Investor Roadshow Presentation June 2011

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Chief Financial Officer

Disclaimer

This presentation contains not only a review of operations, but also some forward looking statements about Fletcher Building and the environment in which the company operates. Because these statements are forward looking, Fletcher Building's actual results could differ materially. Media releases, management commentary and analysts presentations, including those relating to the February 2011 half year results announcement, are all available on the company's website and contain additional information about matters which could cause Fletcher Building's performance to differ from any forward looking statements in this presentation. Please read this presentation in the wider context of material previously published by Fletcher Building.

Agenda

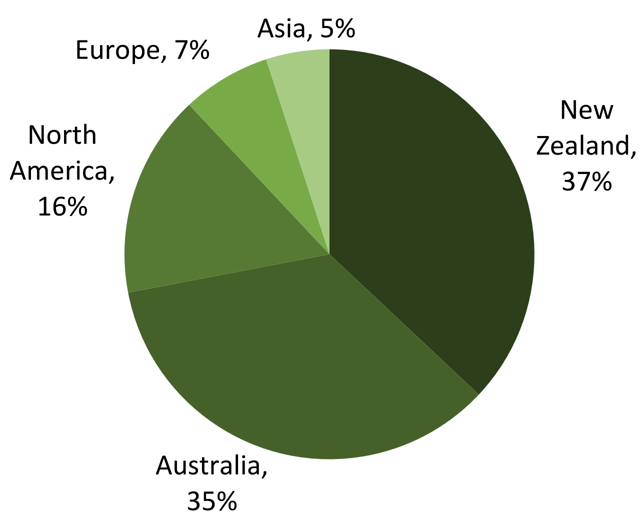
- Company and Market Overview
- Strategy
- Financial Results
- Update on Key Developments
- Outlook
- Appendix:
  - Additional information

Company and Market Overview

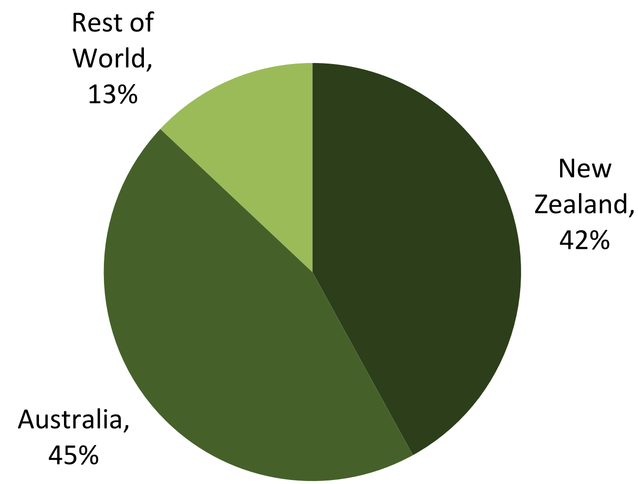
Fletcher Building at a glance

- Revenue - year to 30 June 2010: NZ$9.8 billion[1]
- Market Capitalisation NZ$6.2 billion
- Employees: 20,000

- Shareholders: (as at 31 March 2011)



Revenues 2010[2]:



[1] Based on pro-forma accounts in Bidders Statement dated 10 January 2011, assuming 100% ownership of Crane Group Ltd
[2] Pro-forma combined Fletcher Building and Crane Group

Fletcher Building – Key listing information

- Listed on the New Zealand and Australian stock exchanges

New Zealand
- Largest listed company by market capitalisation on the NZX

Australia
- Ranked #54 on the ASX
- Fletcher Building gained inclusion in the S&P/ASX 200 index in March 2011

US
- Level I sponsored American Depository Receipt (ADR) programme launched December 2010
- Citi act as depository bank
- Ticker: FCREY CUSIP: 339305302

Market leading businesses

Crane Group

Building Products	Distribution	Infrastructure	Laminates & Panels	Steel	Crane
Plasterboard **Insulation** **Roof Tiles** **Single Businesses:** ▪ **Aluminium** ▪ **Sinkware**	**Building Materials Distribution** ▪ 62 PlaceMakers stores	**Construction** **Concrete:** ▪ **Cement** ▪ **Readymix** ▪ **Aggregates** ▪ **Concrete Products** ▪ **Concrete Pipes** ▪ **Quarries**	**The Laminex Group** ▪ MDF ▪ Particleboard ▪ LPM ▪ HPL **Formica** ▪ HPL	**Coated Steel** **Long Steel:** ▪ **Reinforcing bar, mesh and wire** ▪ **Scrap** **Distribution**	**Pipelines – Manufacture & Distribution** **Trade Distribution Australia and NZ** **Copper Tube – Manufacture & Distribution**

