



FletcherBuilding

Annual Shareholders' Meeting 2003



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Roderick Deane
Chairman

Directors

- Dr Roderick Deane (Chairman)
- Paul Baines
- Hugh Fletcher
- Geoffrey McGrath
- Ralph Norris
- Sir Dryden Spring
- Kerrin Vautier
- Ralph Waters (Managing Director)

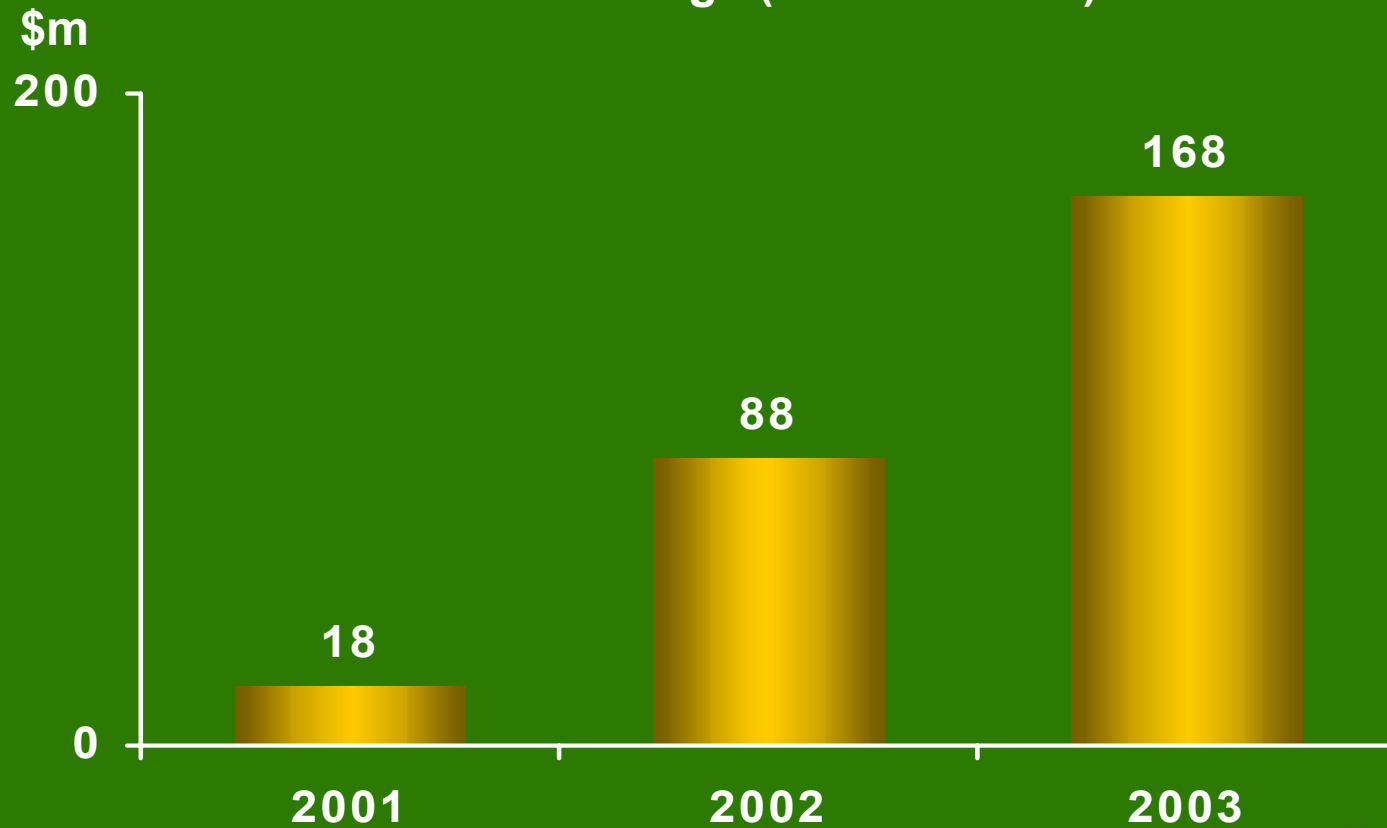




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Earnings

After Tax Earnings (Pre-Unusuals)



Laminex Acquisition

- Completed in November 2002
- Integrated successfully
- High level of performance
- Earnout finalised with total acquisition price of A\$685m



