

22 October 2025

Annual Shareholders' Meeting documents

Fletcher Building's 2025 Annual Shareholders' Meeting will take place today at 10.30am NZT. Included with this announcement are the following documents:

- Chair and Managing Director and Chief Executive Officer's Addresses
- ASM Presentation

ENDS

Authorised for release to the market by Haydn Wong, Company Secretary.

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For information on Fletcher Building visit fletcherbuilding.com

22 October 2025

FLETCHER BUILDING LIMITED
2025 Annual Shareholders' Meeting
Chair and Managing Director & CEO Address

Peter Crowley, Chair

Tena koutou katoa and good morning, everyone. On behalf of the Board, it is my pleasure to welcome you all to Fletcher Building's 2025 annual shareholders' meeting.

Board of Directors

Financial Year 2025 marked the completion of our Board renewal - a process that has brought new perspectives and deep sectoral experience to Fletcher Building.

I was honoured to be appointed Chair in February and I'm pleased to be working alongside a very capable and diverse group of directors.

We welcomed Tony Dragicevich and Andrew Reding onto the Board in August last year, Jacqui Coombes in April and James Miller in June. Each brings valuable expertise in governance, operations, and industry leadership. Sandra Dodds continues to lead our Audit and Risk Committee, while Cathy Quinn, who chairs our Safety Health Environmental & Sustainability Committee and our Disclosure Committee, remains a key contributor to our governance and legal oversight, particularly in relation to the legacy issues that we are working our way through.

This refreshed Board is well-positioned to support the business through its transformation. We are focused on ensuring strong oversight, strategic clarity, and accountability across the Group. With the Board now renewed, we are confident we can support management in executing the turnaround plan and delivering long-term value for shareholders.

Financial Year 2025 Financial Summary

Turning to the numbers.

Revenue for the year was \$7.0 billion, down 9% from Financial Year 2024 and Earnings Before Interest and Tax before significant items was \$384 million - down \$125 million from Financial Year 2024. Our EBIT margin fell to 5.5%, and we reported a net loss of \$419 million. This follows the \$227 million loss reported in Financial Year 2024.

Despite these headwinds, we made substantial progress on strengthening the balance sheet. Net debt reduced from \$1.77 billion to \$999 million. This reduction includes the proceeds of the capital raise undertaken in November 2024 – we take this opportunity to acknowledge the strong support we received from our shareholders for this capital raise. We also generated \$501 million in operating cash flow.

Capital expenditure and investments totalled \$313 million, down from \$420 million in Financial Year 2024, reflecting disciplined capital allocation. Return on invested capital was 4.5%, down from 5.5% in the prior year. We remain focused on improving this metric through cost-out initiatives and portfolio simplification.

Encouraging progress on legacy risks

Through last financial year, we made significant progress resolving legacy issues that have adversely impacted Fletcher Building in recent years.

The New Zealand International Convention Centre is now effectively completed, with acceptance testing and compliance processes underway. We expect to handover this magnificent building to SkyCity shortly. As we have advised to the market, there are claims related to the Convention Centre. We intend to vigorously defend ourselves against SkyCity's legal proceedings and we are confident in our position. Our Court proceedings against the roofing sub-contractors on the convention centre are nearly complete, with judgment expected in the second half of this financial year.

In Western Australia, the remediation of ceiling pipe issues continues to track well. As at the 30th of June, nearly 1,000 ceiling pipe replacements have been completed, 55 homes fully remediated, and over 2,000 leak detector units installed. Importantly, costs remain consistent with our estimates, and no additional provision changes have been required. The impressive Puhoi to Warkworth motorway project was opened to traffic in June 2023 and reached full works completion in May 2024. We have now settled all material outstanding claims with the New Zealand Transport Agency and insurers, closing out a complex and long-running matter.

These outcomes reflect our commitment to resolving legacy issues and in doing so allowing the company to focus more fully on the future - on operational performance, strategic execution, and delivering shareholder value.

Financial Year 2025 operational highlights

Despite the macroeconomic headwinds on both sides of the Tasman, our operating businesses delivered a number of encouraging results throughout Financial Year 2025.

Our Firth ready mix concrete business increased its national market share to approximately 40%, and to over 50% in Auckland. Golden Bay now holds more than 60% market share nationally.

Winstone Aggregates commenced on-site concrete recycling - this is a step forward in reducing waste and cost. A win-win if ever there was one.

Winstone Wallboards are achieving significant improvements through the new Tauriko plasterboard plant with A-grade recovery yields consistently above our 95 percent target.

Fletcher Insulation in Australia introduced 16 new products during the year, demonstrating innovation and responsiveness to market needs.

Waipapa Pine is now operating at full capacity, contributing to our manufacturing footprint and supply chain resilience.

These operational highlights reflect the strength of our portfolio and the continuing efforts and dedication of teams across the Group.

Taking Action

While the result for the 2025 Financial Year was disappointing to all of us, decisive action has been taken to reset the business.

We have enhanced the capability of our Board and senior management team – with four new Board members and six new executives appointed during the year.

We have taken action to address the corporate structure – restructuring from six divisions to five, reducing divisional overhead and bringing decision making closer to our customers.

Approximately \$200 million of cost savings were implemented in Financial Year 2025 and a further \$30 million were announced at Investor Day, with cost reduction remaining an ongoing area of focus.

We achieved a 43% reduction in net debt to \$999 million as at 30 June.

We have clarity with regards to our medium term strategy, which was presented to shareholders in late June and we are developing a culture of accountable, empowered leadership, transparency and performance.

We have the building blocks in place.

Our medium-term strategy

As we laid out at the Investor Day, the business' medium-term focus remains on manufacturing and distribution of building products and materials.

We've implemented urgent actions to stabilise the business and are now focused on embedding a high-performance culture across the Group. Divisional autonomy is being increased, with business unit returns being measured against industry-specific Weighted Average Cost of Capital targets. Underperforming units are being evaluated, and we are taking steps to decentralise corporate functions and reduce central costs.

Dividend payments remain paused until we reach the lower half of our net debt target range of \$400 to \$900 million. We are targeting investment-grade credit metrics and a more resilient capital structure.