Strategy

Strategy

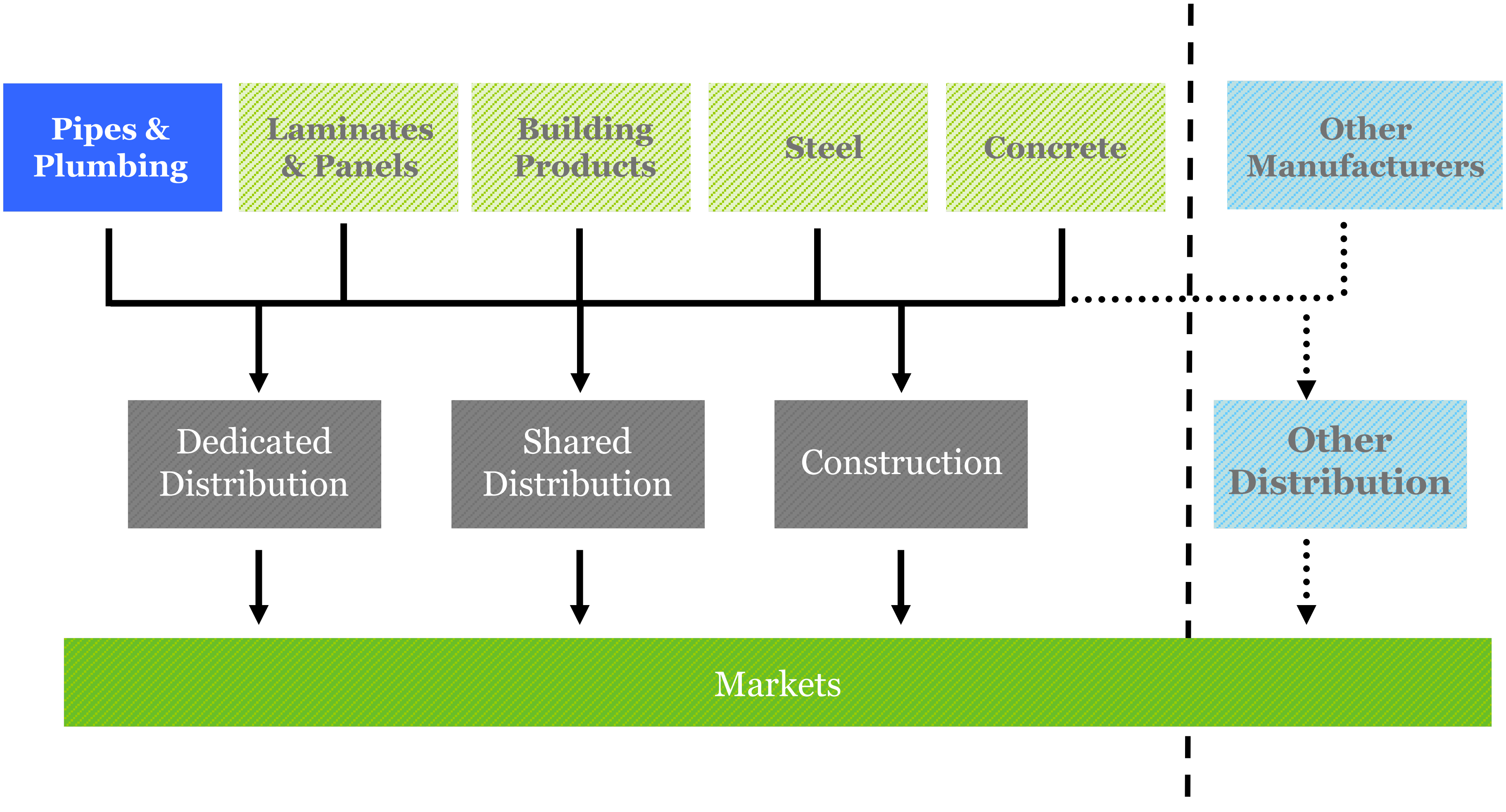
Longer term strategy continues to be:

- improve earnings reliability
- maintain and improve internal capabilities
  - increased focus on growth oriented capex
  - business transformation initiatives
- pursue acquisition opportunities where these meet key investment criteria, with a focus on extending current lines of business.

Our aspirations by geography:

New Zealand	Maintain and extend domestic businesses, strengthen channels to market.
Australia	Create the leading Australasian building products and construction materials business by establishing strong market positions.
International	Develop existing operations into the world's leading laminates and panels business.

Fletcher Building has a vertically integrated value chain



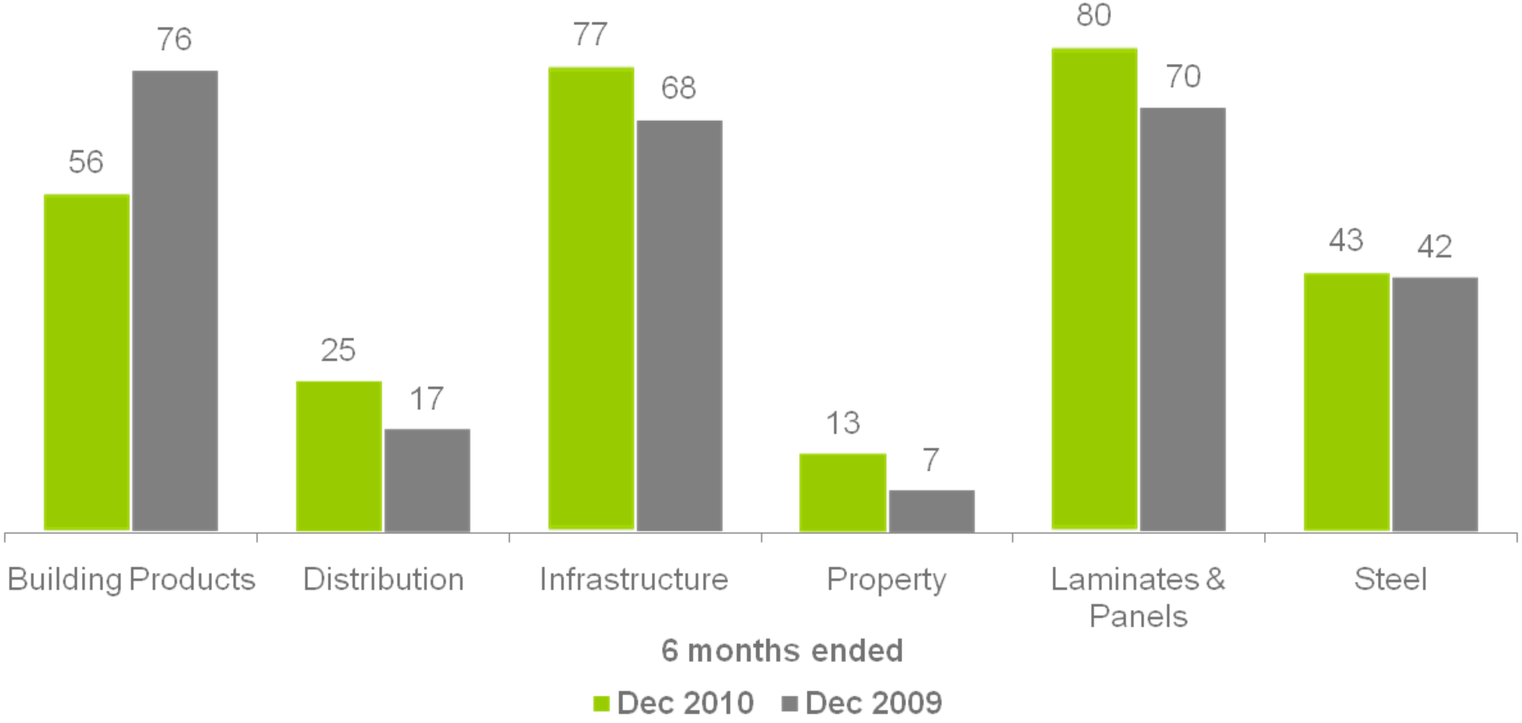
Financial Results

Half Year 2011 results summary

NZ$m	Dec 2010 6 months	Dec 2009 6 months	% Change
Sales	3,468	3,393	+2
EBITDA	381	372	+2
EBIT	285	271	+5
Net earnings	166	154	+8
EPS – cps	27.3	25.5	+7
Dividend - cps	16	14	+14

