



Annual Report 2026

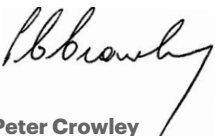
Fletcher Building Industries Limited

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This report and our previous reports are available at
<https://fletcherbuilding.com/investor-centre>.

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This Annual Report is dated 18 August 2026
and is signed on behalf of the Board by:

	
Peter Crowley Chair	Andrew Reding Managing Director & CEO

Chair's Report



Peter Crowley, Chair

Fletcher Building Industries Limited (the Company) is a wholly owned subsidiary of Fletcher Building Limited (the Group). The contents of this annual report should be read in conjunction with the Fletcher Building Limited 2026 annual report which can be viewed at fletcherbuilding.com.

Results for the year

The Company reported a net earning of \$34 million for the year ended 30 June 2026, compared to a net loss of \$7 million in the prior year. Performance this year reflects the business's improved response to a challenging and volatile market environment, with disciplined execution, a sharper operational focus and actions to address underperformance supporting improved results despite continued pressure on market volumes and margins. Together, these actions mark a step change from the turnaround focus of FY25. Fletcher Building is now a simpler, more focused business, concentrated on manufacturing and distribution, with a structure built to deliver consistent returns through the cycle.

Business activities

The Company issues capital notes and those funds are invested in other Fletcher Building group companies. The Company owns 20% of the shares in Fletcher Building Holdings New Zealand Limited which currently holds all of the shares in the Group's New Zealand operating subsidiaries.

Fletcher Building Group performance

Fletcher Building Limited guarantees all of the capital notes issued by Fletcher Building Industries Limited on an unsecured subordinated basis. The financial performance of the Company should be considered in conjunction with the financial statements of the Group. The Group reported a net earning of \$228 million for the year ended 30 June 2026, compared to net loss of \$419 million in the prior year.

The financial position of the Company is dependent on that of Fletcher Building Limited. Further information on the operations and performance of Fletcher Building Limited is available on its website, fletcherbuilding.com, and I recommend that you take the opportunity to review it.

A handwritten signature in black ink, appearing to read 'P. Crowley', written over a light grey rectangular background.

Peter Crowley
Chair

Financial Statements

Income statement

For the year ended 30 June 2026

	Note	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Share of profits/(losses) of associate	5	34,873	(6,059)
Earnings/(losses) before interest and taxation		34,873	(6,059)
Interest expense		(20,122)	(23,728)
Interest income		18,401	22,843
Funding costs	3	(1,721)	(885)
Earnings/(losses) before taxation		33,152	(6,944)
Taxation benefit	4	481	247
Net earnings/(losses)		33,633	(6,697)

Statement of comprehensive income

For the year ended 30 June 2026

	Note	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Net earnings/(losses)		33,633	(6,697)
Share of associate's other comprehensive income	5	268	2
Total comprehensive income/(losses)		33,901	(6,695)

Statement of movements in equity

For the year ended 30 June 2026

	Note	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Total equity at the beginning of the year		653,600	660,295
Total comprehensive income/(losses)		33,901	(6,695)
Total equity		687,501	653,600

The accompanying notes form part of and are to be read in conjunction with these financial statements.

Balance sheet

As at 30 June 2026

Assets	Note	As at Jun 2026 NZ\$'000	As at Jun 2025 NZ\$'000
Current assets:			
Amounts owed by related companies	13	105,356	106,184
Current taxation asset	8	481	247
Total current assets		105,837	106,431
Non-current assets:			
Amounts owed by related companies	13	159,612	261,086
Investment in associate	5	727,408	692,267
Total non-current assets		887,020	953,353
Total assets		992,857	1,059,784
Liabilities			
Current liabilities:			
Accrued interest		5,366	6,198
Capital notes	9	99,990	99,986
Total current liabilities		105,356	106,184
Non-current liabilities:			
Capital notes	9	200,000	300,000
Total non-current liabilities		200,000	300,000
Total liabilities		305,356	406,184
Equity			
Share capital	6	346,000	346,000
Reserves	7	341,501	307,600
Total equity		687,501	653,600
Total liabilities and equity		992,857	1,059,784

The accompanying notes form part of and are to be read in conjunction with these financial statements.

