Corporate Governance Statement

This Corporate Governance Statement was approved by the Board on, and is dated, 18 August 2026.

The Board is committed to providing that Fletcher Building Limited (**Company** or **Fletcher Building**) has appropriate corporate governance arrangements that are consistent with the size and nature of its operations. At Fletcher Building, governance is about creating a strong and principled ethics-based culture, where accountability and transparency improve the quality and clarity of decision-making across Fletcher Building and its subsidiaries. The primary objective is to create and adhere to a corporate culture that is open and transparent, develops capabilities and identifies opportunities to create value for its stakeholders.

The Company's governance framework is recorded in various policies, charters and processes, many of which are discussed below. Board-approved policies are generally reviewed on a three yearly cycle, unless required earlier to ensure they continue to meet the high standards required by the Board and to reflect regulatory changes and developments in corporate governance practices. The Company's standing Board Committee Charters and certain policies referred to in this document are available to view on the Corporate Governance section of Company's website https://fletcherbuilding.com/ (**Company's website**).

The Board endorses the corporate governance principles embodied in the NZX Corporate Governance Code dated March 2026 (**NZX Code**) and believes the Company's corporate governance principles, policies and practices are consistent with the NZX Code. The NZX Listing Rules require the Company to report against the NZX Code. This Corporate Governance Statement follows the structure of the NZX Code. The Company's Annual Report provides an explanation of any NZX Code recommendations that it has not followed.

Principle 1 – Ethical Standards

> ***Directors should set high standards of ethical behaviour, model this behaviour and hold management accountable for these standards being followed throughout the organisation.***

Code of Conduct and other policies

The Board has adopted a Code of Conduct with which all directors, executives and employees are required to comply. The Code of Conduct documents: minimum standards of ethical behaviour; the Company's purpose and values; operating safely and responsibly; acting with integrity and honesty; protecting our assets; complying with the law; and speaking up.

In addition, the Company's Anti-bribery and Corruption Policy provides for a zero-tolerance approach to bribery and corruption, whether in the private or public sector, anywhere in the world. The Policy also sets out expectations around giving and receiving gifts, charitable donations and dealings with business partners. The Policy states that political donations are not permitted without approval of the Board.

Fletcher Building has a free phone and online service ("FBuCall" https://fletcherbuilding.com/fbucall) which can be used by directors, employees and anyone we do business with to report suspected unacceptable, unethical or illegal behaviour in connection with Fletcher Building. This service is operated by independent external providers so that reports can be made anonymously.

Fletcher Building strongly believes in upholding human rights across all its business operations. Human rights are fundamental civil, political, economic and social rights and freedoms that every human is entitled to without discrimination and include the right to be treated decently at work, to express opinions and beliefs without fear of recrimination, to have privacy, and to be free from harassment, abuse or discrimination. The Company's Human Rights Policy describes how Fletcher Building will uphold and monitor human rights within its business operations.

The Modern Slavery Act 2018 (Cth) is Australian legislation which commenced on 1 January 2019. The Company's Human Rights Policy includes the statement that Fletcher Building prohibits the use of all forms of forced labour, including indentured labour, bonded labour, prison labour, modern forms of slavery, and any form of human trafficking within its supply chain. Modern Slavery Statements are reported to the Australian Attorney-General's Department and published on the Company's website and in the online modern slavery statements register controlled by the Australian Government.

Securities Trading Policy

The Company's Securities Trading Policy applies to all Fletcher Building personnel and their related persons. The Policy also applies to any Fletcher Building secondee, adviser or contractor who is in possession of material information that is not available to the market and who intends to trade, or advise or encourage others to trade, in listed securities of Fletcher Building or any of its subsidiaries.

In addition to the prohibition on insider trading, certain individuals within Fletcher Building, including all directors and senior executives ("**restricted persons**"), must not trade in Company securities during specified "blackout" periods, which occur twice per year before the release of the half and full year results (and can occur in other special circumstances). Restricted persons must obtain the written consent of the Company Secretary before trading in Fletcher Building's listed securities (which must occur outside of the blackout periods). Directors require Board consent to a proposed trade before trading in Fletcher Building's listed securities.

