



Fletcher Building Investor Day May 2021

Claire Carroll
Chief People + Communications Officer

26 May 2021

Agenda

1. Introduction, Fletcher Building Overview	Ross Taylor
2. Group Financials	Bevan McKenzie
3. Safety	Wendi Croft
4. Building Products	Hamish McBeath
5. Concrete	Nick Traber
6. Distribution	Bruce McEwen
7. Residential and Development	Steve Evans
8. Construction	Peter Reidy
9. Australia	Dean Fradgley
10. People, Innovation and Sustainability	Claire Carroll
11. Concluding Remarks and Q+A	Ross Taylor



- Fletcher Building's Chief People & Communications Officer since April 2018, having joined the company in 2013. Held previous People roles with Construction and Building Products
- Successful development and delivery of comprehensive People strategies, leading significant organisational change at Fletcher Building, focused on supporting performance, diversity and talent development




Sustainability

Fletcher Building Limited



Improving the world around us through smart thinking, simply delivered



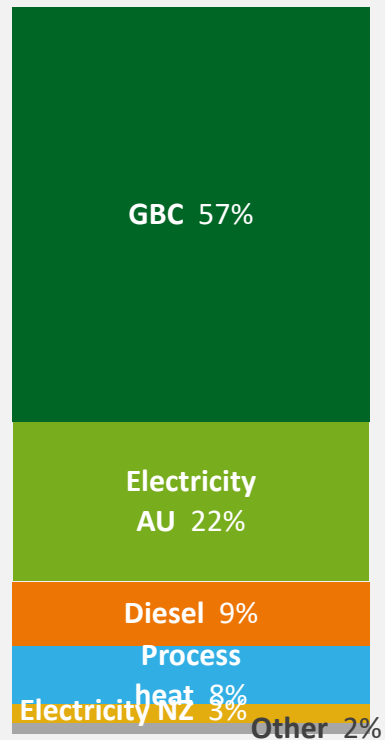

30/30
30% reduction of carbon emissions by 2030

 **SCIENCE BASED TARGETS**
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



We know where it comes from... it's a big opportunity

Group Carbon Emissions



GBC:

- Clinker 36%
- Coal 21%

Electricity Australia:

- Significant contributor due to carbon intensity of grid, in particular coal in Victoria

Diesel:

- Mainly Higgins and Winstone Aggregates

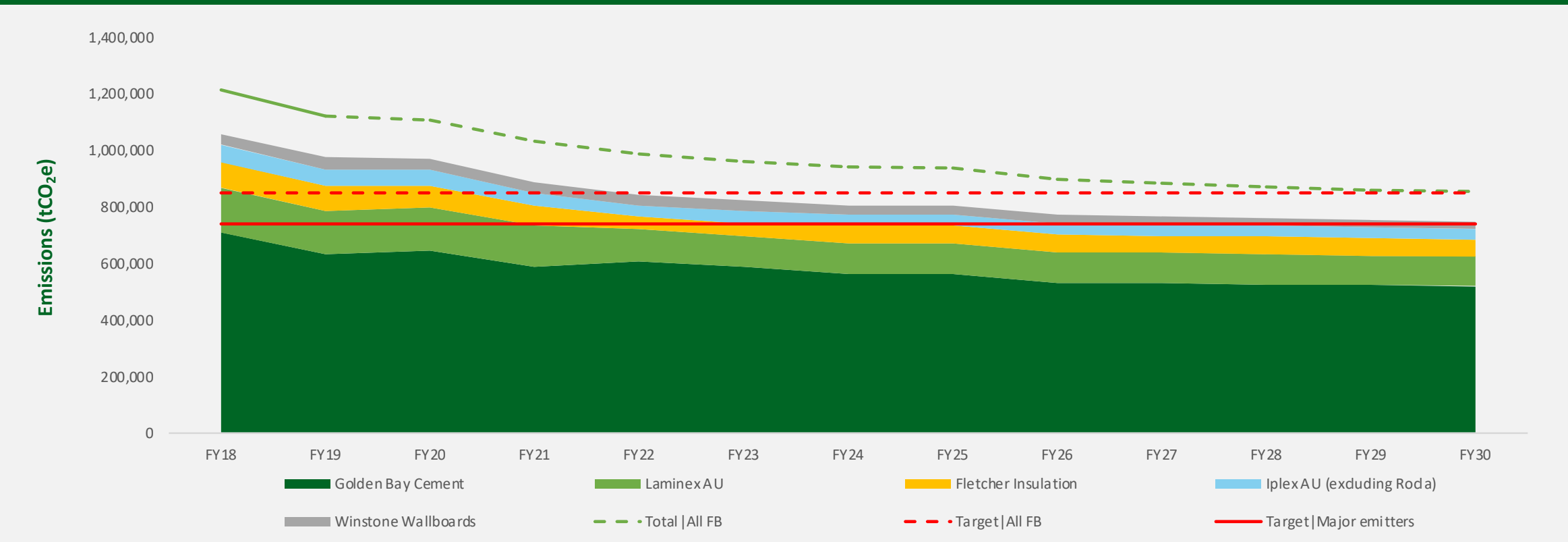
Process heat:

- Mainly WWB, Fletcher Insulation, Laminex Australia, PCC



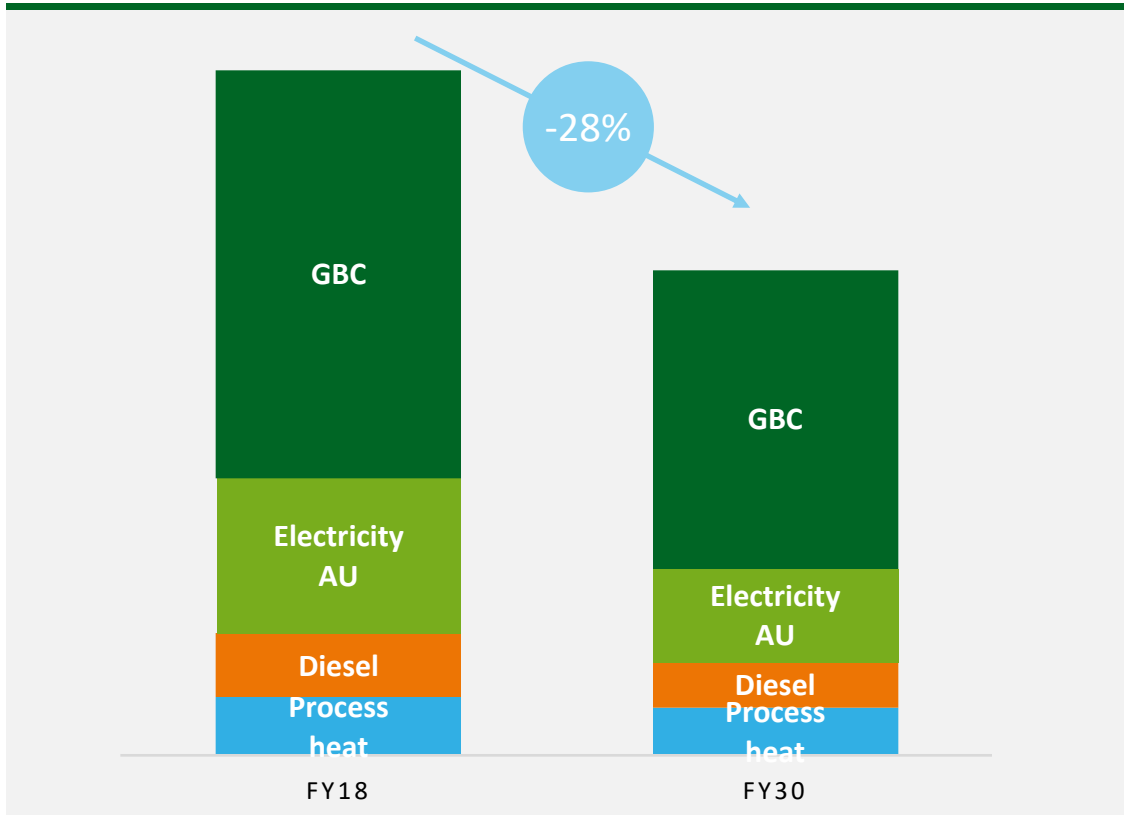
... and we have a plan to take advantage of it...