Half year earnings ahead in all divisions except Building Products

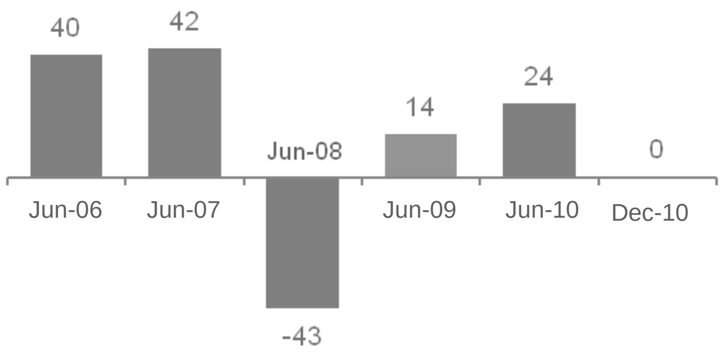
EBIT NZ$million[1]



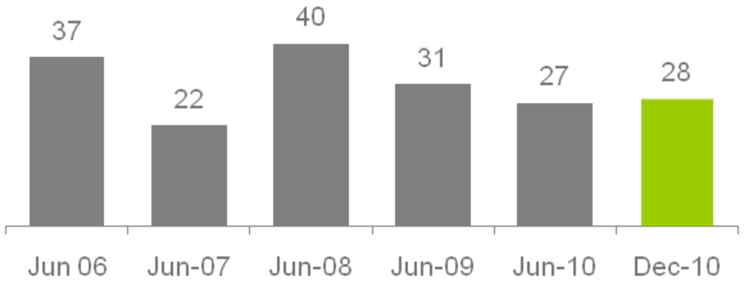
1. *Earnings before interest and tax*

Key Ratios

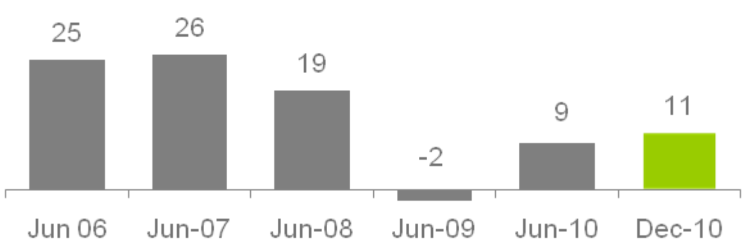
Total Shareholder Return (TSR) Percentage



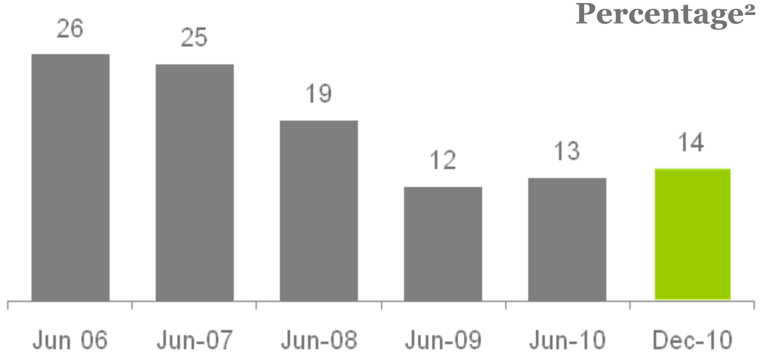
Debt/Debt Plus Equity Percentage



Return on Average Equity Percentage[1]

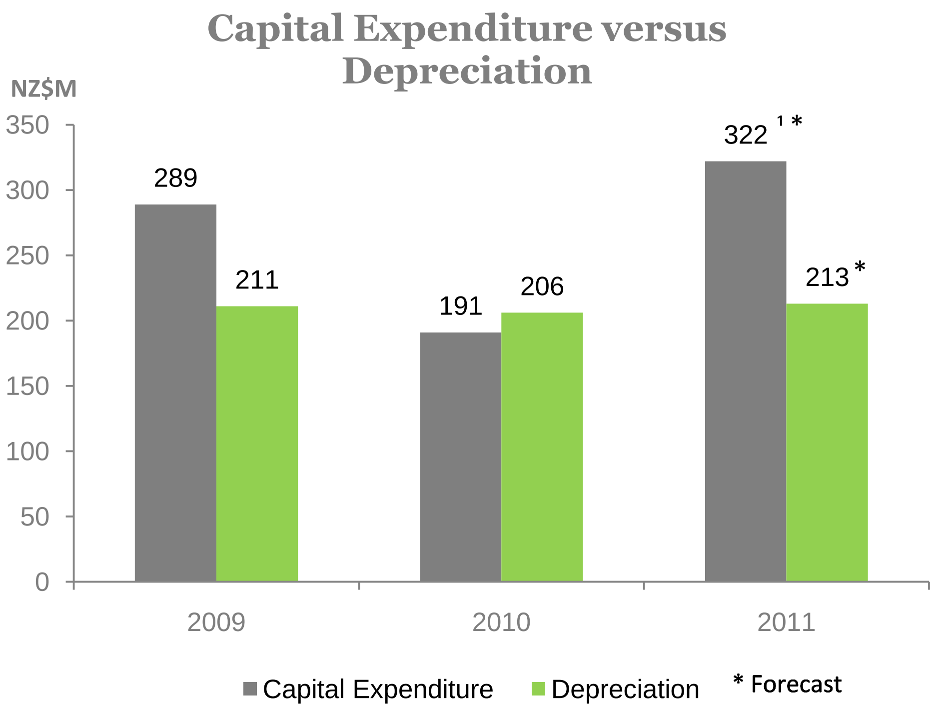


Return on Average Funds Percentage[2]