Overall, the construction sector is currently under extreme pressure. However, we have a clear strategy, and our renewed management has already been taking bold steps to mitigate the downside and position our businesses well for when demand does return.

Challenging first quarter

Before I close this section wanted to touch on the challenging trading conditions that we have experienced in the first quarter of financial year 2026.

Our quarterly volume update released last week showed further declines in trading volumes and ongoing pressure on margins. The primary driver of this was continued weak demand and heightened competitive activity, particularly in the New Zealand market.

Light Building Products volumes were generally below prior corresponding period, but slightly higher compared to Fourth Quarter of Financial Year 2025. Across the Division, margins were relatively stable with production efficiencies and cost management offsetting soft volumes.

Heavy Building Materials experienced some pronounced volume contractions with Winstone Aggregates volumes down 4.1% versus Fourth Quarter Financial Year 2025 and 6.3% versus the prior corresponding period, reflecting weaker roading and project activity.

Competition continues to be felt across the Group, with margins in Steel and Distribution coming under particular pressure this quarter.

To offset some of this impact, we are controlling what we can by taking out another \$100m of cost, which Andrew Reding will discuss in more detail.

On that note, I'll now hand over to Andrew to speak to operating performance, stakeholders and the turnaround plan.

Andrew Reding, Managing Director & CEO

Thank you Peter. Tena koutou katoa. I would also like to add my welcome to those joining the meeting today, both here in the room and online. Let's begin with a look at where we are in the cycle.

Where in the cycle are we?

In New Zealand, we have experienced a prolonged period of subdued demand in the residential and commercial construction markets, and we expect that to continue through Financial Year 2026. Building merchant sales remains a reliable proxy for sector activity and our current data shows nominal sales across the wider merchant sector tracking below prior-year levels, even before adjusting for inflation. This weakness has persisted for the past 18 months, with rolling 12-month figures well off the peaks of the last cycle. The softness is broad-based, affecting both residential and non-residential segments.

In Australia, we are seeing early signs that the gap between completions and commencements is beginning to converge. For total dwellings, approvals and commencements are starting to align, indicating a potential stabilisation in the pipeline. New house activity, however, remains slower to respond, with commencements still lagging approvals. Australian market conditions remain mixed. While some segments show resilience, others continue to face headwinds from interest rates, labour constraints, and elevated input costs.

Where are FBU volumes tracking?

As Peter mentioned, in the interests of providing transparency and insight to shareholders and analysts, we recently began publishing quarterly volume data. This has been well received, particularly by institutional investors and equity analysts. We announced our Quarter 1 Financial Year 2026 volume data last week.

On the left of the slide, you can see product volumes in New Zealand going back to just before Covid. These show that market conditions remained extremely weak in the first quarter. We experienced a mix of volume outcomes, but across the board, margin weakness continues. As well as the weak demand across key markets, we are seeing heightened competitive activity, particularly in the New Zealand market.

On the right of the slide, you can see the equivalent data in Australia. There, volumes have improved slightly quarter-on-quarter (except for Stramit), but remain below Financial Year 2024. Laminex, Iplex, and Fletcher Insulation are adapting to market

conditions with targeted product and channel strategies. We continue to monitor trends closely and adjust operations accordingly.

Across both Australia and New Zealand, we anticipate market conditions will remain challenging throughout the remainder of this financial year. There is continued uncertainty on the timing of recovery in the residential sector. It is worth noting though, that the recent significant OCR reductions should in time support greater liquidity in the New Zealand housing market and there are some signs of steadying or improving market conditions in Australia.

Financial Year 2026 cost out initiatives

However, we are not standing still waiting for market conditions to improve. We have continued to carefully examine our cost base.

Last week we announced a further cost-out programme targeting another approximately \$100 million in annualised savings. Of that, around \$50 million in benefits are expected to be realised in the second half of Financial Year 2026, with full annualised savings expected to be achieved in Financial Year 2027. This is over-and-above the \$30 million of Financial Year 2026 cost out that was announced at Investor Day.

Together, these cost initiatives will aid profitability and partially offset the earnings impact driven by market conditions. The programme is focused primarily on back-office operations and efficiencies, while seeking to maintain front-line operational capabilities so that our businesses are ready and have the capacity to respond when market conditions improve.

Our Customers

Our customers remain at the heart of everything we do. From Auckland Airport to Christchurch Te Kaha Stadium, our products and people are helping to build the future. These projects showcase the breadth of our capabilities and the trust placed in us by leading developers and contractors.

To give some context to these examples, during Auckland International Airport's Taxiway Mike project, Firth and Brian Perry Civil completed their largest ever concrete pour of 1,300 cubic metres, in a single 12-hour night shift. The NZICC project is nearing handover and, once complete, will be a significant asset for New Zealand, capable of hosting events for up to 4 and a half thousand people.

Our Customers

Finally, in Canterbury our GIB products are used extensively throughout the new Christchurch Te Kaha Stadium. We are proud of the role we play in enabling infrastructure, housing, and community development across New Zealand and Australia.

Our Community

We're also proud of our community partnerships. From restoring backcountry huts to supporting trade academies and local infrastructure, Fletcher Building is committed to making a positive impact. These initiatives reflect our values and our role as a responsible corporate citizen. We will continue to support the communities we operate in and invest in initiatives that deliver long-term social value.

Turnaround Plan

To conclude, we have acted decisively to reshape the business over the past 12 months. We have already implemented many of the key priorities and we have clear action plans for the short and medium term.

In Financial Year 2025, we implemented \$200m of cost savings and announced a further \$30m at Investor Day, but we haven't stopped there. Further work in Financial Year 2026 is targeting another approximately \$100 million of cost savings, which will be crucial to our profitability in a challenging market environment. These efficiencies will also improve our performance when we do see demand return. Our Corporate functions are being decentralised to give divisions and business units more autonomy and accountability. The divisional restructures, which are now complete, position us to focus our resources on the divisions and the projects that will generate the highest returns.

We are progressing a number of potential divestments, including our Construction division, CSP and our 13.4 percent equity stake in the Puhoi to Warkworth toll road. We are also progressing the strategic review of our Residential and Development Division.