Sales of Non-Strategic Assets

- Bolivia – concrete
- Australia – aluminium distribution
- India – concrete



Refinancing

- 44 million shares placed above market price raising \$129m
(Sept 02)
- Further equity raising at market price raising \$26m
(Nov 02)
- \$150m capital notes issue
(Nov 02)
- New syndicated bank facility of \$800m
(Dec 02)





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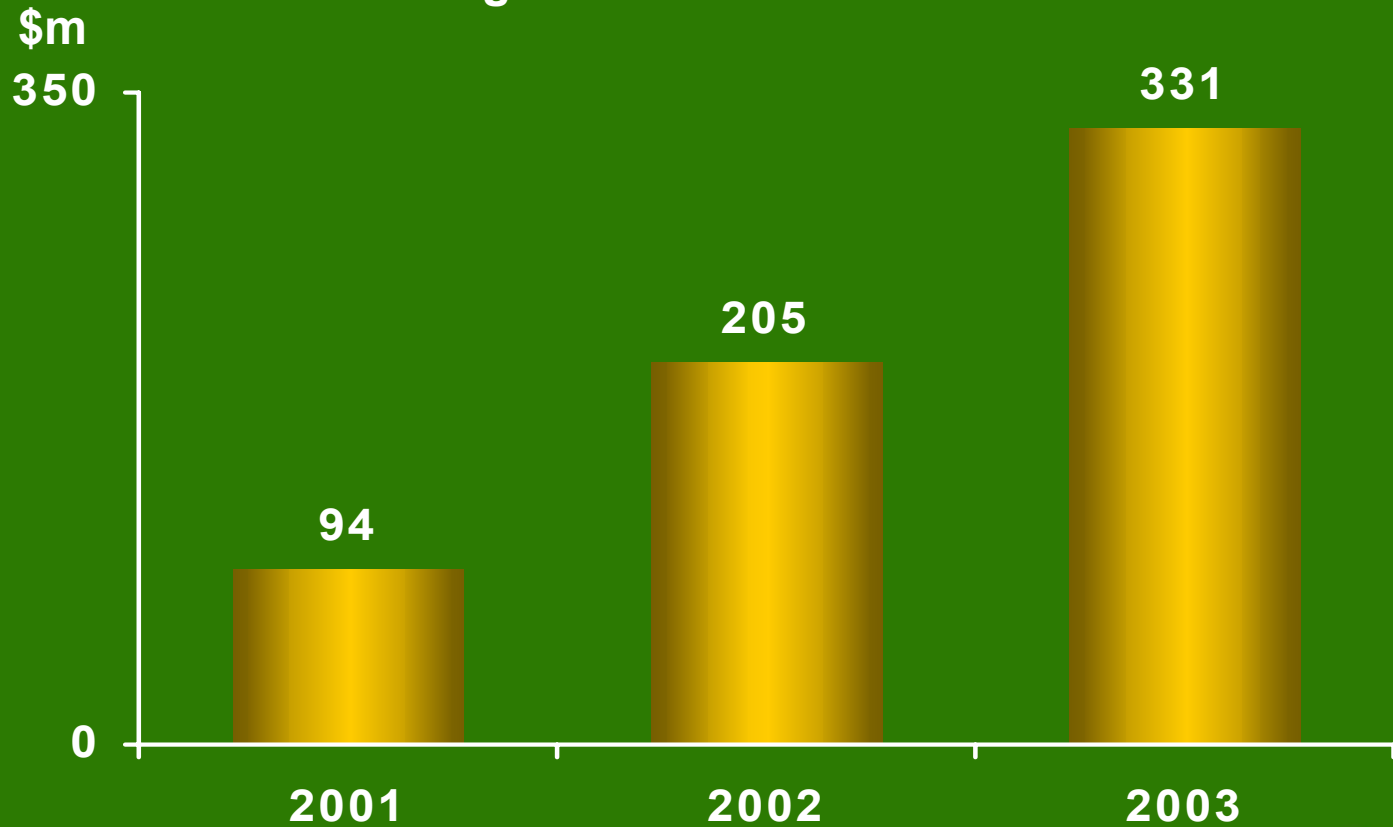
Post 30 June 2003

- Purchase of Tasman Building Products
- Sale of Building Depot
- Sale of Hire A Hubby
- 25 million shares placed at small discount to market price raising just over \$100m
(Sept 03)