Principle 2 – Board Composition and Performance

To ensure an effective board, there should be a balance of independence, skills, knowledge, experience and perspectives.

Board's roles and responsibilities

The role of the Board is to provide overall strategic guidance and effective oversight of management for the purposes of protecting and enhancing the value of Fletcher Building assets in the best interests of the Company. The Board has statutory responsibility for the affairs and activities of the Company, which in practice is achieved through delegation to the CEO who is charged with the day-to-day leadership and management of the Company. The Board's roles and responsibilities are formalised in a Board Charter, which is available on the Company's website. The Board Charter sets out those functions that are delegated to management and those that are reserved for the Board.

Nomination and appointment of directors

Procedures for the appointment and removal of directors are governed by the Company's constitution. The Nominations Committee makes recommendations to the Board in respect of Board and committee composition and, when required, identifies individuals it considers to be qualified to become Board members.

Before a person is appointed to the Board, checks as to the person's character, experience, education, criminal record and bankruptcy history are conducted. Each director receives a letter formalising their appointment. That letter outlines the key terms and conditions of the appointment, including Fletcher Building's expectations of the role of director, and is required to be countersigned confirming agreement.

Director independence

The Company acknowledges the importance of having independent directors who have an appropriate balance of skills to optimise the performance of the Company. The qualifications and experience of each of the directors, including length of service, are set out on the Company's website.

At least a majority of the Board must be 'independent' under the NZX Listing Rules and the NZX Code. In summary 'independence' means that the director is not an employee and does not have any direct or indirect position, association or relationship that could reasonably influence, or could reasonably be perceived to influence, in a material way, the director's capacity to:

- bring an independent view as to decisions in relation to Fletcher Building;
- act in the best interests of Fletcher Building; or
- represent the interests of Fletcher Building's financial product holders generally,

having regard to the factors described in the NZX Code that may impact on director independence, if applicable.

Directors must immediately disclose to the Company a change in the status of their independence.

The roles of Chair and CEO are exercised by different persons. The Chair is appointed by the Board. The Chair is an independent director and is not the CEO. In addition, the Chair of the Audit and Risk Committee is not the Chair of the Board and, pursuant to its charter, all members of this Committee are non-executive and independent directors.

Board skills matrix

The Board has prepared a skills matrix showing the skills held by the Board, which can be accessed on the Company's website.

Inclusion and diversity

Fletcher Building's Inclusion and Diversity Policy is available on the Company's website. The People and Remuneration Committee annually reviews progress against inclusion and diversity initiatives developed by the Company to deliver outcomes against the Policy.

As at the date of this Corporate Governance Statement, the Board meets the objective specified in the NZX Code to have not less than 30% of its directors being male and not less than 30% of its directors being female.

Director induction and development

The Board conducts induction and continuing development for Directors, which includes visits to Group operations and briefings from key executives and industry experts. Directors conduct site visits to observe first-hand the safety and other management practices and business responses to issues.

Board performance

Reviews of the performance of the Board and individual Directors are carried out to assist the Board as a whole and individual Directors to perform to a high standard. Comprehensive reviews of its performance and processes were conducted in 2019, 2021, 2023 and 2024. An independent, external Board performance review is underway as at the date of this Corporate Governance Statement.

Indemnity and Insurance

In accordance with section 162 of the Companies Act and the Company's constitution, and to the extent permitted by law, the Company has indemnified and arranged insurance for all current and former directors and executive officers of the Company and its subsidiary companies. The indemnity and insurance protect the directors and executive officers against liabilities that arise when they carry out their normal duties. The indemnity and insurance do not apply to liabilities which arise from criminal action.

Principle 3 – Board Committees

> ***The board should use committees where this will enhance its effectiveness in key areas, while still retaining board responsibility*.**

In accordance with the Board Charter, committees have been set up to enhance the Board's effectiveness in key areas, while still retaining overall Board responsibility.

As at the date of this Corporate Governance Statement, the standing Board committees were:

- Audit and Risk Committee (**ARC**)
- Disclosure Committee
- Nominations Committee
- People and Remuneration Committee

– Safety, Health, Environment and Sustainability Committee (**SHES**)

Each committee is governed by a charter setting out its roles and responsibilities, a copy of which is available on the Company's website. Committees do not take action or make decisions on behalf of the Board unless specifically mandated by prior Board authority to do so. Employees attend committee meetings at the invitation of the particular committee. Additionally, the Board may create ad-hoc committees to examine specific issues on its behalf.