But there is still a lot more work to do. We remain committed to rebuilding to an acceptable return on invested capital. Over the medium term, we will embed the new operating model and continue to simplify our business portfolio. Once balance sheet targets are met, we will reset our dividend policy, in order to deliver sustainable and growing returns to shareholders.

I will now hand back to Peter to conclude the presentation section of the meeting.

Peter Crowley, Chair

Governance update

Thank you, Andrew.

Governance enhancements have been a key focus in Financial Year 2025. We've introduced revised financial reporting aligned to the IFRS 18 accounting standard, with clearer breakdowns across revenue, Earnings Before Interest and Tax, and cash flow.

The Financial Year 2025 annual results presentation included significantly more detail in relation to our strategies and changes, thereby improving transparency for shareholders. Quarterly volume reporting was introduced in July, providing timely insights into market activity levels across the business.

In September, we released a standalone Remuneration Report, detailing executive and broader workforce remuneration. Our Corporate Governance Statement was updated in August and now acts as a standalone document outlining our frameworks and policies. The Board Skills Matrix has also been refreshed to reflect the new composition of the Board and is published on our website.

These initiatives support our commitment to transparency, accountability, and best-practice governance.

Conclusion

In closing, Financial Year 2025 was a year of action.

We have developed and communicated a clear medium term strategy for the Group.

We have implemented immediate steps to stabilise the business and reduce costs.

Our focus remains on improving operating performance, customer service and reducing net debt and we have clear priorities for Financial Year 2026.

So, while market conditions in New Zealand and Australia are expected to remain soft, we are well-positioned to benefit from improved operating leverage when recovery begins.

Thank you for your continued support.

ENDS

Authorised for release to the market by Haydn Wong, Company Secretary.

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MEDIA Christian May, Chief Corporate Affairs Officer +64 21 305 398 Christian.May@fbu.com

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Annual Shareholders' Meeting

22 OCTOBER 2025



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Golden Bay – Portland Manufacturing Plant

Important Information

This presentation has been prepared by Fletcher Building Limited and its group of companies (“Fletcher Building”) for informational purposes. This disclaimer applies to this document and the verbal or written comments of any person presenting it.

This presentation provides additional comment on the 2025 Full Year Financial Results dated 20 August 2025. As such, it should be read in conjunction with and subject to the explanations and views given in that document. Unless otherwise specified, all information is for the 12 months ended 30 June 2025.

In certain sections of this presentation, Fletcher Building has chosen to present certain financial information exclusive of the impact of Significant Items. A number of non-GAAP financial measures, such as measures before Significant Items, are used in this presentation which are used by management to assess the performance of the business and have been derived from Fletcher Building’s financial statements for the 12 months ended 30 June 2025. You should not consider any of these statements in isolation from, or as a substitute for, the information provided in Fletcher Building’s financial statements for the 12 months ended 30 June 2025, which are available at www.fletcherbuilding.com. Details of Significant Items can be found in note 2.2 of those financial statements.

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Agenda

FY25 Results

1.	FY25 at a glance	Peter Crowley, Chair
2.	Operating performance	Andrew Reding, Managing Director & CEO
3.	Governance & Conclusion	Peter Crowley, Chair
4.	Resolutions	Peter Crowley, Chair
5.	Q&A	Peter Crowley, Chair
6.	Thank you	Peter Crowley, Chair



Board of Directors

Chair appointed, refresh is now complete



PETER CROWLEY

Chair and Independent Non-Executive Director

Term of office:

Appointed Director in 2019
Appointed Board Chair in 2025



SANDRA DODDS

Independent Non-Executive Director / Chair of the Audit & Risk Committee

Term of office:

Appointed Director in Sep 2023
Last elected in 2023



CATHY QUINN

Independent Non-Executive Director

Term of office:

Appointed Director in Sep 2018
Last elected in 2024



TONY DRAGICEVICH

Independent Non-Executive Director

Term of office:

Appointed Director in Aug 2024



JACQUI COOMBES

Independent Non-Executive Director

Term of office:

Appointed Director in Feb 2025,
Effective Apr 2025



JAMES MILLER

Independent Non-Executive Director

Term of office:

Appointed Director in Dec 2024,
Effective Jun 2025



ANDREW REDING

Group Chief Executive Officer & Managing Director

Term of office:

Appointed Director in Aug 2024



FY25 at a glance

Peter Crowley, Chair



FY25 Financial summary

Tough macro conditions across all sectors; we are positioning the business for the realities of the current market and to maximise leverage to any cyclical upturn



Revenue¹

\$7.0b

9% lower than FY24



EBIT^{1,2}

\$384m

\$125m lower than FY24



EBIT Margin^{1,2}

5.5%

vs 6.6% in FY24



Net loss

\$419m

vs \$227m in FY24



Net cash from
operating activities

\$501m

vs \$588m in FY24



Capex &
Investments

\$313m

vs \$420m FY24



Net debt

\$999m

vs \$1,766m at 30 June 24



ROIC

4.5%

vs 5.5% at FY24



Encouraging progress on legacy risks

Over the course of FY25 there has been a sustained effort to close out historic legacy issues

NZICC	<ul style="list-style-type: none">• Construction works effectively complete, with acceptance testing and compliance processes underway• Client handover expected in calendar year 2025
WA pipes	<ul style="list-style-type: none">• As at 30 June, participating builders have completed 996 ceiling pipe replacements, fully remediated 55 homes and installed leak detector units in over 2,000 homes (work done under both the Interim Fund and Industry Response)• Costs currently tracking consistent with estimates – no provision change
Puhoi to Warkworth	<ul style="list-style-type: none">• Full works completion approved in May 2024 following June 2023 opening• Settled outstanding claims with NZTA (June 2025) and insurers (August 2025)



FY25 operational highlights

- **Firth** increased market share to ~40% nationally and above 50% in Auckland
- **Golden Bay** market share improved to +60% nationally
- **Winstone Aggregates** commenced on-site concrete recycling
- **Winstone Wallboards** achieved A-grade recovery yields exceeding target of 95%
- **Fletcher Insulation** launched 16 new insulation products
- **Waipapa Pine** now operating at full utilisation