1. *Net earnings / average equity*
2. *Earnings before interest, tax, and unusual items / average funds*

Capital expenditure – focus shifting to growth-orientated initiatives



- Stay-in-business capex approx 60% of depreciation.
- Growth capex includes acquisitions:
  - ACP acquisition completed in September 2010
- Growth capex includes Laminex MDF plant upgrade

1. *Excludes acquisition of shares in Crane Group Ltd*

Update on Key Developments

Overview of Crane's businesses

Crane Division (FY10 in A$m, to nearest million)	Aust.	NZ	Revenue	EBIT[1]	Key Brands
Pipelines *Manufacturer and distributor of pipes and fittings from 15mm to 2,000mm in diameter with 20 manufacturing and distribution facilities across Australia and New Zealand* *Building applications include: civil works, houses and commercial buildings, on farm irrigation, telecommunications, and mining and industrial projects*	✓	✓	505	37[2]	
Trade Distribution – Australia *More than 240 stores under the Tradelink, Hudson Building Supplies, Northern's, Mico, Bathroom Basement and H&L brands* ***Tradelink** – Plastic pipe and plumbing products distribution through a network of 220+ branches* ***Hudson** – Hardware and timber supplies*	✓		902	41	
Trade Distribution – New Zealand *Nationwide network of 100+ branches primarily targeting trade* ***MasterTrade** – Plumbing, bathroom, and electrical supplies* ***Mico** – Pipelines, plumbing, and bathroom supplies* ***Corys** – Electrical products*		✓	301	1	
Industrial Products ***Metals Distribution** – Distribution of non-ferrous metal products in Australia and New Zealand* ***Crane Copper Tube** – Manufacturer of copper tube*	✓	✓	300	8	
Inter-segment revenue eliminations / unallocated EBIT			(144)	(17)	
TOTAL			1,863	70[2]	

1. *Excluding significant items*
2. *Includes A$6m share of NPAT from Mitchell Water JV*

Source: Crane FY10 Annual Report and Crane Group

Divisional structure of the Combined Group

Crane will form a new division within the Combined Group, with its complementary businesses representing strategic extensions of existing Fletcher Building operations

COMBINED GROUP

Corporate leadership and functions

Building Products

Plasterboard

Insulation

Roof Tiles

Single businesses

- Aluminium
- Sinkware

Infrastructure

Rocla Pipeline Products

Humes

Construction materials

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

Construction

Crane

Iplex Pipelines

Key Plastics

Gatic Milnes

Tradelink

Mastertrade

Mico

Corys

Austral Wright Metals

Crane Copper Tube

Distribution

Building Materials Distribution

PlaceMakers Know how. Can do.

Steel

Coated Steel

- Rollforming
- Steel coating

Long Steel

- Reinforcing bar, mesh and wire

Distribution

Stramit Building Products

easysteel

Laminates & Panels

The Laminex Group

- MDF
- Particleboard
- LPM
- HPL

Formica

- HPL

Note: Dashed lines indicate primary areas of complementary Fletcher Building and Crane businesses

Summary of transaction metrics

- Total implied value received by Crane shareholders of A$10.07[1] represented an enterprise value for Crane of A$939m (NZ$1,221m[2])
- When Fletcher Building's 14.9% stake is included at A$9.35 less Crane's A$0.22 interim dividend the total equity value on this basis was reduced to A$786m
- Gearing increased from 26.8% to approximately 34% (pro forma FY10)[3]
- FY10 Pro Forma EPS before significant items (before synergies and transaction costs) increases from 39.6 A¢ to 40.0 A¢

Metrics	A$
Total Implied Value per share	*$10.07*
Total Shares on Issue (m)	*79.1*
Equity Value	*$797m*
Net Debt	*$160m*
Other	*$1m*
less: Associates at Book Value	*($37m)*
add: Interim dividend payable	*$17m*
Enterprise Value	*$939m*
EBIT ex-associates (FY11)[4]	*$74.4m*
NPAT (FY11)[2]	*$38.7m*
EV / EBIT ex-associates (FY11)	*12.6x*
P/E (FY11)	*20.6x*

1. *Total implied value based on A$3.50 in cash plus one Fletcher Building share at the closing share price on the ASX of A$6.07 on 25 January 2011 and on the basis that Crane pays a A$0.50 fully franked special dividend*
2. *Based on estimated exchange rate of A$1.00 = NZ$1.30 at 28 January 2011*
3. *Interest bearing debt (including capital notes) to interest bearing debt (including capital notes) and equity*
4. *Based on earnings implied by Crane's guidance: FY11 NPAT before significant items of A$38.7m (5% increase on A$36.8m in FY10), FY11 EBIT before significant items and excluding income from associates of A$74.4 (15% increase on A$64.7m in FY10)*

Canterbury earthquake update

- Government estimate of total cost to rebuild Canterbury region and Christchurch City is $15 billion[1]
- Fletcher Construction was selected to undertake project management of repairs for the Earthquake Commission (approximately 70,000 claims)
  - 14 regional project management hubs established
- As a result of the earthquake on 22 February 2011:
  - Residential repair programme refocused on emergency repairs
  - Short term disruption to business trading with minor damage sustained; net earnings for FY11 to be $14m - $24m lower
- Fletcher Construction one of 5 companies in alliance with Christchurch City Council and NZTA to undertake $2.2 - $2.7 billion of infrastructure repairs.

1 NZ Government Budget 19 May 2011

Impact of post earthquake construction related activity

Nationwide construction

(average quarterly real construction as a percent of potential GDP, 1995/96 prices)

Source: Statistics New Zealand, RBNZ estimates.