Committee	**Roles and Responsibilities**	**Current members**[(1)]
Audit and Risk Committee	The role of the ARC is to advise and assist the Board in discharging its responsibilities with respect to external financial reporting, internal control environment, internal audit and external audit functions and risk management practices.	Sandra Dodds (Chair) James Miller Cathy Quinn
Disclosure Committee	The principal role of the Committee is to oversee compliance with the Company's Disclosure Policy, Securities Trading Policy and Shareholder Communications Policy; monitor the processes that are in place for the identification and release of material information; review information to determine materiality and whether it requires reference to the Board; determine whether a trading halt is necessary; and approve certain announcements in accordance with the Disclosure Policy in circumstances where it is impractical to obtain timely Board approval.	Cathy Quinn (Chair) Peter Crowley Sandra Dodds James Miller
Nominations Committee	The Committee oversees all matters relevant to the composition of the Board and its committees (including renewal, succession, independence, and diversity), Board performance, and professional development for directors.	Peter Crowley (Chair) Jacqui Coombes James Miller
People and Remuneration Committee	The principal role of the Committee is to oversee and regulate compensation and organisation matters affecting the Company, including remuneration and benefits, people-related policies (including diversity), performance and remuneration of the Company's senior executives and management development, and succession planning of the CEO and their direct reports.	Jacqui Coombes (Chair) Tony Dragicevich James Miller
Safety, Health, Environment and Sustainability Committee	The principal role of the Committee is to support and advise the Board on strategies related to safety, health, environment and sustainability; oversee management of risks, opportunities and impacts, review applicable governance framework and management systems; monitor performance of related targets and commitments; incorporate appropriate metrics into operating frameworks and reporting.	Cathy Quinn (Chair) Sandra Dodds Tony Dragicevich

(1) Current as at the date of this Corporate Governance Statement – see the Company's website for any changes.

Takeover protocols

The Board has established detailed protocols that set out the procedure to be followed if there were a takeover offer for the Company, including any communication between Company insiders and the bidder.

Principle 4 – Reporting and Disclosure

> ***The Board should demand integrity in financial and non-financial reporting, and in the timeliness and balance of corporate disclosures.***

Continuous Disclosure

Fletcher Building is committed to providing all investors with timely access to full and accurate material information about the Company. Directors formally consider at each Board meeting whether there is relevant material information which should be disclosed to the market.

The Company's Disclosure Policy sets out the internal processes designed to enable the Company to comply with its disclosure obligations. The Board has adopted this Policy, which applies to all members of the Board and executive, all employees of Fletcher Building and its affiliated entities, as well as consultants, contractors and other service providers. The Disclosure Policy is available on the Company's website.

The Disclosure Committee plays an important governance role in relation to the Company's commitment to the provision of timely access to full and accurate information about the Company.

Disclosure of policies and charters

Fletcher Building's key governance documents (including the Code of Conduct, key corporate policies and Board and committee charters) are available on the Company's website.

Non-financial reporting

The Board has approved an overarching Sustainability Policy and a sustainability strategy for the business.

That strategy was developed by evaluating non-financial environmental, social and governance issues that are material to the business. It includes non-financial goals and measures for the business. The strategy and progress measures are published on the Company's website.

Progress against the strategy is reported to the Board committee responsible for the strategy area, as determined in each Board charter.

Annual progress against the non-financial measures in the sustainability strategy goals and measures are reviewed by management and by the relevant Board committee. This internal review covers matters including the methodology applied to calculate the measure (with reference to external benchmarks, frameworks and global standards if relevant); the coverage of the measure; the completeness of the measure; any key assumptions in relation to the measure; the comparability of the measure to historic reporting; the materiality of the measure; and management's confidence that the measure and supporting information is materially correct.

Climate-related reporting

The Company's annual Climate Statements in relation to climate-related risks (prepared in accordance with Part 7A of the Financial Markets Conduct Act 2013) is available on the Company's website https://fletcherbuilding.com/sustainability/sustainability-reports-publications-and-policies.