Taking action

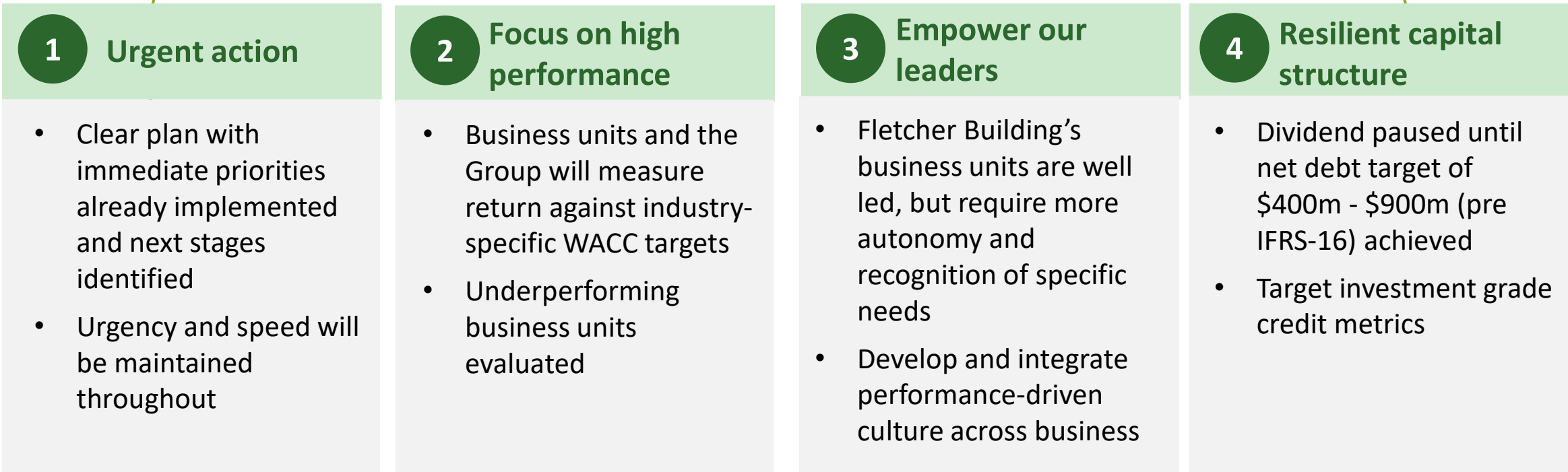
- **Board and Management** - four new board members and six new executives
- **Corporate restructure** - six divisions reduced to five, reducing divisional overhead
- **\$200m of gross cost savings** - implemented across FY25
- **Net Debt reduction** - from \$1,766m in FY24 to \$999m in FY25
- **New strategy in place** - we presented a clear plan for improvement at our Investor Day



Our medium-term strategy

At our Investor Day in June we presented a clear plan for improvement

Medium term focus on manufacturing and distribution of building products and materials



Supportive macro-economic trends



Challenging first quarter

- **Operating environment** – subdued market with declining volumes and margin pressure
- **Light Building Products** – volumes below pcg, but above Q4 2025, margins relatively stable
- **Heavy Building Materials** – volumes contracted especially in Winstone Aggregates (↓6.3% vs pcg)
- **Margin pressure** – across the Group business units are seeing intense competition, in particular Steel and Distribution who suffered margin compression
- **Cost out** – \$100m incremental programme, controlling cost and support profitability



Operating performance

Andrew Reding,
Managing Director & CEO

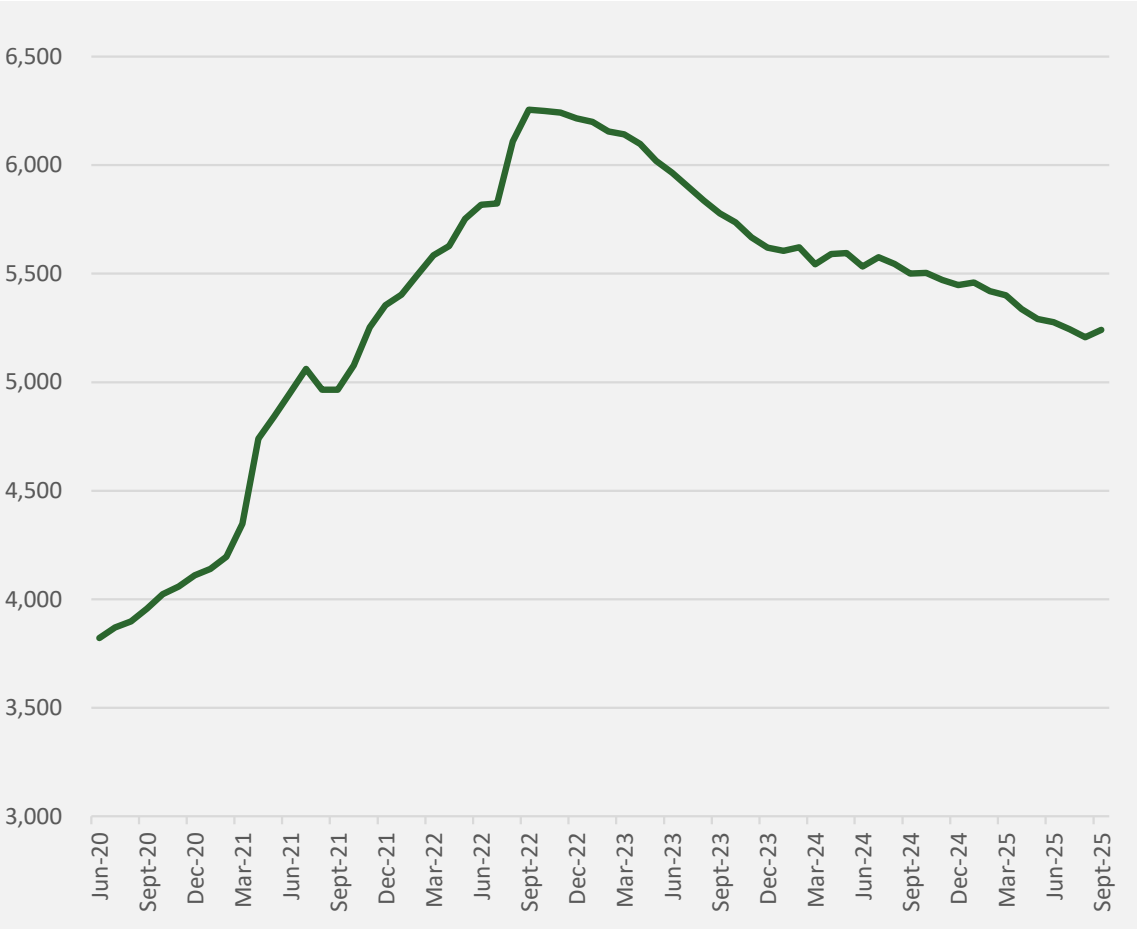
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Where in the cycle are we?