On behalf of the Board, 18 August 2026.


Peter Crowley
Chair


Sandra Dodds
Director, Chair of Audit and Risk Committee

Statement of cash flows

For the year ended 30 June 2026

	Note	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Cash flow from operating activities:			
Interest paid		(20,949)	(24,876)
Interest received from related parties	3	18,401	22,843
Net cash from operating activities	14	(2,548)	(2,033)
Cash flow from financing activities:			
Collection of advances from related companies		102,548	102,033
Issue of capital notes			
Redemption of capital notes		(100,000)	(100,000)
Net cash from financing activities		2,548	2,033
Net movement in cash held			
Add opening cash and liquid deposits			
Closing cash and liquid deposits			

The accompanying notes form part of and are to be read in conjunction with these financial statements.

Statement of accounting policies

For the year ended 30 June 2026

General information

The financial statements presented are those of Fletcher Building Industries Limited (the Company).

The Company is domiciled in New Zealand, registered under the Companies Act 1993 and is an FMC Reporting Entity under Financial Markets Conduct Act 2013. The Company is a for-profit entity.

The registered office of the Company is 810 Great South Road, Penrose, Auckland.

The Company is a wholly owned subsidiary of Fletcher Building Limited (the Group), which is also the ultimate holding company.

Nature of operations

The Company continues to own 20 per cent of the shares in Fletcher Building Holdings New Zealand Limited (FBHNZL).

The Company accounts for this investment in its financial statements using the equity method (refer note 5).

FBHNZL is incorporated in New Zealand, is an unlisted corporate holding company and currently holds all of the shares in the Group's New Zealand operating subsidiaries.

The Company is therefore exposed to the trading risks of those New Zealand businesses, particularly through the building products and construction cycle. However, the capital notes have the benefits of a guarantee from the Group. Further details are provided in note 9.

Basis of presentation

These financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand, which is the New Zealand equivalent to International Financial Reporting Standards (NZ IFRS). They also comply with International Financial Reporting Standards.

These financial statements are presented in New Zealand dollars (\$), which is the Company's functional and presentation currency and rounded to the nearest thousand unless otherwise stated.

The financial statements comprise the income statement, statement of comprehensive income, statement of movements in equity, balance sheet, statement of cash flows, and statement of accounting policies, as well as the notes to these financial statements.

Accounting convention

The financial statements are based on the general principles of historical cost accounting, except that certain financial assets and liabilities, as described below are stated at their fair value.

The accounting policies have been applied consistently throughout all periods presented, except as disclosed below under 'Changes in accounting policies, interpretations, and agenda decisions'.

Estimates

The preparation of financial statements in conformity with NZ IFRS requires the directors to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis.

Borrowings

Interest bearing borrowings are initially recognised at fair value on transaction date, less directly attributable transaction costs, and subsequently measured at amortised cost using the effective interest rate method.

Associates

Associates are all entities over which the Company has significant influence but not control. Investments in associates are accounted for using the equity method.

Under the equity method of accounting, the investment is initially recognised at cost and adjusted thereafter to recognise the Company's share of the post-acquisition profits or losses of the investee in the income statement, and the Company's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates are recognised as a reduction in the carrying amount of the investment when declared.

When the Company's share of losses in an associate equal or exceed its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Derivative financial instruments

Company policy specifically prohibits the use of derivative financial instruments for trading or speculative purposes. Any of the Company's derivative financial instruments are held to hedge risk on underlying assets, liabilities, forecast and committed sales and purchases, and are measured at fair value.

Taxation

The provision for current tax is the estimated amount due for payment during the next 12 months by the Company. The provision for deferred tax has been calculated using the balance sheet liability method. Deferred tax is recognised on the temporary difference between the carrying amount of assets and liabilities and their taxable value. Deferred tax assets are not recognised unless recovery is considered probable.