Principle 5 – Remuneration

The remuneration of directors and executives should be transparent, fair and reasonable.

Fletcher Building's remuneration strategy is designed to attract, retain and motivate high calibre people at all levels of the organisation with remuneration programmes that are market-competitive, flexible and affordable. The Company's frameworks provide incentives to drive for both annual and long-term results, and to maximise shareholder value.

The Company's practices for setting remuneration are detailed in its Remuneration Policy. The Policy is governed by the People and Remuneration Committee in line with its charter, which is available on the Company's website. The Company's Remuneration Report explains the remuneration arrangements in place for the Managing Director and CEO, including the base salary, short-term incentives and long-term incentives and the performance criteria used to determine performance-based payments.

Principle 6 – Risk Management

Directors should have a sound understanding of the material risks faced by the issuer and how to manage them. The board should regularly verify that the issuer has appropriate processes that identify and manage potential and material risks.

Fletcher Building's risk management framework is aligned with ISO 31000:2018 Risk Management – Guidelines. The purpose of the risk management framework is to identify, assess, control, monitor and report the key risks Fletcher Building faces so that the Company can achieve its objectives and protect its staff, customers and reputation. The framework provides a consistent structure for risk management and is aligned with the Company's strategy.

During FY26, the Board approved a refreshed risk management framework, effective from 1 July 2026. The refreshed framework updated the Company's ten key risk categories, introduced Risk Appetite Statements for each category, and revised the risk assessment criteria and materiality thresholds. These changes are intended to support clearer risk ownership, better-informed decision-making and a more consistent approach to risk assessment across the Company.

The Company's risk management framework is based on the three lines of defence model, as shown in Figure 1 below. Responsibility for operational risk management sits with the managers in the individual business units and the divisional chief executives.

The Company's risk management and assurance processes support this through its functions and are ultimately overseen by the Board and the executive leadership team. A dedicated internal audit team takes a risk-based approach to auditing key business activities and reports directly to the Audit and Risk Committee (**ARC**).

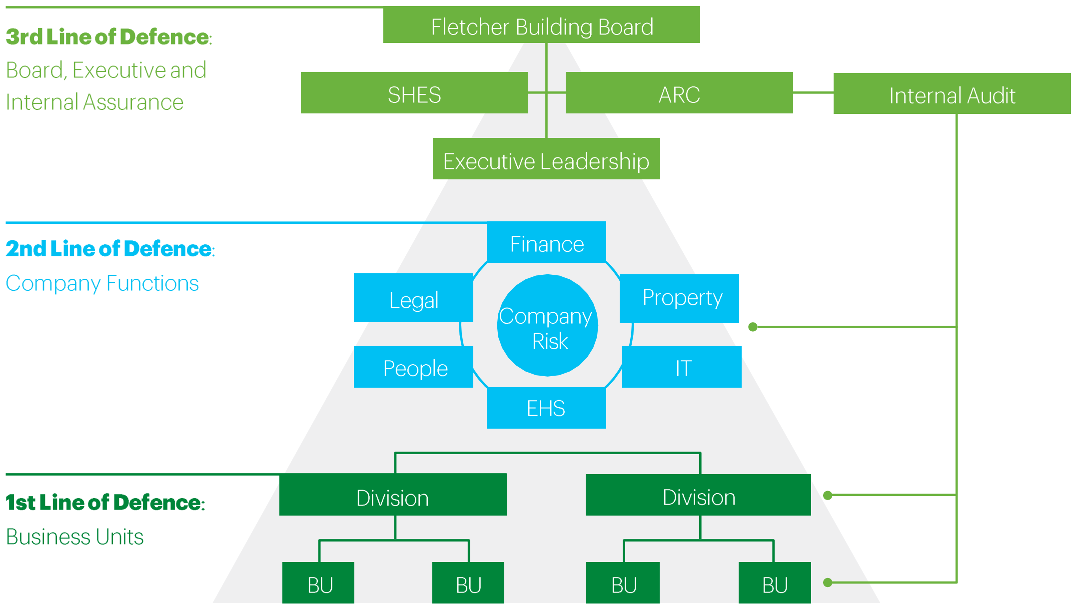

Figure 1

As part of its risk management responsibility, the Audit and Risk Committee receives regular reports of the existing and emerging key risks, progress on the closure of recommendations generated through the risk engineering programme, current and target risk ratings as well as controls to mitigate or manage risks. This includes key risks, uncertainties and judgements on key projects as disclosed in the Company's financial statements. The Safety, Health, Environment and Sustainability Committee and the People and Remuneration Committee also periodically receive risk updates related to matters specifically covered by the relevant Board charters.