Sales across the wider building merchant market are tracking below previous years (in nominal terms)

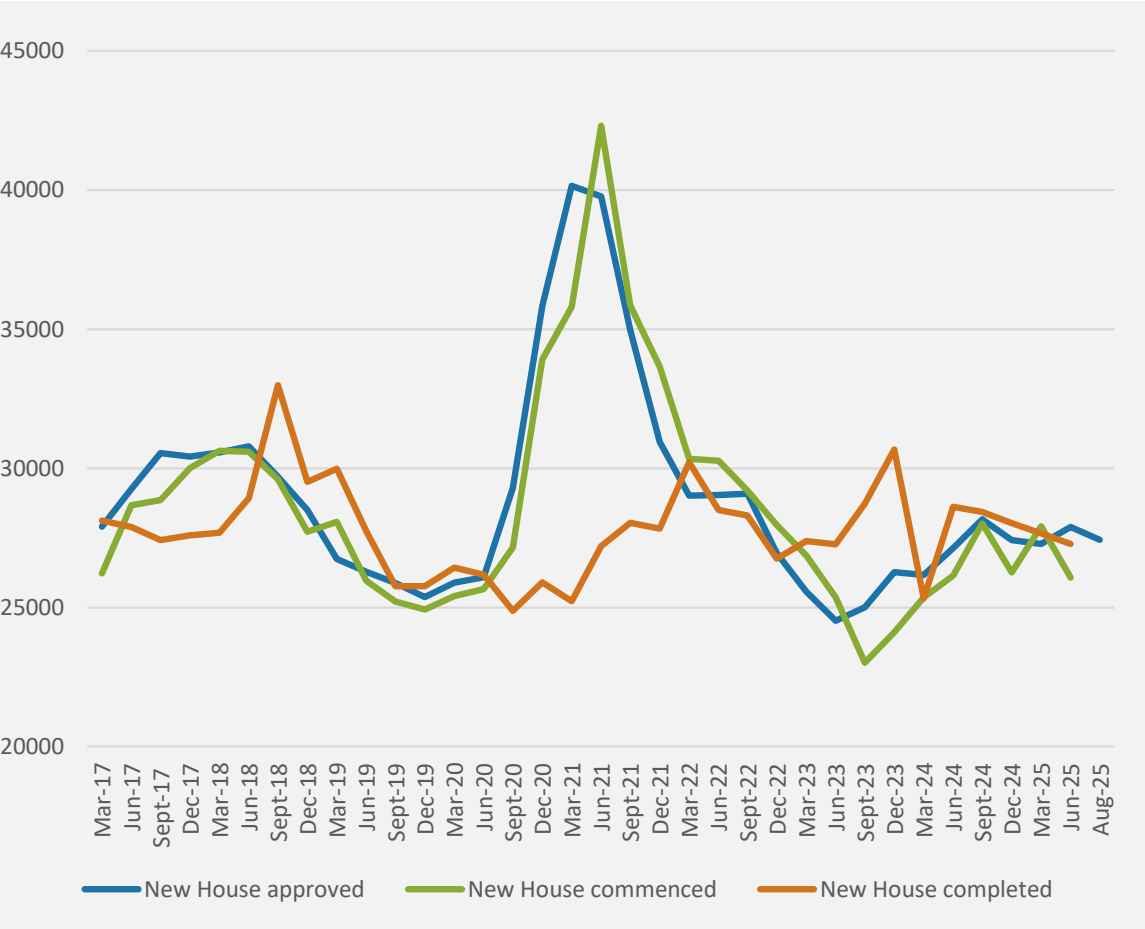
NZ BUILDING MERCHANT SALES

\$m, rolling 12 month sales (Jun-20 to Sep-25)



AUS NEW HOUSE

Seasonally adjusted, (Approvals, Commencements & Completions)



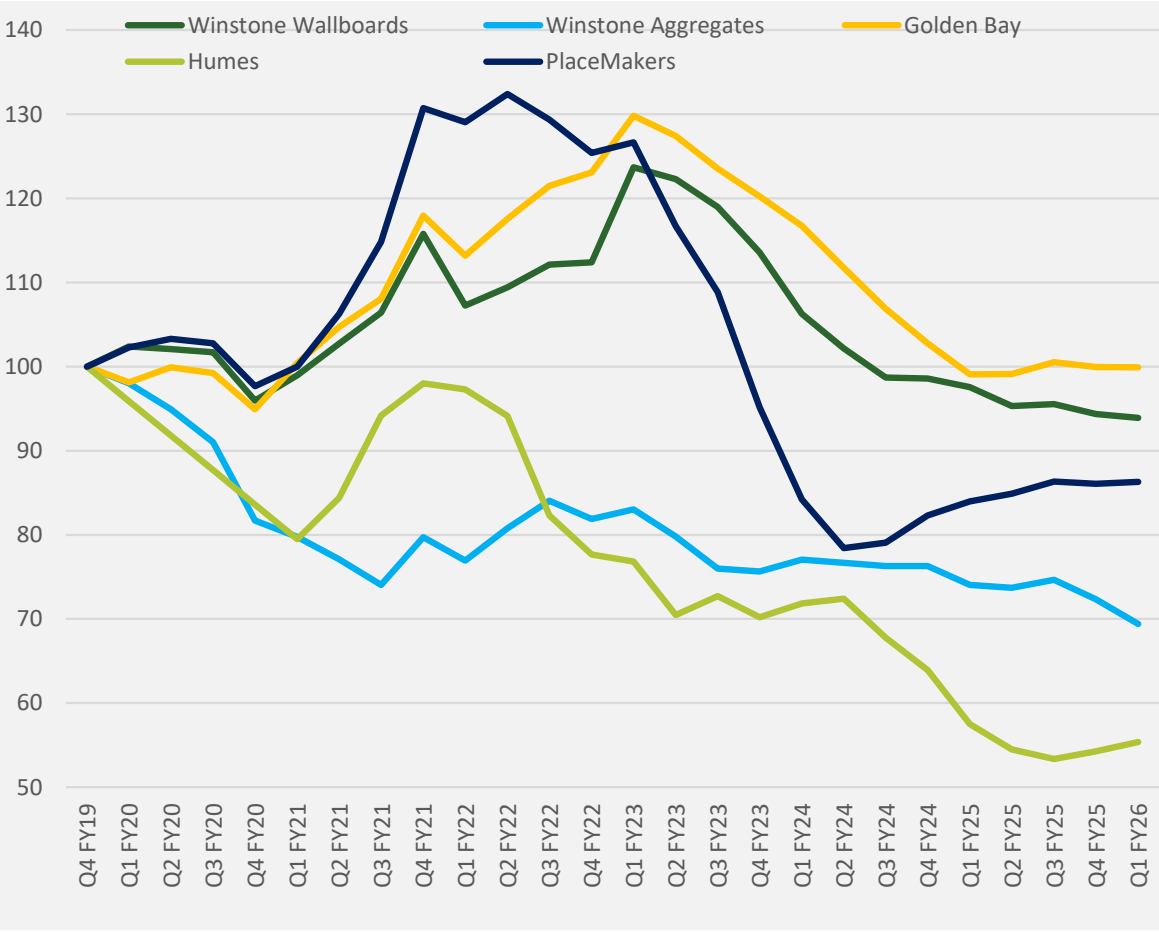
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Where are FBU volumes tracking?