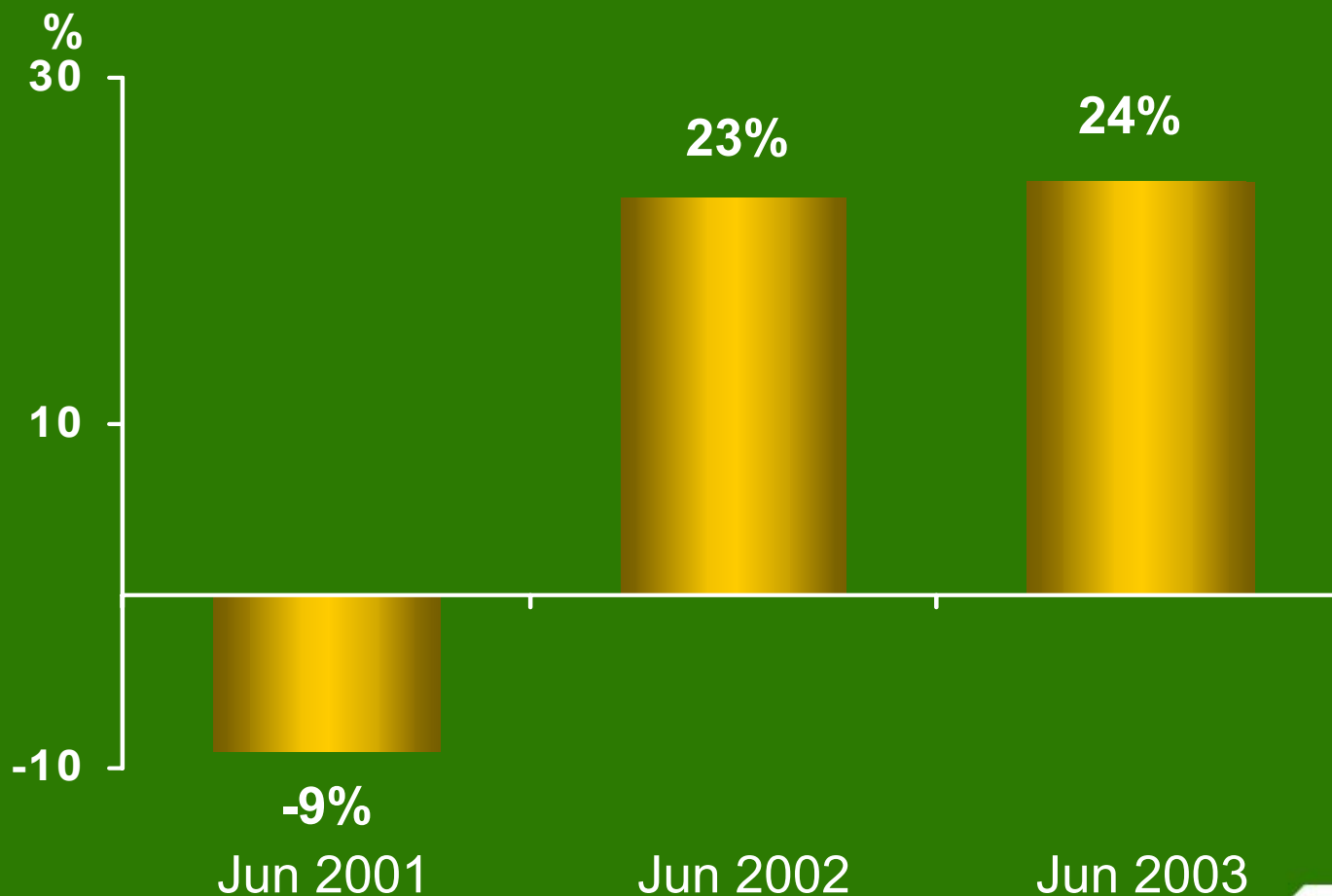


Operating Earnings

Earnings Before Interest and Tax



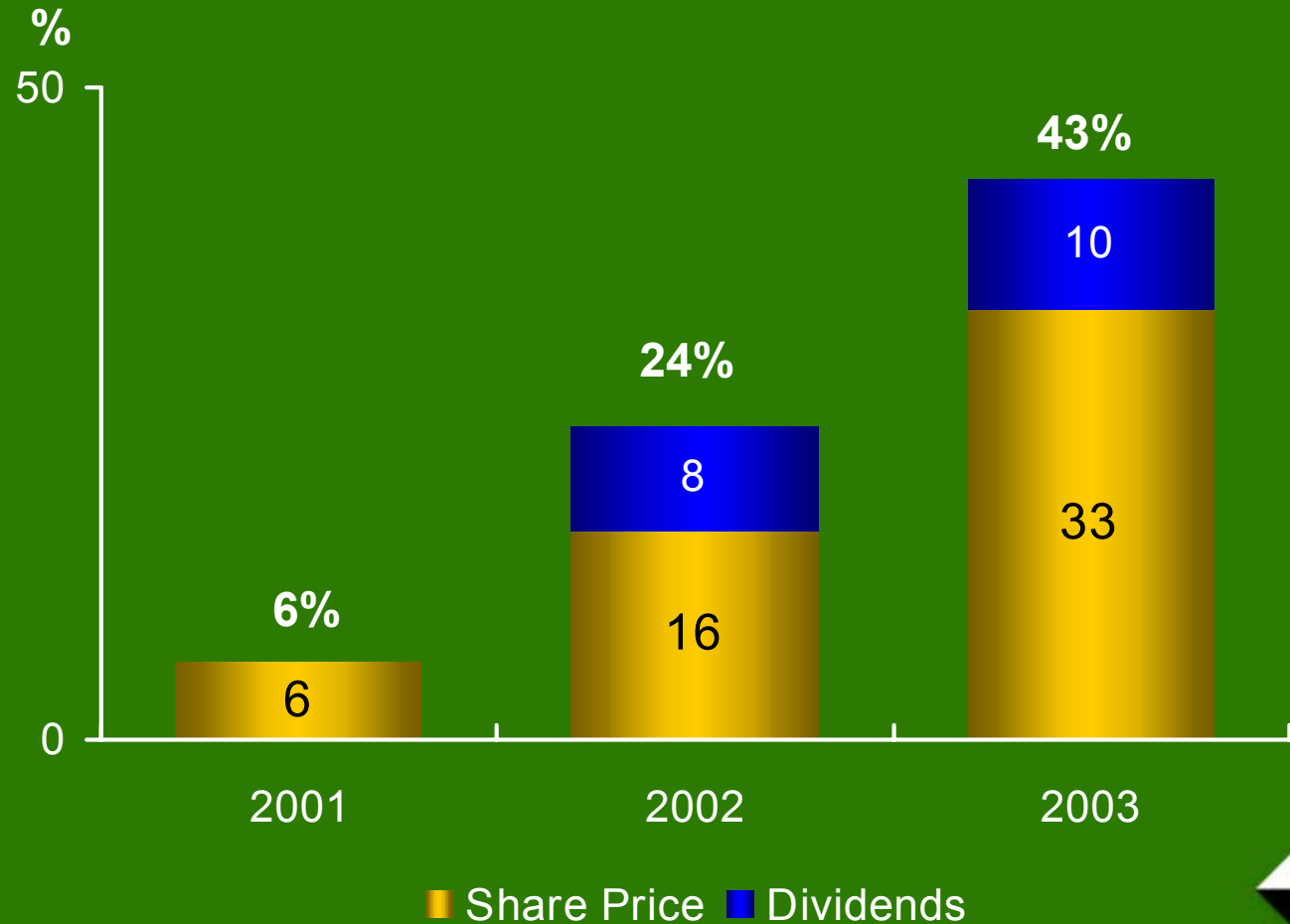
Return on Average Funds*



* $EBIT / (\text{Average net debt} + \text{equity} + \text{capital notes}) - \text{deferred tax asset}$



Total Shareholder Return





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The Laminex Group

- Committed management team
- Synergies now forecast to be \$10m p.a.
 - Freight
 - Margins
 - Organisation structure





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Tasman Building Products

- Fibreglass insulation (No.1 in Australasia)
- Metal roofing tiles (No.1 in Australasia)
- Access flooring (No.1 in Australasia)
- Stainless steel sinks (No.2 in Australasia)





