

Concrete

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Fletcher Building Limited



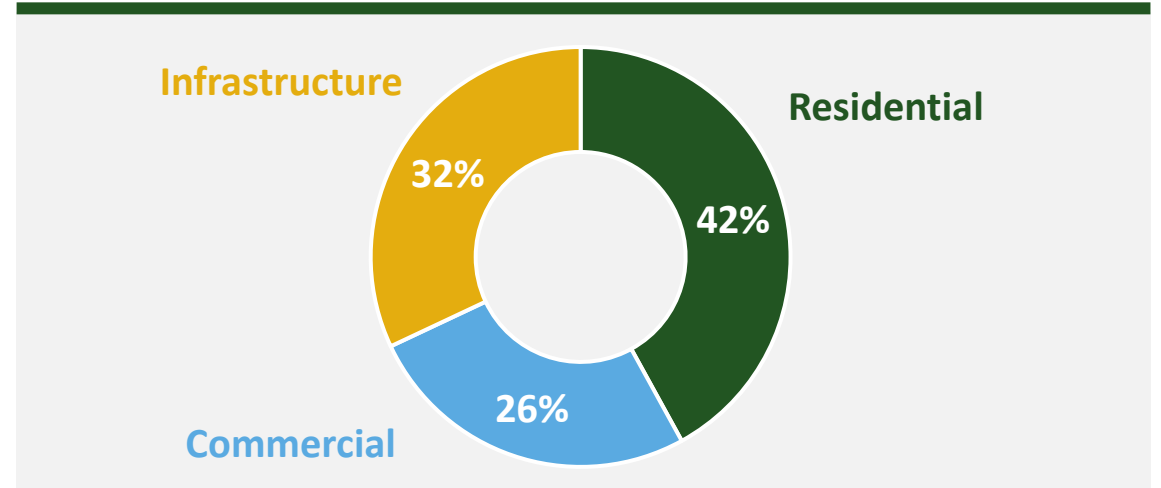
NZ leader in sustainable binders & concrete with leading positions based on strong brands, unique footprint & technical capabilities

- **Unique NZ wide footprint & network** and well-balanced sector exposure mix
- **Strong technical capabilities** & leading brands
- **Strong positions** - only domestic manufacturer of **cement**, strong position in **aggregates & recycling, ready-mix concrete, masonry & Dricon (bagged dry concrete)** and **pipelines & solutions supplier**

Strong, well-known brands

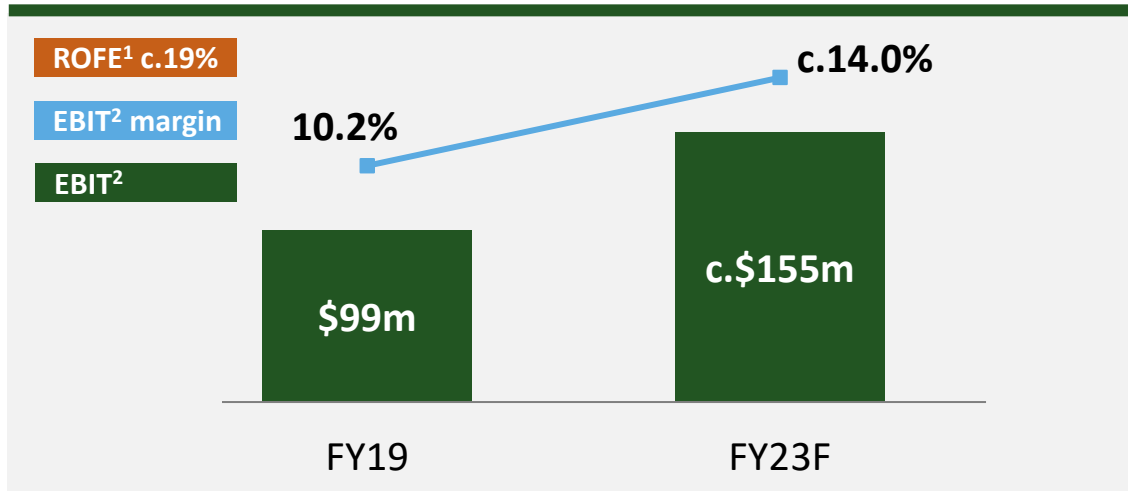


Revenue Weighted Sector Exposure¹



Resilient business model to perform through the cycle with strong FY23 performance despite a softening market, inflation & weather events

Key financial metrics



Non-financial metrics

SAFETY	CUSTOMER	ENVIRONMENT	PEOPLE
2.9 (TRIFR ³)	55 (NPS)	-13% (CARBON ⁴)	28 (eNPS)

Resilient business model

- **Balanced sector exposures** with differentiated offers for commercial & infrastructure compensating soft residential market
- Strengthened position in the **resilient South Island and maintenance & repair markets**
- **Increased capacity to serve key constrained markets** (roading aggregates, waste management, recycling, insulation)
- **Improved operational performance and flexible supply chain** to quickly adjust to energy volatility and transport disruption
- **Decentralised P&L ownership & lean organisation** allowing for fast adjustments and reallocation of resources to market demand