Weathertightness – fixing “leaky homes”

- PWC report to government of March 2010 estimated 22,000 to 89,000 dwellings affected by weathertightness failures

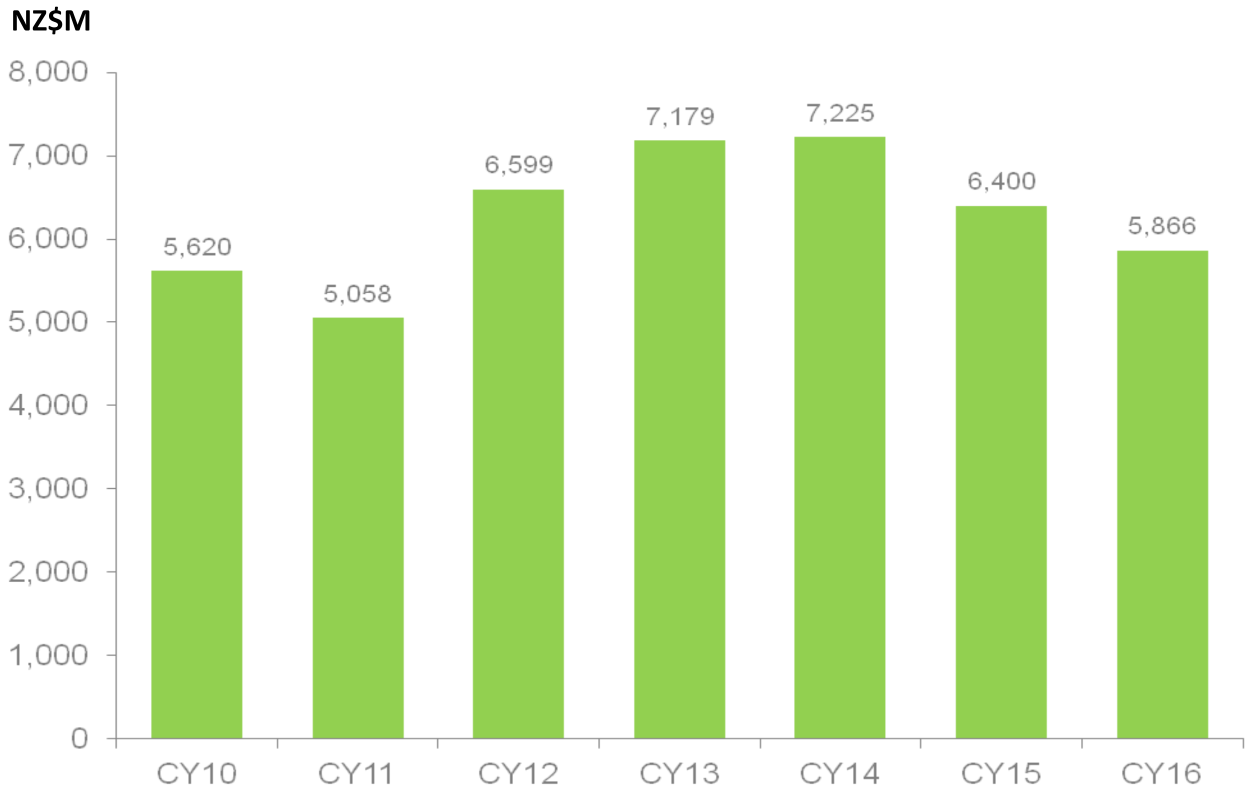
- Consensus forecast is 42,000 dwellings require repair, at a total cost of $11.3 billion
  - 10 years for complete remediation

- New scheme proposed from second half of 2011:
  - Government to pay 25% cost of repair
  - Local council to pay 25% cost of repair
  - Home owner to pay remaining 50%, but supported by government guarantee of associated bank borrowing

- Enabling legislation expected to go through parliament mid - 2011

NZ Infrastructure outlook is strong

National Infrastructure Plan: CY10 to CY16



Source: National Infrastructure Plan March 2010

Fletcher Building Tax Crediting Policy on Dividends

- Fletcher Building announced on 9 February 2011 a new tax crediting policy for its dividends whereby:
  - all interim dividends will be fully franked with Australian tax credits, or franked to the maximum extent possible; and
  - all final dividends will be fully imputed with New Zealand tax credits, or imputed to the maximum extent possible
- Any surplus Australian or New Zealand tax credits available after applying this policy will also be distributed to shareholders as circumstances permit.
- The new policy improves the tax effectiveness of the company's dividend and will help to minimise the wastage of tax credits for Australian shareholders
- Based on current tax projections, Fletcher Building has fully franked the interim dividend announced on 16 February 2011 and expects to fully impute the final dividend to be announced in August 2011. It is also expected to fully frank and impute its 2012 interim and final dividends in the same way
- The new policy should deliver an after tax return for Australian shareholders which is at least equal to 91% of the after tax return of equivalent fully franked annual dividends of an Australian company

Outlook

Outlook 2011

Outlook for 2011 financial year continues to be mixed as to the pace of economic recovery, and the impact of the Canterbury earthquakes

New Zealand:

- Residential building activity not expected to improve in the second half.
- Commercial construction activity appears to have bottomed out.
- Infrastructure spending to dip in 2011 before growing in 2012.
- Canterbury earthquake repair work will be significant beyond 2011.

Australia:

- Residential building activity may weaken from 2010 levels.
- Commercial likely to remain subdued; infrastructure expected to continue at current levels.

Asia: continued growth expected in China and South East Asia.

North America and Europe: US expected to recover sooner, Western Europe likely to remain difficult.