Key risks

The refreshed risk management framework identifies ten key enterprise risk categories that provide a common basis for identifying, assessing and reporting the principal risks faced across the Company. These risks are dynamic and may change as market conditions, regulation, technology and other factors evolve. Safety, health, environment and longer-term sustainability risks are managed through separate frameworks and governance arrangements. The ten key risk categories as at the date of this Corporate Governance Statement are set out below.

Description	How this risk may impact Fletcher Building	How this risk is managed at Fletcher Building
Business resilience		
A major disruption to business operations, including the loss of key sites, assets, systems, suppliers or other critical dependencies, may affect the ability of a business unit or the Company to continue operating.	A disruption at a key site or to a critical dependency could result in an extended operational interruption, affecting customer service, supply continuity and the financial performance of a business unit or the Company.	Business units maintain business continuity plans in place that address identified operational continuity risks and critical dependencies. The focus is on continuous improvement to strengthen these plans in respect of various risks including natural events such as flooding. The Company regularly reviews its insurance arrangements to maintain appropriate coverage and identify opportunities to reduce retained loss exposures, including through lower deductibles where practical and cost-effective. An established independent risk engineering review programme is in place for our key sites. The business regularly carries out scenario analysis for physical climate change risk. Short, medium and long-term risks associated with climate change and resource availability are reviewed at divisional and Company level to assess resilience and the risk horizon.
Markets and competition		
The Company operates in cyclical and competitive markets influenced by economic conditions, construction activity, customer demand, pricing, competitor behaviour and changes in products and channels.	A failure to anticipate or respond effectively to changing market conditions, customer preferences or competitive pressures may result in reduced volumes, loss of market share, margin pressure or weaker financial performance.	Business units and divisional leadership teams monitor market conditions, customer demand, competitor activity and key economic indicators supported by Group-level market analysis. Regular operational and strategic reviews are undertaken across businesses units and divisions, with periodic divisional deep dives provided to the Board. Business units review pricing, product and customer strategies and adjust capacity, investment and cost structures in response to changes in market conditions.
Regulatory and legal		
With the Company operating in a number of different business sectors and countries, it is subject to a wide range of regulatory requirements and jurisdictions. These regulations and jurisdictions can be complex, subject to change and may affect the Company's operations.	Failure to adhere to, or adapt to changes in, the various regulatory requirements may lead to the imposition of penalties, operational disruption and/or reputational damage.	The Company has developed a broad range of policies that address the regulatory and legal risks that are faced by the businesses. A number of these policies are located on the Company's website. The Company periodically reviews emerging regulation and emerging international standards and frameworks to identify potential future regulatory changes.
Product quality		
The Company constructs, manufactures, supplies, as well as sources from third parties a range of building products and structures that are required to meet applicable standards, specifications, regulations and customer requirements.	Products and structures that do not meet required standards or specifications may result in safety concerns, customer claims, product recalls, remediation costs, regulatory action, financial penalties or reputational damage.	Product quality control systems and processes exist within business units to manage this risk. Supplier vetting and reviews are undertaken by both business units, and, where appropriate, by third parties. Independent specialists periodically review selected business units' manufacturing and product quality management processes.

