

SHAREHOLDER COMMUNICATIONS POLICY

Fletcher Building is proud to have many shareholders spanning New Zealand, Australia and international markets.

Fletcher Building values and respects the rights of our shareholders and other stakeholders.

This policy outlines how we will make relevant and timely information available to shareholders across multiple channels and how we will facilitate opportunities for direct discussion with management and the Board.

NEED TO KNOW

It is our policy to:

- communicate with shareholders in a timely, fair and consistent way, in line with applicable laws and securities exchange listing rules such that they are informed about the business and performance of Fletcher Building;
- provide all shareholders with access to the same information;
- not disclose material information at investor briefings, conferences, roadshows or individual shareholder meetings that has not already been released to the NZX and ASX and as outlined in Fletcher Building's [Disclosure Policy](#)
- hold shareholder meetings in accordance with the Constitution, the New Zealand Companies Act 1993, securities exchange listing rules and in a manner intended to achieve wide shareholder participation;
- seek to continually enhance shareholder communications as technology evolves and new opportunities are identified;
- where practicable, and unless requested otherwise by a shareholder, provide shareholders with information via electronic means.

This policy applies to: All Fletcher Building Personnel.

EXPLANATORY AND GUIDANCE NOTES

Fletcher Building Personnel

Fletcher Building Personnel includes all directors, executives, employees, contractors and secondees of Fletcher Building Limited and its subsidiaries.

Definition of material information

Material information in relation to Fletcher Building, means any information that a reasonable person would expect, if it were generally available to the market, to have a material effect on the price of the Company's financial products, and that relates to particular financial products of Fletcher Building, rather than to financial products generally or issuers generally.

The [Continuous Disclosure Guidance Note](#) issued by NZX provides comprehensive guidelines on the definition of material information together with common examples of material information.

Communication and engagement

The Company will provide shareholders with access to relevant information by:

- notifying shareholders of key announcements to the market by email through a system administered by the Company's share registry services provider, which shareholders may opt into. The Company's preference is to provide shareholders with information via electronic means for reasons of timeliness, cost-effectiveness and to minimise environmental impact;
- publishing half and full-year results with detailed commentary in February and August respectively, on the NZX and ASX market announcement platforms and the Company's website;
- hosting conference calls open to all shareholders at the time of result announcements, and other trading updates;
- maintaining an investor centre on its website fletcherbuilding.com/investor-centre/ which is primarily focused on the needs of shareholders, with a comprehensive set of investor-related information including current and historical information on the Company, its performance, governance documents and the Board and management;
- holding investor roadshows, attending broker-sponsored conferences and ad-hoc investor meetings offering access and dialogue with management;
- operating an appropriately resourced Investor Relations function, available to engage with all shareholders and potential shareholders;
- operating an appropriately resourced communications team, to deliver effective communications to all Fletcher Building stakeholders;
- providing a dedicated contact email address for investor relations (investor.relations@fbu.com) to allow shareholders to direct questions to Directors or management at any time; and
- providing dedicated contact email addresses for shareholder registry services.

Annual Shareholder Meeting

Annual Shareholder Meetings are generally held in a location, at a time and in a format that best allows for wide participation and an opportunity to connect with shareholders.

The format for annual meetings will generally include:

- a review of the financial and non-financial results of the Company in the most recent financial year;
- matters which require determination by shareholders (resolutions), with notices of shareholder meetings containing resolutions for determination and explanatory information provided in advance to assist shareholders to form a reasoned judgement in respect of resolutions;
- the use of audio/visual media, including webcasting, to enable shareholders not physically present to see and hear presentations and speeches;
- systems to enable the lodging of proxies and voting online in electronic format;
- the use of a 'hybrid' meeting format, whereby shareholders can attend the meeting venue in person or participate in the meeting online;
- an opportunity for shareholders to ask questions during the meeting;
- attendance of senior management and auditors to assist in answering any specific queries raised; and
- an opportunity for informal discussion with directors and senior management for a period after the meeting concludes.

Authorised Spokespersons

As confirmed in the [Disclosure Policy](#), unless otherwise approved by the Board Chair or the Chief Executive Officer, the nominated Company spokespersons are the:

- (a) Board Chair (or Chair of the Audit and Risk Committee or Chair of the People and Remuneration Committee in the Chair's absence);
- (b) Chief Executive Officer;
- (c) Chief Financial Officer;
- (d) Head of Investor Relations; and
- (e) Head of Communications

Failure to comply

Strict compliance to this Policy is a condition of employment or other engagement with Fletcher Building. Breaches of it may constitute misconduct or serious misconduct and may also lead to disciplinary action, which can include termination. Failure to comply with this Policy may also lead to a breach of applicable legislation, stock exchange listing rules or other regulations.

Reporting

Breaches of this Policy should be reported to Fletcher Building's Group General Counsel. Alternatively, Fletcher Building has a free phone and online service ([FBuCall](#)) that you can use.

Any attempt to deter individuals from raising concerns, or any subsequent retaliation against individuals who speak up, will be treated as a serious disciplinary offence.

Where to seek further help

Discuss any question you may have regarding the Policy and its application with your direct manager, or with Fletcher Building's Company Secretariat.

Questions on this policy?

If you do not understand any part of this Policy, or how it applies to you, you should raise the matter with the Fletcher Building Head of Investor Relations or Head of Communications.

Printing this policy

All our official policies are updated electronically and available on Matrix so before relying on a printed copy please check you have the latest version.

Related policies: [Disclosure Policy](#)

Next policy review: May 2026