Appendix

Building Products

Plasterboard

Winstone Wallboards

- New Zealand’s sole manufacturer and leading supplier of gypsum plasterboard

Insulation

Fletcher Insulation|Tasman Insulation NZ|Forman Group|Home&Dry

- No.1 in Australasia with approx 35% of bulk glasswool insulation market

Roof Tiles

AHI Roofing|Decra Roofing Systems

- Mayor global supplier of metal roof tiles

Single Businesses

- Fletcher Aluminium
- Tasman Sinkware

Building Products result

NZ$m	Dec 10 6 Mths	Dec 09 6 mths	% ∆
Sales	371	436	-15
EBITDA	69	89	-22
EBIT	56	76	-26
Funds Employed	674	641	+5
EBITDA/sales %	18.6	20.4	
EBIT/sales %	15.1	17.4	
ROFE %	16.6	23.7	

- **Insulation** earnings down 51% due to impact of stimulus package withdrawal in Australia.
- **Plasterboard** earnings down due to flat demand and new product investment.
- **Roof Tiles** volumes up in Africa, Europe and Asia, flat in New Zealand and down in United States.

Distribution

PlaceMakers

The premier supplier of building materials to New Zealand's commercial and residential construction markets

- 62 outlets across New Zealand trading as PlaceMakers
- 34% market share of the core building materials sectors
- No.1 in key building materials
- Trade focus: 85% of sales
- Most outlets operated as joint ventures

Distribution result

NZ$m	Dec 10 6 Mths	Dec 09 6 mths	% Δ
Sales	446	435	+3
EBITDA	29	22	+32
EBIT	25	17	+47
Funds Employed	138	141	-2
EBITDA/sales %	6.5	5.1	
EBIT/sales %	5.6	3.9	
ROFE %	36.2	24.1	

- Sales ahead due to prior year improvement in new housing construction activity
- Continued focus on cost reduction and branch profitability
- Canterbury earthquakes have caused significant business disruption
- DIY activity subdued but sales aided by loyalty programme relaunch

Infrastructure

Concrete New Zealand

Firth | Humes Pipeline Systems | Golden Bay Cement | Winstone Aggregates

- 15% of NZ aggregates markets
- 55% of NZ cement market
- 34% of NZ readymix concrete market
- 50% of NZ pre-cast and concrete pipe market

Concrete Australia

Rocla Quarry Products | Rocla Pipeline Products

- 35% of Australian concrete pipe market

Construction

Fletcher Construction

- New Zealand's leading construction company
- Commercial (buildings) and Engineering (infrastructure)
- South Pacific (general)

Property

Fletcher Residential

- New Zealand's largest home builder

Infrastructure result

NZ$m	Dec 10 6 mths	Dec 09 6 mths	% Δ
Sales	1,034	974	+6
EBITDA			
- Concrete NZ	50	44	+14
- Concrete Aust.	36	37	-3
- Construction	26	22	+18
- Property	13	7	+86
Total EBITDA	125	110	+14
EBIT	90	75	+20
Funds Employed	1,142	1,047	+9
EBITDA/sales %	12.1	11.3	
EBIT/sales %	8.7	7.7	
ROFE %	15.8	14.3	

NZ Concrete

- Cement volumes steady
- Softer demand for readymix and masonry products
- Aggregate and pipe volumes up, driven by infrastructure & roading projects

Australia Concrete

- Quarry volumes up year on year, particularly in Western Australia
- Pipeline demand softer but growth in other products

Construction

- Infrastructure work load supported by government funded activity
- Backlog as at Feb 2011 is $885m, additional $440m of work where FCL preferred contractor

Laminates & Panels

Laminex

- Leading high pressure laminate & decorative surfaces
- Estimated Australasian market shares
  - Decorated board – No.1
  - Medium density fibreboard – No.1
  - Particleboard – No.2
- Over 50 distribution outlets owned across Australasia

Formica

- Global player, strongest brand internationally for high pressure laminate
- No. 2 in the US, No. 1 in Canada
- Market share leader in HPL in UK and Spain
- In Asia, focus is mainly on commercial applications

Laminates & Panels result

NZ$m	Dec 10 6 mths	Dec 09 6 mths	% Δ
Sales	1,001	965	+4
EBITDA			
- Laminex	77	79	-3
- Formica	36	27	+33
Total EBITDA	113	106	+7
EBIT	80	70	+14
Funds Employed	1,721	1,695	+2
EBITDA/sales %	11.3	11.0	
EBIT/sales %	8.0	7.3	
ROFE %	9.3	8.3	

Laminex

- Australian volumes higher on new house completions and government-funded schools programme.
- NZ volumes flat year on year.

Formica

- Strong volume growth in Asia up 15% year on year.
- North America volumes down 3%, Europe down 8%.
- Strong earnings growth from cost reduction initiatives.

Formica: continued improvement in earnings, due to Asia growth and cost reduction programme

EBIT US$m	1H11	1H10
Asia	14	12
North America	8	3
Europe	1	-3
Corporate	-6	-5
EBIT $US	17	7
EBIT (NZ$)	23	10

Steel

Rollforming and Coated Steel

Pacific CoilCoaters|Stramit Building Products|Dimond

- Approx. 24% of Australian market (Stramit)
- Major player in New Zealand roofing market (Dimond)

Long Steel

Pacific Steel Group|Sims Pacific Metals (50%)

- No.1 in New Zealand market
- 50% shareholding in Sims Pacific Metals
- NZ's sole electric arc furnace

Distribution

Fletcher Easysteel|CSP Coating Systems|Fletcher Reinforcing

- Reinforcing bar, flats, rod and wire

Steel result

NZ$m	Dec 10 6 Mths	Dec 09 6 mths	% Δ
Sales	616	583	+6
EBITDA	54	54	-
EBIT	43	42	+2
Funds Employed	568	522	+9
EBITDA/sales %	8.8	9.3	
EBIT/sales %	7.0	7.2	
ROFE %	15.1	16.1	

- Long steel earnings impacted by competitive pricing pressures and higher scrap (input) costs.
- Rollforming and coated steel volumes flat due to lower commercial activity but earnings up 26%.
- Strong growth in steel distribution operating earnings, volumes up 16%.