Weak demand is continuing for a number of key products

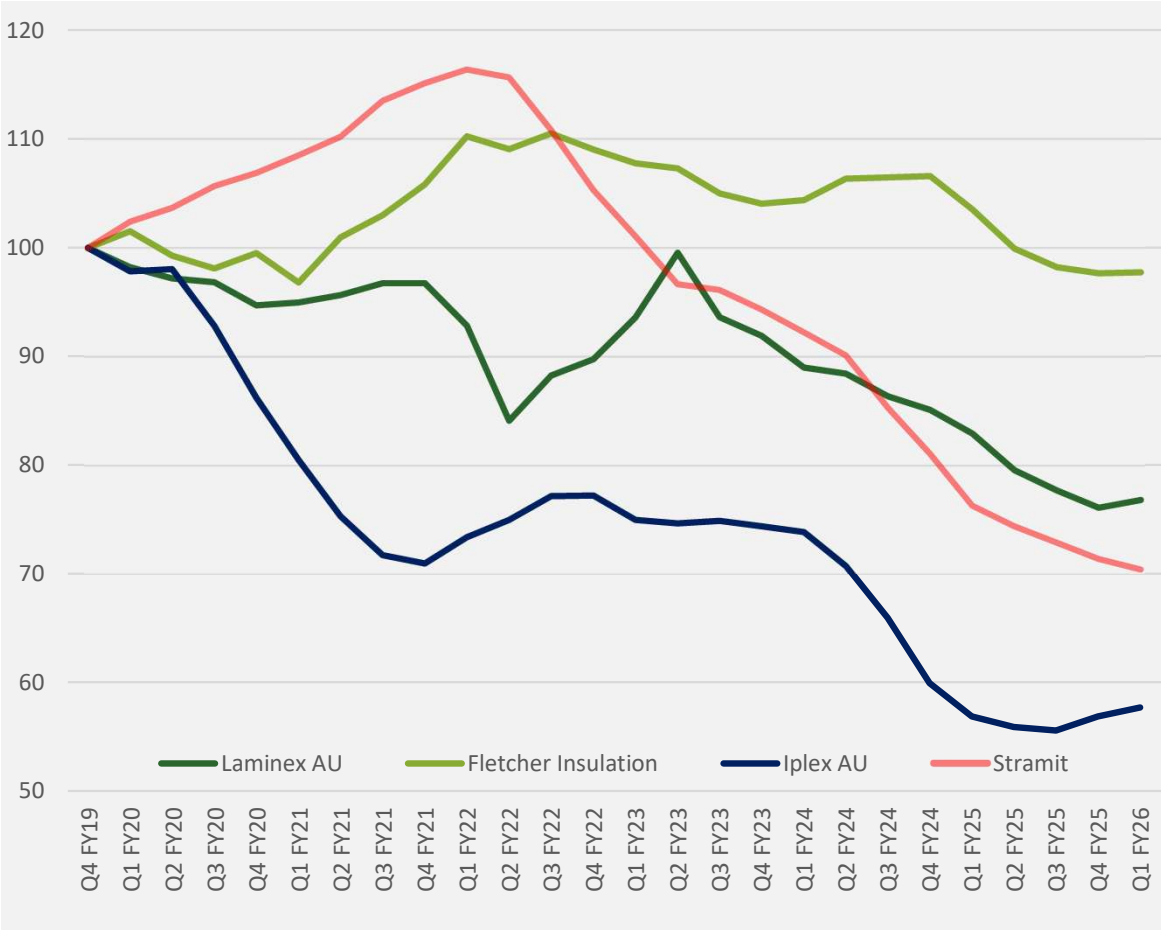
NZ PRODUCT VOLUMES

Rolling 12m average quarterly volumes, Q4 FY19 = 100



AUS PRODUCT VOLUMES

Rolling 12m average quarterly volumes, Q4 FY19 = 100



Note: WWB – Domestic Board volume (m²), Humes – Concrete pipe volume (000 tonnes) – for FY19&FY20 annual data only available, monthly data has been averaged out, PM – Frame & Truss (m³), WA – Aggregates sales volumes (000 tonnes), GBC – Domestic cement volumes (000 tonnes) Laminex AU – Domestic sales volumes (000 m²), Fletcher Insulation – Glasswool sales volume (tonnes), Iplex AU – Plastic pipe and other sales volume (000 tonnes), Stramit – Sales volumes (tonnes)