1. ROFE (Return on Funds Employed) calculated based on closing funds; FY23F

2. Before significant items; FY19 is adjusted for proforma IFRS16 and Humes to allow like-for-like comparison

3. TRIFR = Total no. of recorded injuries per million hours worked. Does not include Restricted Work Injuries. 11 months ended 31 May 23

4. Combined Scope 1 & 2 carbon emissions. GBC 12 months ended 31 Mar 23 vs FY18 baseline



Initiatives to drive mid-term performance through innovation, digital & sustainability customer solutions

CUSTOMER DRIVEN

- **Differentiated and innovative solutions** supporting asset owners and specifiers to decarbonise the built environment
- Making it **easy for customers** to trade with us, leveraging digital
- Strengthened **market coverage and product availability** through capacity increases and bolt-ons

PERFORMANCE FOCUS AREAS

- **INNOVATION:** Leading the transition in low carbon and circular construction in NZ
- **DIGITAL:** Leverage digital for customer experience, production and supply chain optimisation
- **SUSTAINABILITY:** Fast scale alternative fuels & raw materials, waste management, supplementary cementitious materials, concrete recycling & reuse



Leading the transition to low carbon construction with industry's largest range of low carbon products & solutions

Leader in low carbon products...



Low Carbon Cement

NZ's lowest carbon GP cement, 30% lower carbon than international baseline¹

Launched 2022, >80% FY23F cement sales



Carbon Neutral Cement

NZ's first carbon neutral² cement, remaining carbon offset through carbon credits. Exclusive to PlaceMakers

Launched 2023, >20% of bagged cement sales



Low Carbon Concrete

NZ's first low carbon concrete at scale; 20-40% lower carbon than international baseline¹

Launched 2022, >70% FY23F concrete sales

...and low carbon solutions



Smart Foundation Systems

Fully recyclable foundation system for efficient and resource reduced construction

Launched 2019, >\$5m total sales



Thermal Flooring Solutions

Thermal insulated flooring solution to meet new H1 Building Code changes

Launched 2023, 10x capacity increase



Digital Foundation Design Tool

Digital solution making low carbon floor design easy for architects and engineers

Launched 2022, >200 users

¹ International baseline as defined by the Infrastructure Sustainability Council of Australia

² EcoZero's carbon neutral status is calculated from cradle to gate of Golden Bay's Portland Manufacturing facility. The offsets purchased, cancel the carbon credits from manufacture and exclude any carbon from transport from Portland to the retailer.



At the forefront of the circular economy with a platform to fast-scale waste management and recycling services offering

>100,000 tonnes waste recycled or reused in FY23

ALTERNATIVE RAW MATERIALS



Reclaimed waste replacing virgin raw materials from process industry:

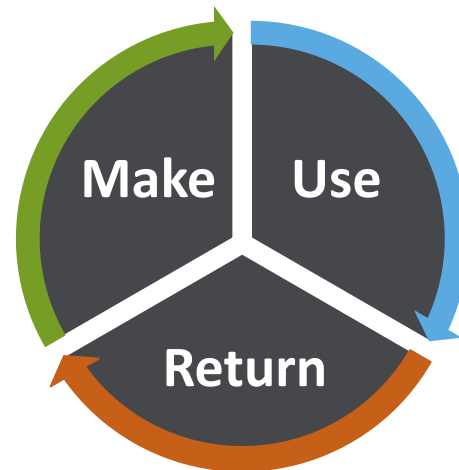
- Ashes
- Mineral processing wastes
- Sludges

CONSTRUCTION & DEMOLITION WASTE



Recycled materials utilised from deconstruction and demolition:

- Excavation, clean fill
- Waste concrete
- Bricks, blocks and masonry
- Asphalt, glass



ALTERNATIVE FUELS

Waste diverted from landfill, replacing coal:

- Treated construction timber waste
- Wood processing waste
- End of life tyres
- Waste plastic
- Industrial wastes




CLINKER SUBSTITUTION

Supplementing clinker by utilising waste from industry:

- Ashes
- Silica fume
- Slag



Strong pipeline of opportunities across Division & organic and bolt-on adjacencies to drive future growth

	FY24	FY25	FY26	FY27	FY28
FIRTH / DRICON	<i>New flagship Auckland plant</i>	<i>Expanded bagged product range</i>	<i>Roading and permeable solutions</i>		
GOLDEN BAY		<i>Investment in production & supply chain to decarbonise, increase capacity and resilience</i>			
HUMES	<i>Major plant upgrade commissioned</i>		<i>Expand water solutions</i>		
WINSTONE AGGREGATES		<i>Scale circular materials offering</i>	<i>Resource extension / expansion</i>		
FUTURE ADJACENCIES	<i>Further organic and bolt-on opportunities for circular & decarbonisation opportunities</i>				



Leading platform for sustainable growth based on resilient business model with a portfolio of initiatives to innovation, digital & sustainability