Geographic exposure to end markets[1]

Summary	Residential	Commercial	Infrastructure	Total
New Zealand	51%	25%	24%	100%
Australia	57%	30%	13%	100%
Rest of World	49%	51%	0	100%
Total Group	**53%**	**29%**	**18%**	**100%**

[1] Based on 2010 EBIT; excludes Crane Group Ltd

Key construction activity metrics

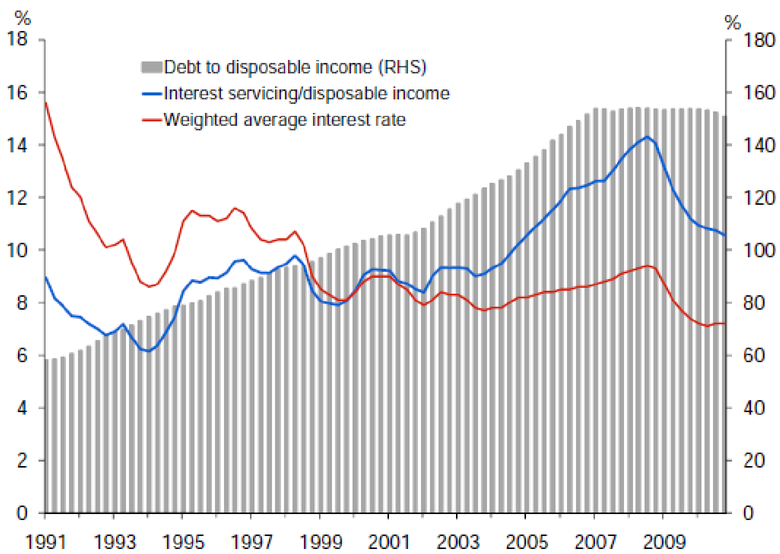
Building Consents	Dec 2010 12 months	Dec 2009 12 months	Dec 2008 12 months	10/09 %Mvmt
New Zealand				
- Residential Consents	15,602	14,425	18,456	+8
- Non Res WPIP ($m)	4,728	4,896	5,220	-3
- Infrastructure WPIP ($m)	6,412	6,269	5,759	+2
				Source: Infometrics
Australia				
- Residential Consents	172,422	146,496	148,155	+18
- Non Res WPIP (A$Bn)	36.3	32.0	33.9	+13
- Infrastructure WPIP (A$Bn)	77.2	76.1	70.8	+1
				Source: BIS Shrapnel
US				
- Residential Construction Starts	590,000	567,000	855,000	+4
- Commercial & Industrial (US$Bn)	48.4	56.5	111.6	-14
- Institutional (US$Bn)	106.9	111.5	130.6	-5

Source: McGraw Hill

New Zealand: Key residential indicators

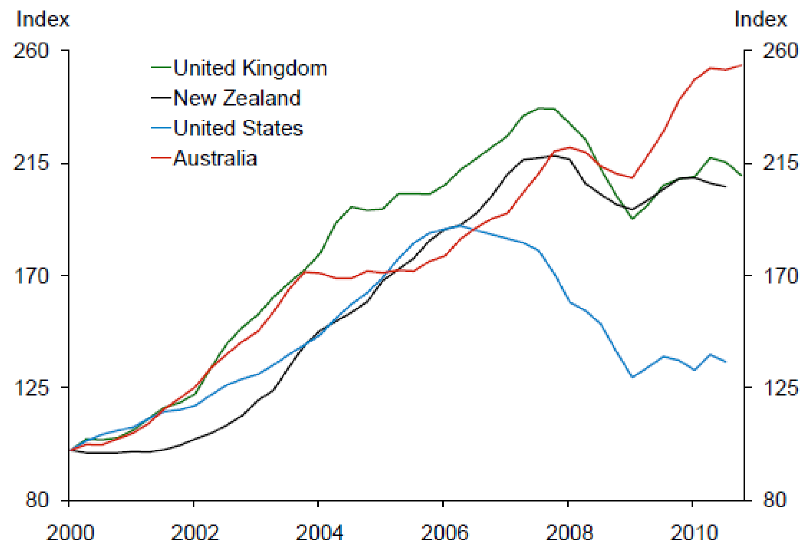
Figure A7

Household debt and servicing costs



House prices

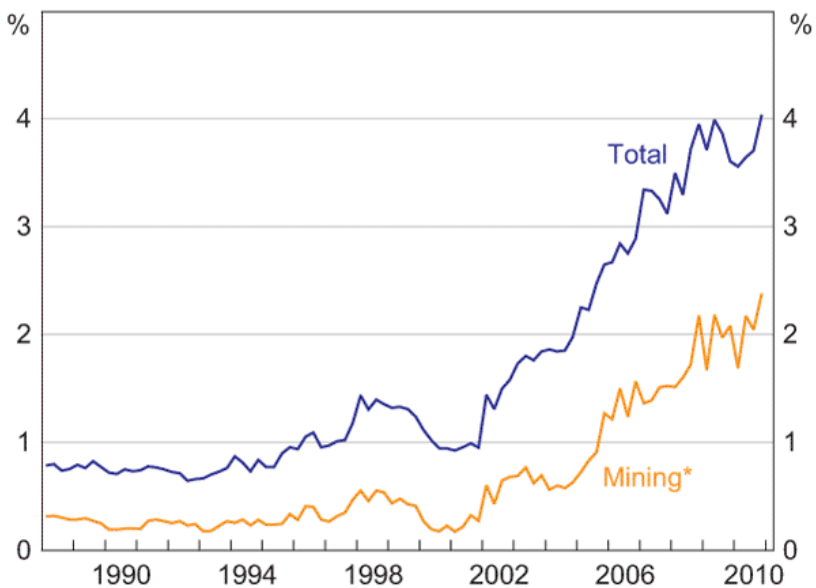
(March 2000 = 100)



Source: Quotable Value Ltd, Bank for International Settlements, Haver Analytics.