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Ralph Waters

Managing Director & Chief Executive Officer

Construction

Commercial Building

Engineering

South Pacific

Fletcher Residential



Concrete

Golden Bay Cement

Winstone Aggregates

Firth

Humes

Stresscrete

Peru

Bolivia

SOLD

India

SOLD



Distribution

PlaceMakers

The Building Depot

SOLD

Hire A Hubby

SOLD



Building Products

Upstream Steel

Downstream Steel

Winstone Wallboards

Fletcher Aluminium

Fletcher Wood Panels

MOVED

Scott Panel & Hardware

MOVED

Tasman Building Products

ACQUIRED



Laminates and Panels

FORMED 1 JULY 03

The Laminex Group

Laminex Australia

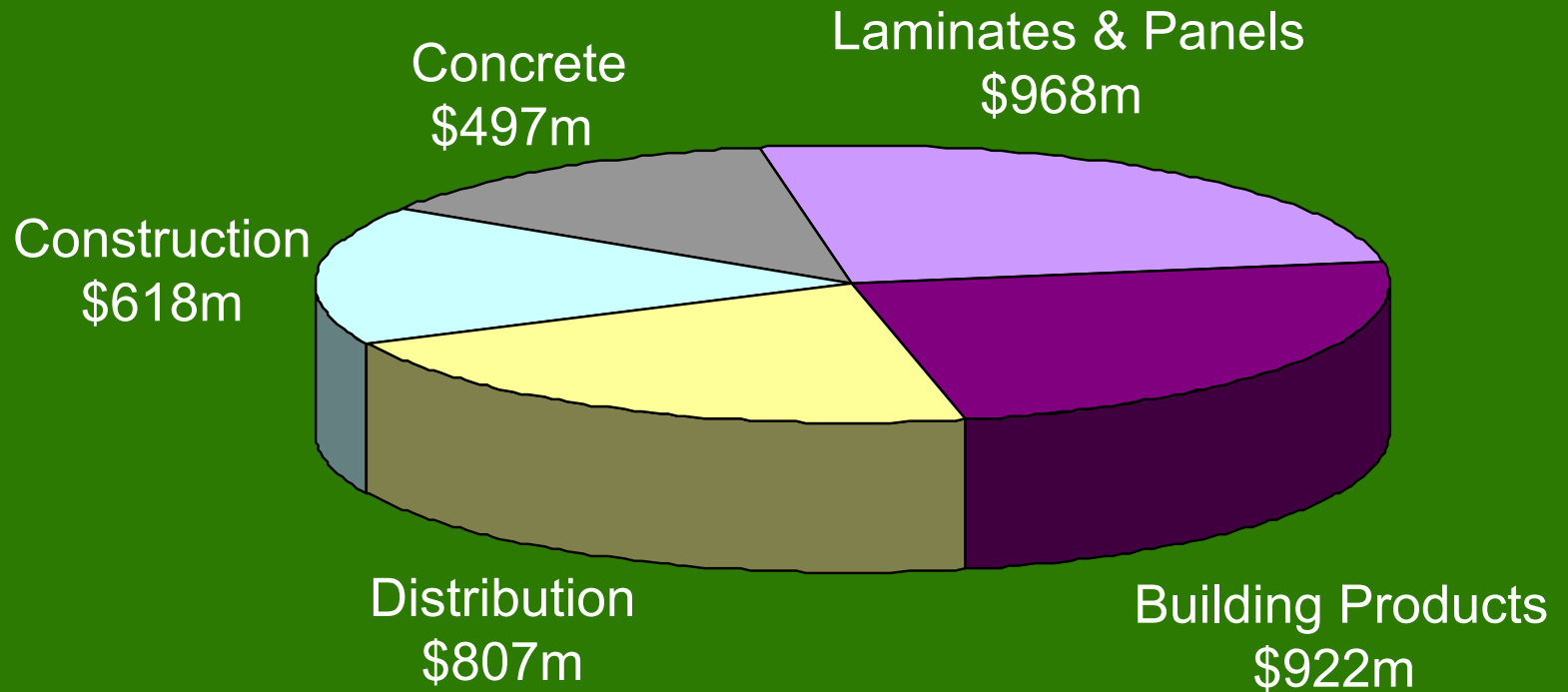
Laminex New Zealand

Fletcher Wood Panels

Scott Panel & Hardware



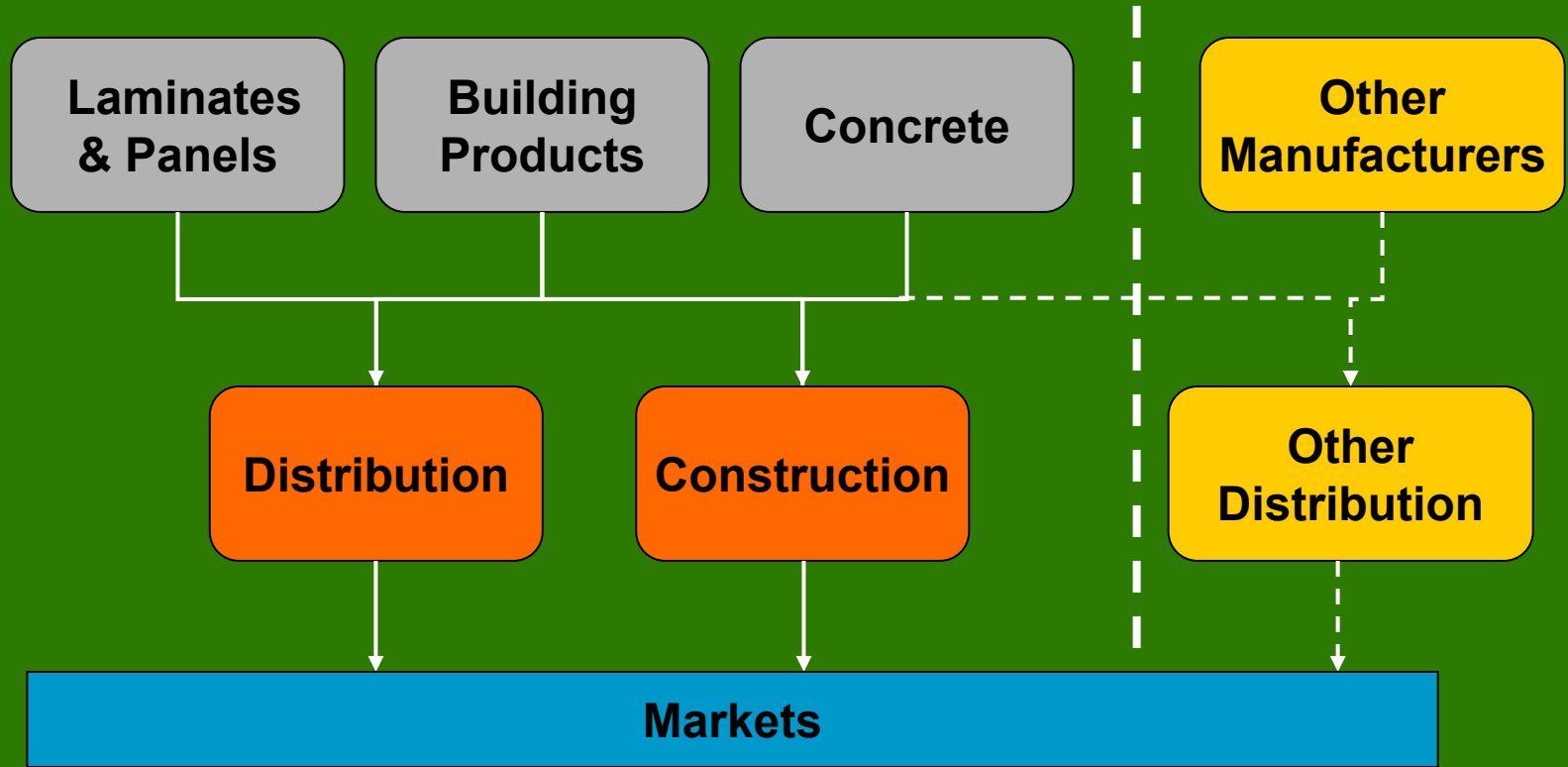
Restated 2003 Turnover per Division*



* Proforma for the full year



Fletcher Building Model



Construction

- Operating earnings \$34m – up 13%
- Exceptional performance from Residential
- New infrastructure projects obtained
 - Grafton Gully
 - Central Motorway Junction



Concrete

- Operating earnings \$83m – up 38%
- Profit well up in every business
- Golden Bay Cement expansion
 - Indirect Coal Fire
 - Cooler



Building Products

- Operating earnings \$112m – up 32%
- Exceptional performance from Winstone Wallboards and Pacific Coilcoaters
- Steel making and wood panels affected by power prices and strong NZ\$



Laminates and Panels

- Laminex's operating earnings of \$44m attributable to Fletcher Building
- Annual operating earnings up 26%
- Continuing focus on merger benefits



Distribution

- Operating earnings \$55m – up 62%
- Sales of Building Depot and Hire A Hubby tighten focus on Fletcher Building products



Capital Expenditure

- \$88m on new plant and equipment
 - Golden Bay Cement plant upgrade - \$50m over four years
 - Winstone Wallboards plant upgrade
 - Various equipment and maintenance
 - Rigorous internal review process





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Outlook

- Strong trading continues
- All divisions ahead of budget and last year
- Tasman earnings included from Oct 2003
- Good results expected for both the half and full year

