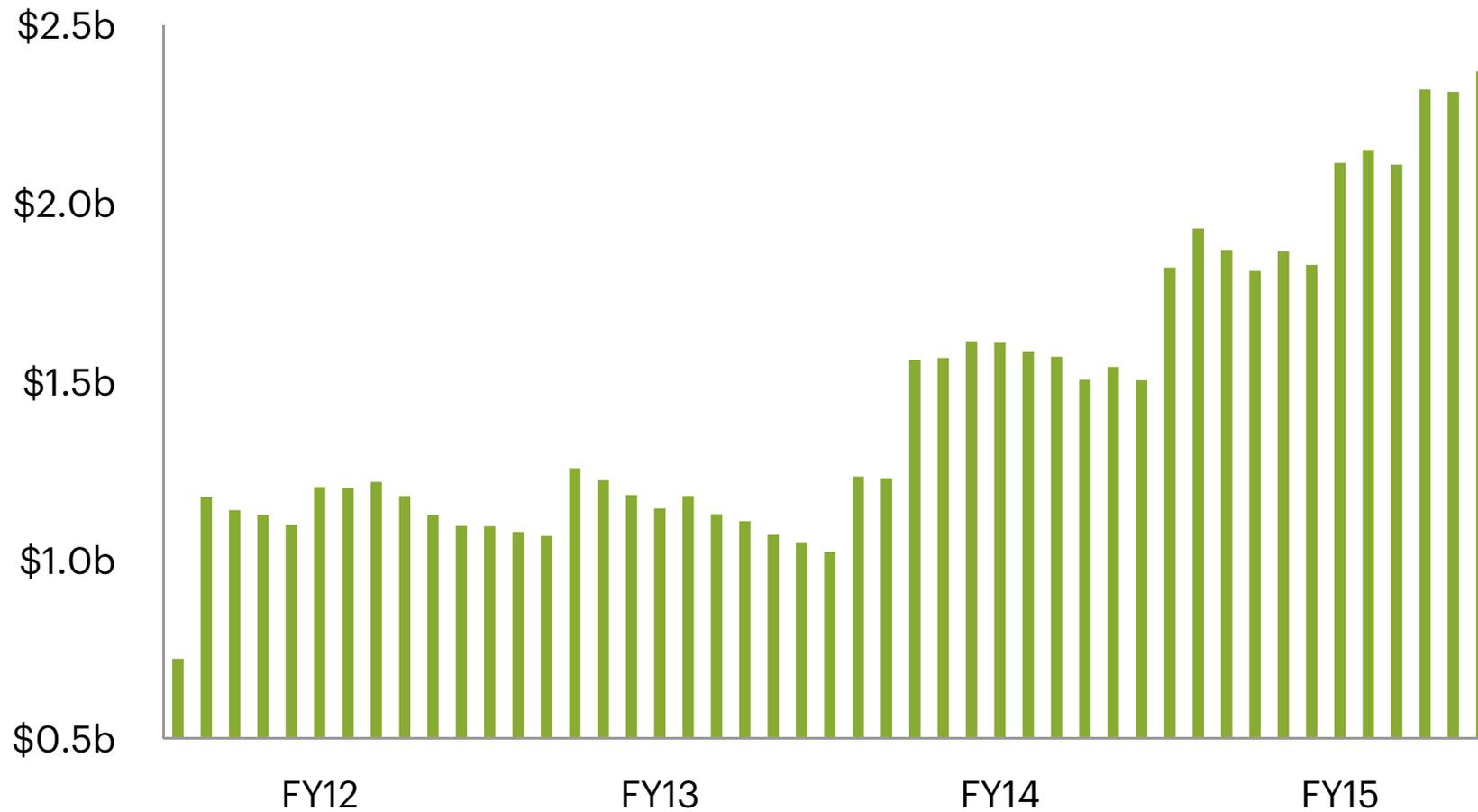


Note: \* Excludes Construction Division central office and administration costs



# Backlog – Work Secured But Yet to Construct

**NZ\$m**



# Current Major Projects Infrastructure

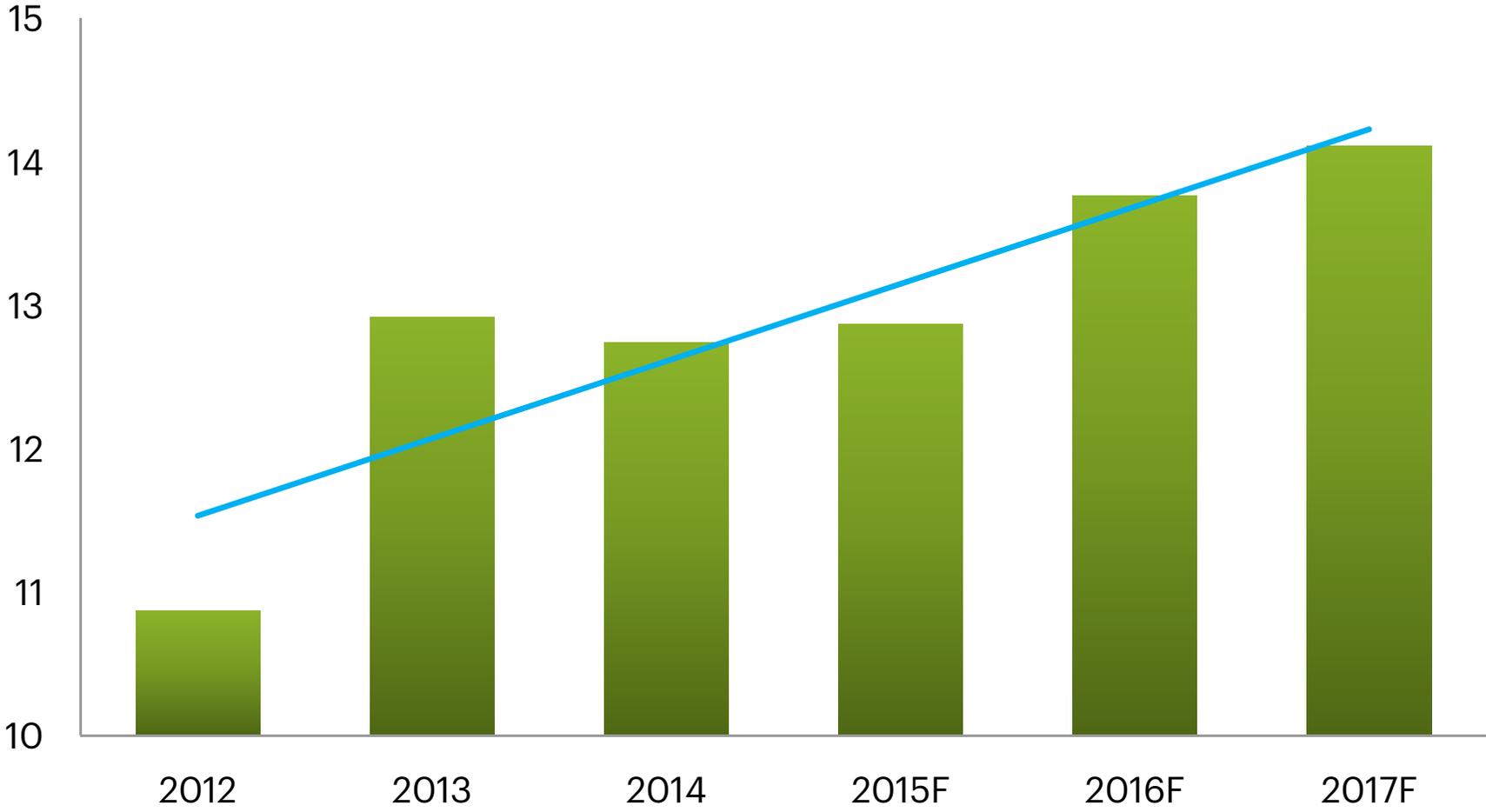


# Current Major Projects Building



# NZ Non Residential Construction Activity

NZ\$Bn



Source: Infometrics



# Major Prospects: Building + Interiors

	Expected Timing
NZ International Convention Centre - Sky City, Auckland	Q1 FY16
Precinct Properties Downtown Centre, Auckland	Q1 FY16
National Containment Bio Lab, Wellington	Q4 FY15
Christchurch Hospital Redevelopment	Q1 FY16
Dept. of Corrections Auckland East Prison Upgrade (PPP)	Q4 FY15
Christchurch Metro Sports Facility	Q4 FY16
Auckland University of Technology	Q4 FY16
University of Auckland Engineering Building	Q3 FY16
Wellington Hotel and Convention Centre	FY16
Christchurch Innovation Precinct	FY16

**Aggregated  
estimated  
value  
\$1.95Bn**



# Major Prospects: Infrastructure

	Expected Timing	Assumed Value
Waikato Expressway – Hamilton Section	Q1 FY16	\$700m
Puhoi to Warkworth (PPP)	Q3 FY16	\$900m
Christchurch Northern Arterial Expressway	FY16	\$250m
Peka Peka to Otaki	FY16	\$250m
Hunua 4 Pipeline Extension	Q2 FY16	\$100m

## South Pacific

	Expected Timing	Assumed Value
Vanuatu Wharf	Q4 FY15	\$50m
Star Mountain Project, PNG	Q2 FY16	\$200m
Waigani Court, PNG	Q3 FY16	\$300m
Port Moresby Flyover, PNG	Q4 FY16	\$200m
Samoa Parliament Building	FY15	\$15m
Samoa Mini Hydro Plant	FY16	\$10m



# Major Prospects: Housing

	Expected Timing
Christchurch East and North Frame	Q4 FY15
Auckland Government Land Partnership	FY16