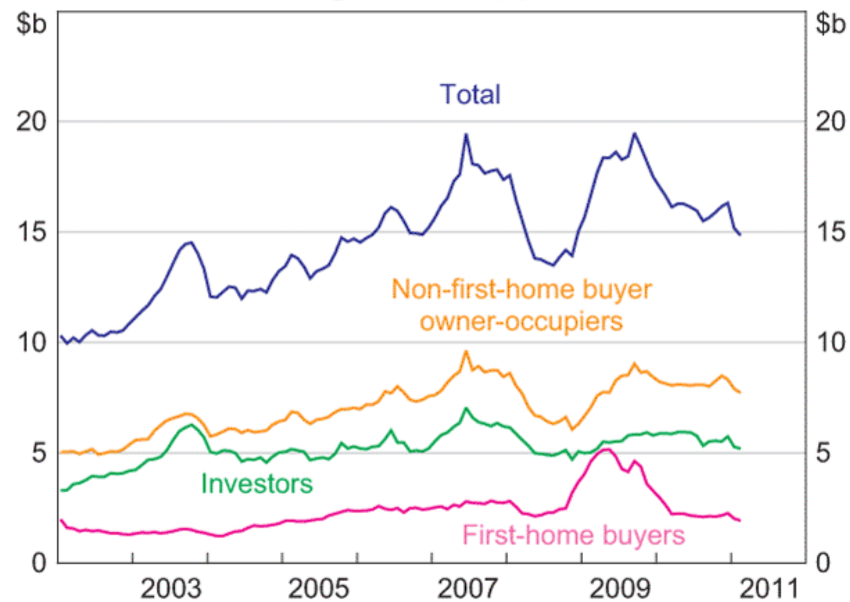
Australia: Key construction sector indicators

Private Engineering Construction Work Done
Per cent of nominal GDP



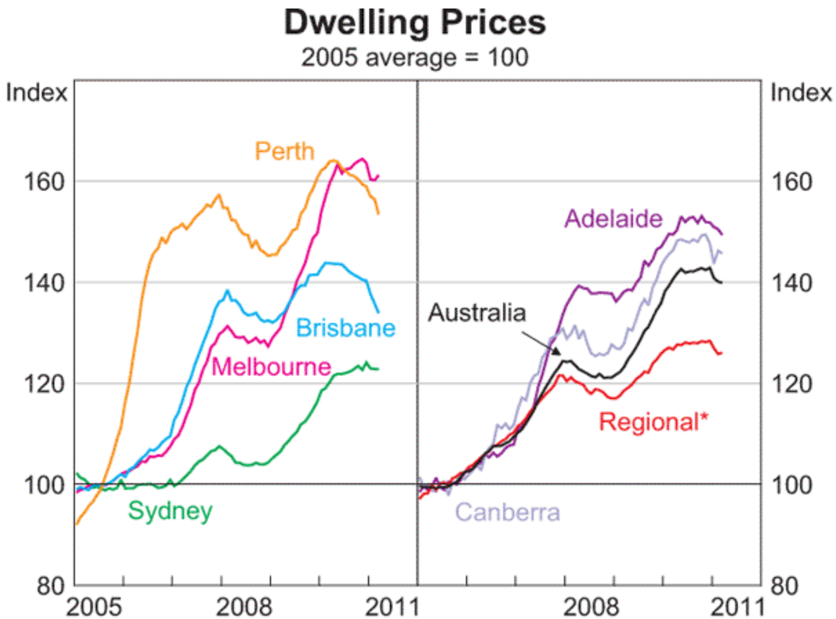
* Mining work done data are not seasonally adjusted
Source: ABS

Housing Loan Approvals*

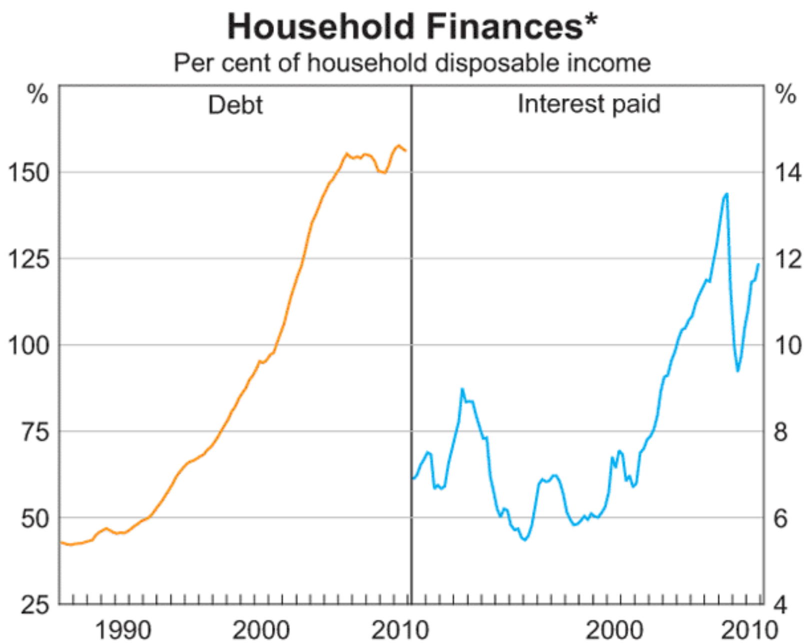


* Excludes owner-occupier refinancing, alterations & additions and investor approvals for new construction and by 'others'
Sources: ABS; RBA

Australia: Key residential indicators



* Excluding apartments; measured as areas outside of capital cities in NSW, Qld, SA, Vic and WA
Sources: RBA; RP Data-Rismark



* Household sector excludes unincorporated enterprises. Disposable income is after tax and before the deduction of interest payments.
Sources: ABS; RBA

New Zealand Economic and Fiscal Data[1]

Economic data

March years	2011	2012	2013	2014	2015
Real GDP growth (annual average % change)	1.0	1.8	4.0	3.0	2.7
Inflation (annual % change March quarter)	4.5	3.1	2.4	2.5	2.6
90-day interest rate (March quarter)	3.0	3.0	3.9	4.7	5.0
Unemployment rate (March quarter)	6.8	5.7	4.8	4.8	4.6

Fiscal data

June years					
Operating balance before gains and losses (% of GDP)	-8.4	-4.7	-1.8	-0.3	0.5
Net debt (% of GDP)	20.8	26.2	28.5	29.5	29.6
Gross sovereign-issued debt (% of GDP)	35.8	37.2	35.5	37.9	35.0

[1] *NZ Government Budget estimates, May 2011*

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FletcherBuilding

Investor Roadshow Presentation
June 2011

Bill Roest
Chief Financial Officer