FY26 cost out initiatives

In response to a challenging trading environment further initiatives are underway to protect profitability

Market conditions in FY26 have continued to be testing, with subdued demand and tough competition

We have continued to closely examine our cost base and identify opportunities to improve efficiency

Cost out: \$200m implemented in FY25, announced an additional \$30m at Investor Day and \$100m last week

The cost-out programme is focused primarily on back-office operations and efficiencies

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Our Customers

We're proud of the products and people helping our customers build their future

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Auckland Airport – Firth & Brian Perry Civil



New Zealand International Convention Centre – Fletcher Construction

Waitangirua Link Road project - Iplex NZ



Our Customers

We're proud of the products and people helping our customers build their future

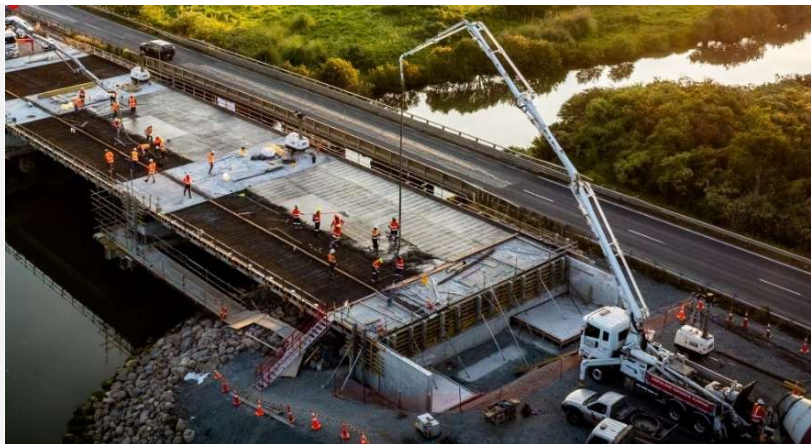


Christchurch Stadium – Winstone Wallboards



Te Waka Aorangi Child Wellness Centre – Laminex

SH1 Loop Road Safety Improvement Project - Firth



Western Sydney International Airport – Iplex AU



Our Community

Supporting the communities that we operate in



Supporting the restoration of 30 iconic huts across the country as part of 5 year partnership with Back Country Trust.



Fletcher Living designed, built and handed over Taurangi Reserve to Auckland Council



Winstone Aggregates' Community Sponsorship Fund supports Coastguard Kaipara



Supporting One Tree Hill College Trade Academy – transforming Kāinga Ora home into a HomeStar Level 7 sustainable masterpiece



Turnaround plan

Urgent priorities have been actioned decisively and there is a clear path of continuous improvement ahead

Implemented	Short term	Medium term
<div><div><input checked="" type="checkbox"/></div>Australia, Steel & Corporate restructure</div> <div><div><input checked="" type="checkbox"/></div>Clever Core shut down</div> <div><div><input checked="" type="checkbox"/></div>MADE by Laminex shut down</div> <div><div><input checked="" type="checkbox"/></div>CSP divestment underway</div> <div><div><input checked="" type="checkbox"/></div>SAP rollout stopped</div> <div><div><input checked="" type="checkbox"/></div>Forward capex commitments reduced</div> <div><div><input checked="" type="checkbox"/></div>Finalise and implement divisional restructure</div>	<div><div><input type="checkbox"/></div>Construction divestment processes underway</div> <div><div><input type="checkbox"/></div>Commencing strategic review of Residential and Development</div> <div><div><input type="checkbox"/></div>Sale of 13.4% equity stake in P2W toll road nearing completion</div> <div><div><input type="checkbox"/></div>Progressing Felix Street sale</div> <div><div><input type="checkbox"/></div>Focus on achieving fair value for divested assets</div> <div><div><input type="checkbox"/></div>Further decentralise corporate functions and drive lower costs</div> <div><div><input type="checkbox"/></div>Capital allocation and structure reset underway</div>	<div><div><input type="checkbox"/></div>Fully implement new operational model</div> <div><div><input type="checkbox"/></div>Execute on portfolio simplification opportunities</div> <div><div><input type="checkbox"/></div>As portfolio simplifies, continuously improve central costs</div> <div><div><input type="checkbox"/></div>As balance sheet targets are met, reset dividend policy and return to dividend-paying status</div>



Governance & Conclusion

Peter Crowley, Chair



Governance update

A number of initiatives have been implemented that will allow greater transparency for shareholders and assist the Board’s governance processes

Financial reporting & IFRS 18 initiatives

- Revised reporting in FY25 aimed to improve readability and transparency, the Investor Presentation has been expanded and now includes a significant amount of previously unreported information.
- In the Annual Report, segment reporting now has clearer breakdowns across revenue, EBIT, and cash by segment and the cash flow statement is aligned to IFRS 18, with more detail on operating, investing, and financing activities (including clearer treatment of interest paid, interest received, and dividends received)

Volume reporting

- In July, quarterly volume reporting was introduced to provide shareholders and the market with more timely information about activity levels across key indicators across the business

Remuneration report

- In September, the FY25 Remuneration Report was released, providing a standalone document with detail on remuneration for senior management and the wider business

Corporate governance statement

- In August, the Board’s corporate governance statement was updated and now acts as standalone document detailing the governance arrangements, frameworks and policies in place

Skills matrix

- To reflect the new composition of the Board following the refresh process, the Board Skills Matrix has also been updated, showing the capabilities held across the Board