Creditors

Trade creditors and other liabilities are stated at cost or estimated liability where accrued.

Provisions

A provision is recognised when the Company has a current obligation and it is probable that an economic benefit will be required to settle it.

Intercompany guarantees

The Company enters into financial guarantee contracts to guarantee the performance or indebtedness of other companies within the Group. In this respect, the Company treats the guarantee contract as a contingent liability until such time as it becomes probable that the Company will be required to make a payment under the guarantee.

Share capital

Ordinary shares are classified as shareholders' funds. Costs directly attributable to the issue of new shares or options are shown in shareholders' funds as a reduction from the proceeds. Dividends are recognised as a liability in the period in which they are declared.

Income determination

Funding costs

Funding costs comprise interest expense, interest income, amortisation of prepaid expenses and gains/losses on certain financial instruments that are recognised in the income statement.

Interest expense and income are recognised on an accrual basis in the income statement using the effective interest method.

Group function

Cash and borrowings are managed by the Group. For tax purposes, the Company is part of a consolidated tax group on which basis, tax is settled at a Group level.

Notes to the Financial Statements

1. COMPARATIVE INFORMATION

Where necessary, certain comparative information has been reclassified to conform to changes in presentation in the current year.

2. CHANGES IN ACCOUNTING POLICIES, INTERPRETATIONS, AND AGENDA DECISIONS

There are no new or amended standards and interpretations that became effective for the year ended 30 June 2026 that have a material impact on the Company.

In May 2024, the XRB issued NZ IFRS 18 Presentation and Disclosure in Financial Statements, as a replacement for NZ IAS 1, effective for the Company's financial year beginning 1 July 2027. The requirements in the new standard are designed to achieve comparability of the financial performance of similar entities, especially related to how "operating profit or loss" is defined. It also requires new disclosures for some management-defined performance measures. The Company is in the process of assessing the impact of adopting the new standard and, based on its preliminary assessment, does not expect the adoption to have a material impact on the financial statements.

3. FUNDING COSTS

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Capital notes interest expense	(20,122)	(23,710)
Bank fees, share registry and issue expenses		(18)
Interest income - Fletcher Building Limited advances	18,401	22,843
	(1,721)	(885)

4. TAXATION BENEFIT

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Earnings/(losses) before taxation	33,152	(6,944)
Taxation at 28 cents per dollar	(9,283)	1,944
<i>Adjusted for</i>		
Non-accessible income/(losses)	9,764	(1,697)
	481	247

Notes to the Financial Statements (Continued)

5. INVESTMENT IN ASSOCIATE

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Carrying amount of associate – Fletcher Building Holdings New Zealand Group		
Carrying amount at the beginning of the year	692,267	698,324
Share of profits/(losses) of associate	34,873	(6,059)
Share of associate's other comprehensive income	268	2
Investment in associate	727,408	692,267
Associate information – Fletcher Building Holdings New Zealand Group		
Balance sheet information for associate – 100%		
External assets	5,092,193	5,615,088
External liabilities	(1,755,107)	(2,074,660)
Intercompany	(1,182,945)	(1,556,860)
Non-controlling interest	413	(4,719)
Equity	2,154,554	1,978,849
Equity – Fletcher Building Holdings New Zealand Group – 20%	430,911	395,770
Goodwill acquired at cost	296,497	296,497
Investment in associate	727,408	692,267
Equity accounted earnings for Fletcher Building Holdings New Zealand Group comprise:		
Summarised income statement for associate – 100%		
Gross revenue	5,547,246	5,932,551
Net earnings/(losses)*	174,364	(30,293)
Net earnings/(losses) – Fletcher Building Industries Limited share – 20%	34,873	(6,059)

* Net earnings include significant item costs of \$14 million (June 2025: \$222 million) recognised in Fletcher Building Holdings New Zealand Group of which 20% is represented in Fletcher Building Industries Limited's share of net earnings.

