



Asia:New Zealand Foundation

18 March 2010

Jonathan Ling
Chief Executive Officer



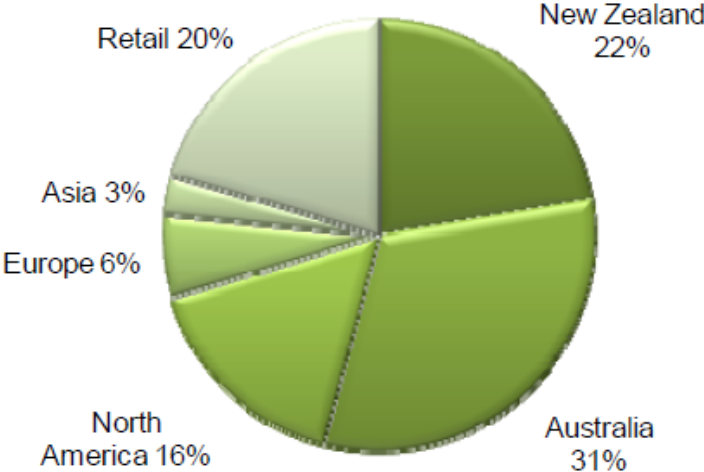
Fletcher Building at a glance

	2001	2009
• Revenue (NZ\$ billion):	2.3	7.1
• Operating Profit (EBIT NZ\$million)	94	558
• Market Capitalisation (NZ\$billion) Ranked	.78 #17 on NZX	5.1 #1 on NZX #60 on ASX
• Share Price	\$2.26	\$8.25
• TSR		540% or 25% pa
• Employees	7000	16,500

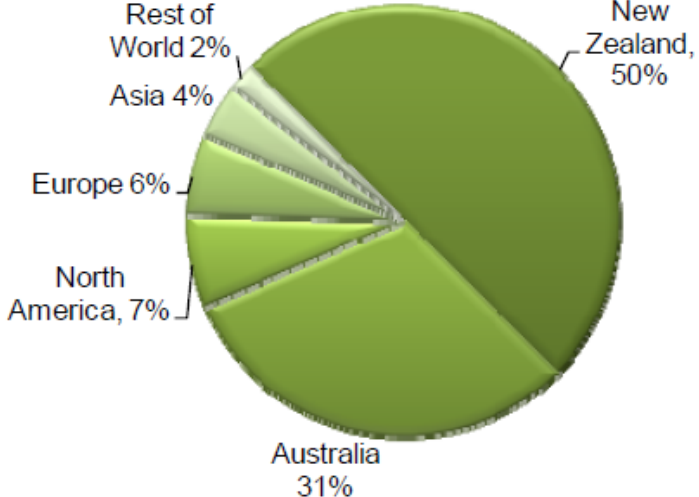


Fletcher Building at a glance

Shareholders by geography:



Revenues by geography:



Market leading business



**Building
Products**

Distribution

Infrastructure

**Laminates
& Panels**

Steel

**Plasterboard
Insulation
Metal Roof Tiles
Single Businesses:**

- Aluminium
- Sinkware
-

**Building Materials
Distribution**

- 63 PlaceMakers stores

Construction

Concrete:

- Cement
- Readymix
- Aggregates
- Concrete Products
- Concrete Pipes and Quarries

The Laminex Group

- MDF
- Particleboard
- LPM
- HPL

Formica

- HPL

Coated Steel

Long Steel:

- Reinforcing bar, mesh and wire
- Scrap

Distribution

Revenue -13%

Revenue - 13%

Revenue -29%

Revenue - 28%

Revenue -17%

* Revenue contribution for six months ended 31 December 2009



FB Way

- Decentralised organisation structure. Maximum autonomy and accountability with Business Unit General Manager.
- Small corporate office.
- Improve or eliminate underperforming businesses.
- Have the right people in the right roles at the right time.
- A bias to action and do what you say you will do.



FB Business Criteria

- No.1 or 2 market position
- Attractive industry structure
- Capable management
- Attractive financial returns



Strategic Objectives

- Earnings reliability
- Grow our Australian and New Zealand building products and construction materials positions
- Develop Laminex and Formica into the World's leading laminates and panels business
- Maintain our strong market positions in New Zealand
- Pursue opportunities to transform our businesses



Fletcher Building in Asia