Our Carbon Reduction Roadmap: Highest Emitters 87% of Total Emissions



... from high impact projects

Key high impact initiatives to drive carbon reduction by FY30



GBC: -15%

➔ Alternative fuels and supplementary cementitious materials

Electricity Australia: -9%

➔ Green electricity and rooftop solar

Diesel: -3%

➔ Transition to Electric Vehicles (EV)

Process heat: -1%

➔ Gas and LPG transition to electricity & biomass

Other: -2%



... and we measure, disclose and verify our sustainability performance

Major product lines now hold EPDs



Workforce participation disclosed
and gender parity review completed



Listed in the Asia-Pacific index



Most improved NZ company last year



Innovation

Fletcher Building Limited



Innovation at Fletcher Building – three key pillars

Leadership in
innovation,
sustainability,
and growth via
disruption

Innovation is a process and discipline



Creating an Explorers Mindset



We bring the outside in
and partner with disruptors



Innovation involves the whole organisation, from the bottom-up, top-down, and outside-in



Pillar 3: Ecosystem scans

We bring the outside in and partner with disruptors

Leadership in innovation, sustainability, and growth via disruption



Clean Concrete



Environmental Sustainability



Modular / Offsite Construction



Distribution



Transport & Logistics



We bring the outside in and partner

We bring the outside in and partner with disruptors

Leadership in innovation, sustainability, and growth via disruption

150+

executives and senior leaders engaged



700+

start-ups / tech innovators mapped

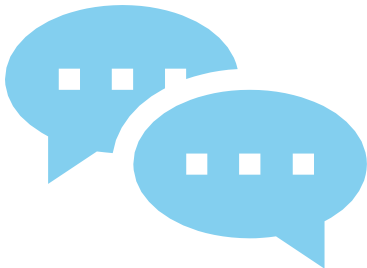


Lasting Outcomes

- Emerging outside **technology is being implemented** today in our BUs as a result of these activities
- We are gaining value by **leveraging what already exists** in the market
- Our future pipeline is more resilient and there are real opportunities to **become a disruptor** in our market

51

sessions with startups, VCs, and innovators



20

pilots and partnerships progressed



People

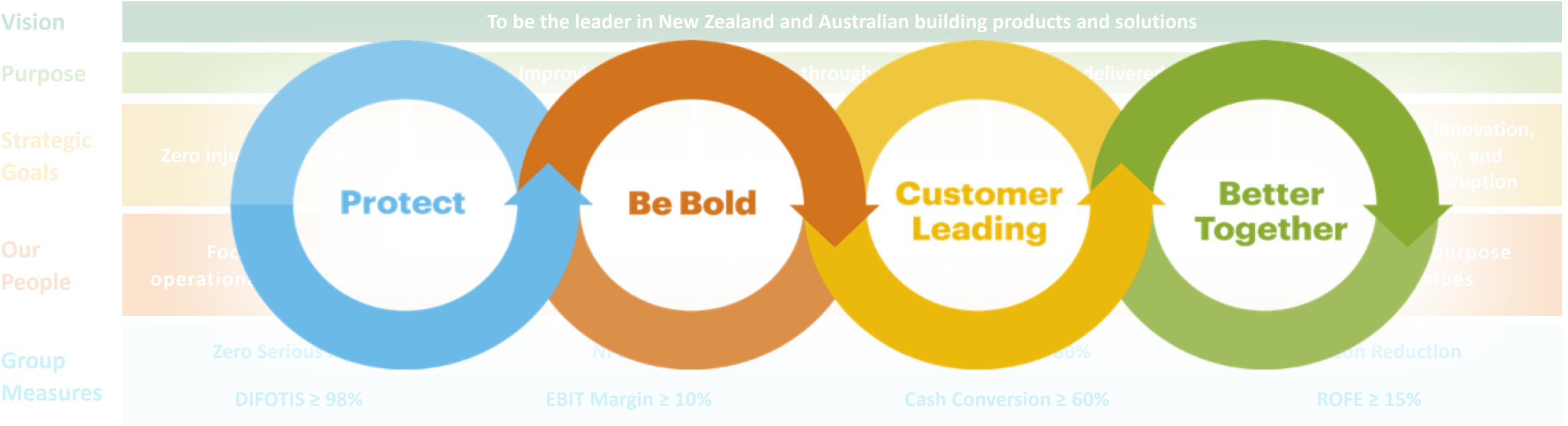
Fletcher Building Limited



Our people are integral to delivery of our strategy



Driven by our values



Questions