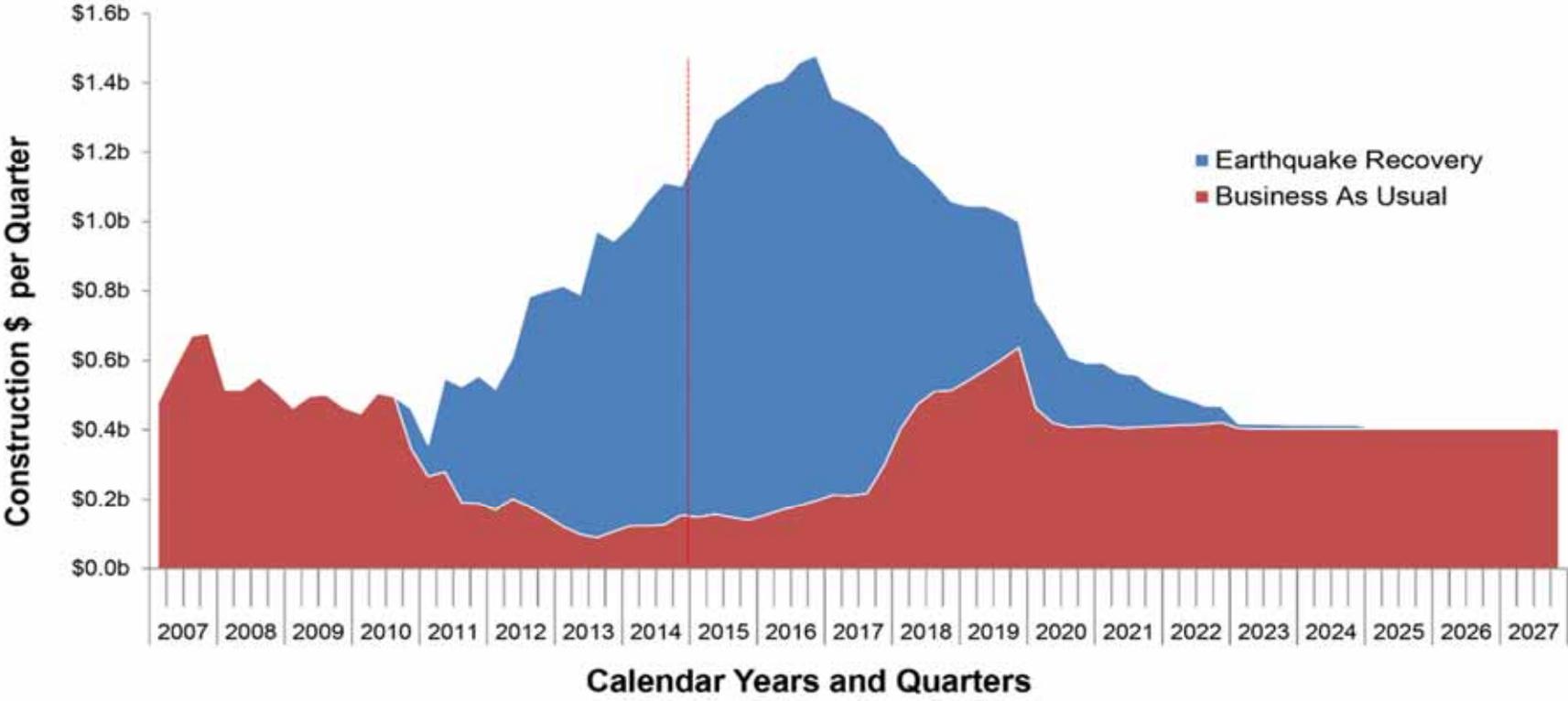
VIEW 1



# Christchurch Earthquake Recovery

## BAU vs. Recovery Model (Constrained)

Strategic Procurement & Performance



New Zealand Government



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# Strategic Priorities

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## Growth

Move-up Value Chain  
Boost Margins  
New Markets  
Manage Risk



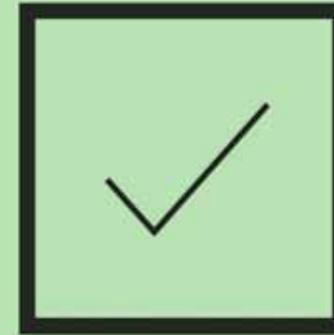
## People

Best Talent  
Performance Focus  
Workday  
Zero Harm



## Customers

Negotiated Repeat Work  
Premium Margins  
Client Satisfaction  
Promoter Focus



## Efficiency

Consistent Performance  
JD Edwards  
Overheads  
Project Execution



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# In Review

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- **Fletcher Construction and Fletcher Living have strong positions in the construction market**
- **Strong prospects exist in**
  - Housing
  - Commercial and institutional building
  - Infrastructure
  - New Zealand and South Pacific
- **Clear strategy to boost earnings and strengthen the business to perform throughout the cycle**