Description	How this risk may impact Fletcher Building	How this risk is managed at Fletcher Building
Supply chain		
The Company relies on local and international suppliers, transport providers and supporting infrastructure for raw materials, finished products and services. These supply chains may be affected by supplier failure, geopolitical events, natural hazards, infrastructure constraints, pandemics or logistical disruption.	Supply chain disruption may result in material shortages, increased costs, production delays, reduced customer service, contractual penalties or operational disruption.	Business units consider key supply chain dependencies through business continuity and procurement planning. Where practical, business units establish alternative suppliers, contingent supply agreements and inventory strategies for critical materials and products. Key suppliers and logistics providers are monitored based on their criticality and risk profile.
People		
The failure by the Company to attract, retain and engage its people (including engagement with collective representation) negatively impacting business units or the Company.	The failure to attract and retain talented staff can have a negative impact on the functioning of a business unit and the Company. Industrial action by collective representation can cause operational disruption.	The People and Performance function within the Company supports the business by providing advice, tools, processes and policies to drive employee, team and business performance. Business units and the Company benefit from the development and learning activities provided by the central Organisational Development team. FBuSay, the Company-wide employee engagement survey, provides valuable insights about staff engagement.
Financial management		
The Company is exposed to risks associated with access to funding, financial forecasting, capital allocation, treasury activities, working capital and the effective management of financial performance.	Weak financial management, unexpected cash flow pressure, inadequate liquidity or poor capital allocation may restrict the Company's ability to fund operations and strategic priorities, increase financing costs or adversely affect financial performance and stakeholder confidence.	The Company maintains treasury, funding and liquidity management processes, including regular cash flow forecasting, covenant monitoring and access to committed funding facilities. Financial performance, working capital and forecasts are reviewed through regular business unit, divisional and Company reporting processes. Capital expenditure and significant investment decisions are subject to delegated financial authorities, business case requirements and governance review. Central Finance and Treasury functions provide oversight, policies and specialist support across the Company.
Technology resilience and cyber security		
Fletcher Building relies on resilient technology, trusted data and third-party technology providers to support its operations. The Company is also exposed to evolving cyber threats and risks arising from rapid technological change, including the increasing use of artificial intelligence.	A significant technology failure or cyber incident may disrupt operations, compromise personal or confidential information, result in financial loss, regulatory action, and affect the Company's ability to serve customers.	The Company continues to invest in technology resilience, cyber security and the modernisation of critical systems. A dedicated team addresses the evolving cybersecurity threats faced by the Company. Company-wide cyber education and awareness training is provided, including for the Board. External experts and partners are used to enhance cyber resilience. Disaster recovery, cyber incident response and business continuity arrangements are maintained and periodically tested for critical systems and infrastructure.

Description	How this risk may impact Fletcher Building	How this risk is managed at Fletcher Building
Contractual		
The Company has a diverse portfolio of business units and the execution of onerous contract(s) by any one of the business units may result in the Company being liable for liabilities or performance under contracts that are commercially adverse.	The execution of onerous contracts may have the potential to negatively impact financial performance or the reputation of a business unit or the Company.	The Company has established delegated financial authorities that business units and the Company must adhere to. The Company has developed Golden Rules which govern the way it contracts with external parties.
Brand reputation		
The reputation of Fletcher Building and its individual business units and brands is shaped by their conduct, performance, products, customer relationships and engagement with employees, communities, regulators and other stakeholders.	Actions or events that undermine trust in a business unit, brand or the Company may result in loss of customers or employees, reduced stakeholder support, increased regulatory scrutiny, adverse media attention or financial impacts.	Business units are responsible for managing the reputation of their brands and relationships with customers, employees, communities and other stakeholders in ways appropriate to their activities and risk profile. They are supported by relevant Company functions where required. Significant issues with potential broader reputational implications are escalated through established management, legal, risk, disclosure and communications processes. The Company monitors stakeholder sentiment and media coverage, with responses coordinated according to the nature and scale of the issue.

Risk capture and reporting

The risk and uncertainties faced by individual business units are captured in the Company-wide risk management tool, RADAR. This enables risk information recorded at the business unit level to be shared and reported across the organisation.

The Company undertakes operational risk reporting through business unit operational reviews. This allows the Company to see how business units are making decisions in assessing risks and implementing their business strategies. It also assists the Company in understanding how different risks affect different parts of the business.

In addition to the risks captured in RADAR, specific updates on Company-level impacts, such as risks associated with regulatory change, climate change and modern slavery, are reviewed annually and reported to the Board or to the relevant Board Committee.