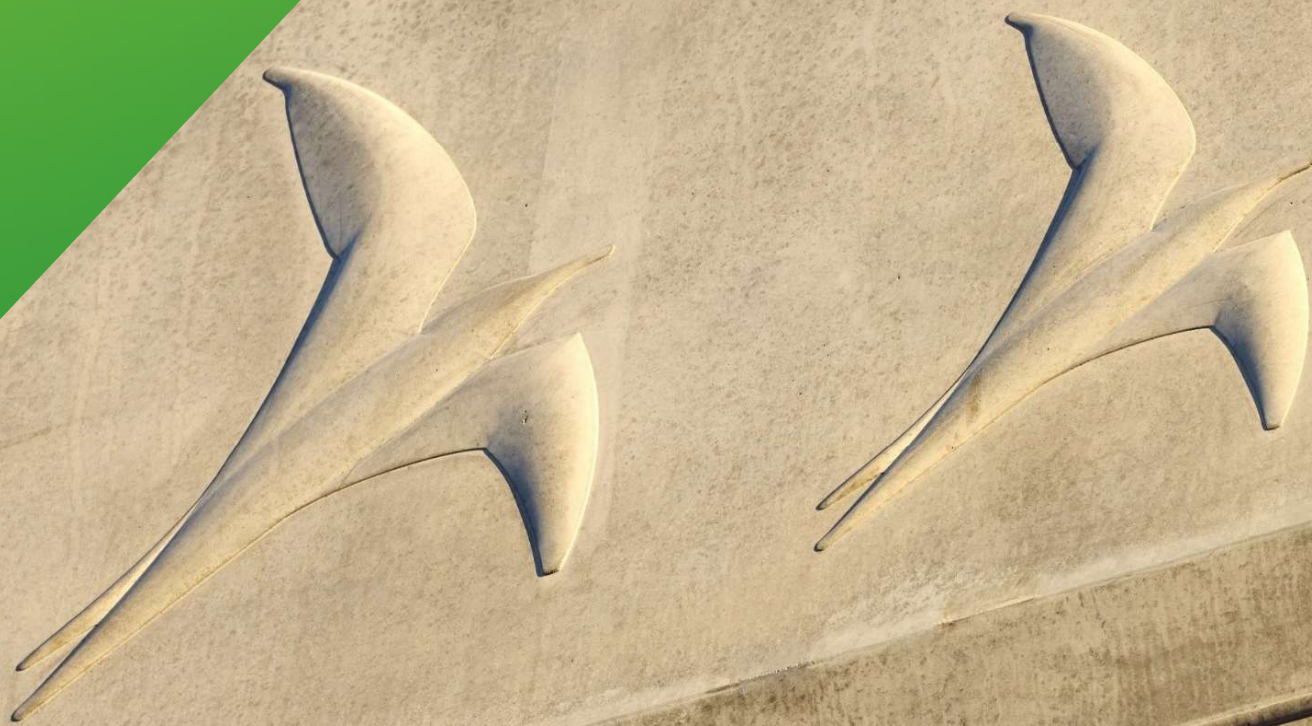
Conclusion

- 1** **Developed medium term strategy and communicated it internally and externally**
- 2** **Immediate actions being taken on turnaround plan and cost out programme**
- 3** **Clear focus on operating performance and servicing our customers**
- 4** **On track with reducing net debt, with clear priorities for FY26**
- 5** **NZ and AUS markets likely to remain weak in FY26**
- 6** **Well positioned for improved operating leverage when market conditions do recover**

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Q&A



Resolutions

Peter Crowley, Chair

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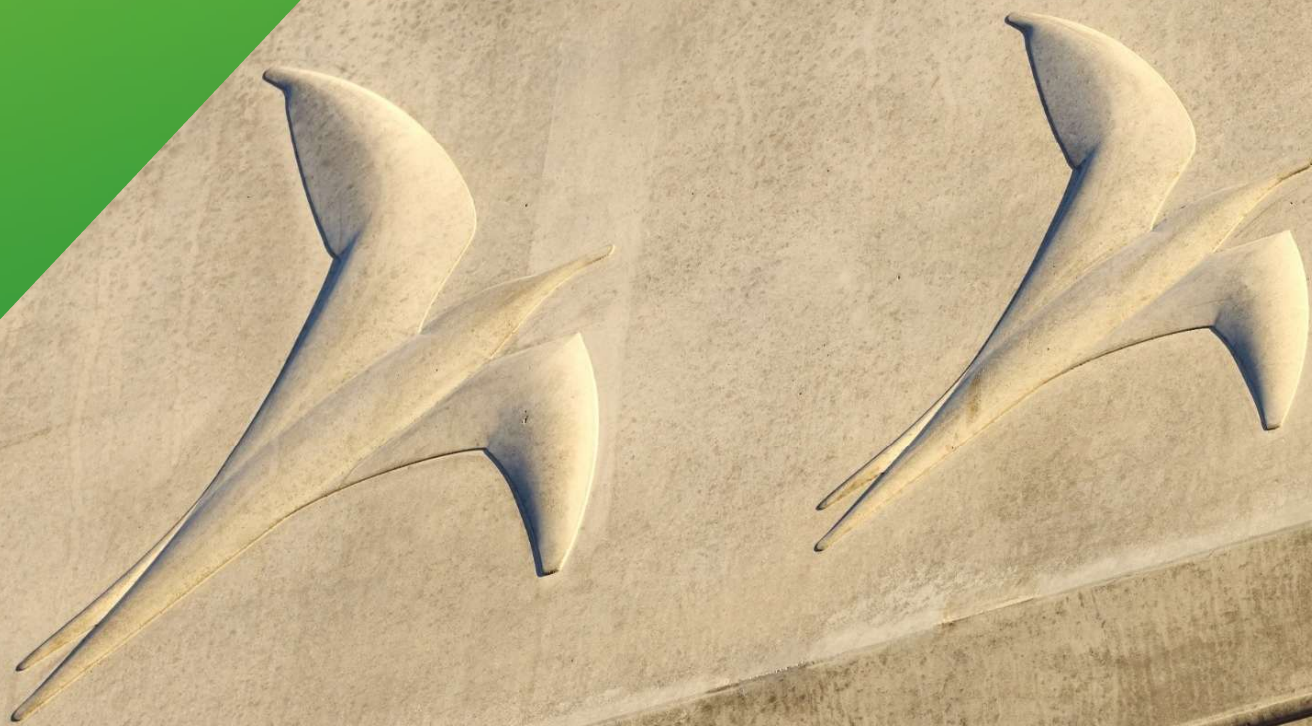
Resolutions

- 1** That Peter Crowley be re-elected as a director of the Company.
- 2** That Jacqui Coombes be elected as a director of the Company.
- 3** That James Miller be elected as a director of the Company.
- 4** That the directors be authorised to fix the fees and expenses of EY as the Company's auditor.
- 5** That the Company's Remuneration Report for the year ended 30 June 2025, as detailed on the Company's website, be adopted.

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Q&A



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Thank you