Safety, health, environment and sustainability

At Fletcher Building, the Company value Protect is its commitment to fostering a robust safety culture across its operations. By integrating leadership, culture, and critical risk management, Protect provides Fletcher Building businesses with a proven approach to transforming the culture, reducing injuries and applying best practices globally.

The Company's Protect Environment, Health, and Safety (**EHS**) Policy underscores its dedication to safeguarding its people and the environment from harm. This Policy is overseen by the Safety, Health, Environment and Sustainability Committee (**SHES**), in accordance with its Charter, which is available on the Company's website.

The Protect EHS Strategy and Governance Framework equips Fletcher Building business units with the tools needed to manage safety and environmental risks. This framework also provides the Board and Executive with the oversight necessary to drive and support ongoing improvements, aligning with global best practices for managing health and safety (ISO 45001) and environmental (ISO 14001) risks.

Longer-term sustainability risks and opportunities, including climate-related matters, are managed through the Company's Sustainability Policy, sustainability strategy and associated reporting processes. Oversight is provided by the SHES Committee in accordance with its Charter, with climate-related risks and opportunities also reported through the Company's annual Climate Statements.

Principle 7 – Auditors

> ***The Board should ensure the quality and independence of the external audit process.***

The Audit and Risk Committee performs an annual performance assessment of the external auditor to ensure ongoing quality and effectiveness. EY is the external auditor.

The NZX Listing Rules require rotation of the lead audit partner at least every five years and this requirement is reflected in the Company's Auditor Independence Policy, available on the Company's website.

In addition, the Policy covers the provision of non-audit services by the Company's auditor. The other work performed by the external auditor beyond the statutory audit must be pre-approved in accordance with the Policy and is not considered to compromise independence if the services do not constitute material sums of money or relate to strategic matters affecting the Company.

Representatives from the auditors attend the Company's Annual Shareholders' Meeting, where they are available to answer questions from shareholders relevant to the audit.

Internal audit

Fletcher Building has an internal audit function, which evaluates and improves the effectiveness of key risk management, control and governance processes. Internal audit develops an annual internal audit plan for approval by the Audit and Risk Committee and is accountable for its implementation. To provide for the independence of the internal audit function, internal audit reports functionally to the Audit and Risk Committee and administratively to the Group Chief Financial Officer.

Principle 8 – Shareholder Rights and Relations

> ***The Board should respect the rights of shareholders and foster constructive relationships with shareholders that encourage them to engage with the issuer.***

Communicating with shareholders

The Company's website contains information about Fletcher Building's financial performance, operational activities, corporate governance and other information of relevance to investors and stakeholders, including this Corporate Governance Statement, the annual Remuneration Report and Climate Statement.

The Company's website also includes detailed information on Fletcher Building's ESG (environmental, social and governance) measures which allows stakeholders to monitor the Company's performance and to identify and access the processes, measures, initiatives and certifications that underpin its commitment in these areas.

The core requirements on communicating with shareholders are formalised in a Shareholder Communications Policy which is available on the Company's website.

The Company operates an investor relations programme, which includes scheduled interactions with investors, analysts and other market commentators. Presentations are disclosed on the Company's website and the NZX and ASX announcement platforms.

Shareholder meetings with the Chair and other directors are facilitated throughout the year. The CEO, Chief Financial Officer and, at times, operational executives, present via an analysts' and investors' conference call after the release of the half year and full year results and answer questions raised by analysts and investors.

Electronic communications

Shareholders have the option to receive communications from, and send communications to, Fletcher Building in electronic form. Shareholders are actively encouraged to take up this option.

Shareholder voting

Major decisions that may change the nature of Fletcher Building are presented as resolutions at shareholder meetings and voted on by shareholders.

Annual shareholders' meeting

All shareholders are entitled to attend the Company's Annual Shareholders' Meeting, either in person or by a representative. Formal resolutions at the Annual Shareholders' Meeting are by way of a poll, where each shareholder has one vote per share. Fletcher Building encourages shareholders to ask questions in advance of the Meeting, to encourage further engagement with the Company and provide management with a view of the concerns of the Company's shareholders. The notice of meeting is sent to shareholders and is published on the Company's website at least 20 working days prior to the meeting.