The Group tests indefinite life intangible assets, including goodwill and brands, for impairment on an annual basis. During the year, trading conditions across a number of the Group's core end-markets remained subdued. While external forecasts indicate a gradual improvement in residential activity over the medium term, the timing and extent of the recovery remain uncertain, with geopolitical developments continuing to create risks for market confidence, supply chains and input costs. Based on the Group's impairment assessment, the recoverable amounts of the Group's CGUs exceeded their respective carrying amounts and no impairment losses were recognised for the year ended 30 June 2026.

6. CAPITAL

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Share capital:		
Share capital outstanding	346,000	346,000
Number of shares:		
Number of shares outstanding	346,000	346,000

All ordinary shares are issued and fully paid, and carry equal rights in respect of voting, dividend payments and distribution upon winding up.

Notes to the Financial Statements (Continued)

7. RESERVE MOVEMENTS

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Revenue reserve:		
Carrying amount at the beginning of the year	307,600	314,295
Net earnings/(losses)	33,633	(6,697)
Other comprehensive income	268	2
	341,501	307,600

8. CURRENT TAX ASSET

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Opening current asset	247	516
Taxation benefit in the income statement	481	247
Related party transfer to Fletcher Building Holdings Limited	(247)	(516)
	481	247

9. CAPITAL NOTES

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Listed capital notes:		
Current portion	99,990	99,986
Non-current portion	200,000	300,000
	299,990	399,986

Listed capital notes

Listed capital notes are fixed rate unsecured subordinated debt instruments that are traded on the NZDX. The indebtedness of the Company in respect of the capital notes is guaranteed on an unsecured subordinated basis by the Group. On each election date, the coupon rate and term to the next election date of that series of the capital notes are reset. Holders may then choose either to keep their capital notes on the new terms or to convert the principal amount and any accrued interest into shares of the Group, at approximately 98 per cent of the current market share price. Instead of issuing shares to holders who choose to convert, the Group may, at its option, purchase or redeem the capital notes for cash at the principal amount plus any accrued interest.

Under the terms of the capital notes, non-payment of interest is not an act of default although unpaid interest is accrued and is interest bearing at the same rate as the principal of the capital notes. Each of the Company and Group has covenanted not to pay dividends to its shareholders while interest that is due and payable on capital notes has not been paid.

The weighted average interest rate on the listed capital notes is 6.05% (June 2025: 5.24%).

The listed capital notes do not carry voting rights and do not participate in any change in value of the issued shares of the Group.

If the principal amount of the listed capital notes held at 30 June 2026 were to be converted to shares, 90 million (June 2025: 141 million) Group shares would be issued at the share price as at 30 June 2026, of \$3.39 (June 2025: \$2.89).

At 30 June 2026, \$138 million (June 2025: \$183 million) of listed capital notes were held by the Fletcher Building Holdings Limited as treasury stock. Fletcher Building Holdings Limited is a wholly owned subsidiary of the Group.

	Fletcher Building Industries and its associate	
	2026	2025
Net tangible asset backing per capital note issued as at 30 June	3.29	2.63

10. CREDIT RATING

The Company does not currently hold a credit rating from an accredited rating agency. Fletcher Building Limited (the Group) guarantees all of the capital notes issued by the Company on an unsecured subordinated basis. As at 30 June 2026, the Group does not hold an external credit rating. The Group's previous Baa3 credit rating from Moody's Investors Service was withdrawn on 25 June 2026 at the Group's request.

Notes to the Financial Statements (Continued)

11. FINANCIAL RISK MANAGEMENT OVERVIEW

Exposures to credit, liquidity and funding, and interest rate risks arise in the normal course of the Company's business. The Company does not have an independent policy regarding capital structure, credit, liquidity and funding, and interest rates but is governed by the Group's principles and policy documents approved by the Board. The policy documents identify the risks and set out the Group's objectives, policies and processes to measure, manage and report the risks. The policies are reviewed periodically to reflect changes in financial markets and the Group's businesses. Risk management is carried out by the Group's central treasury function, which ensures compliance with the risk management policies and procedures.

The Company does not enter into derivative financial instruments for trading or speculative purposes. Any derivative transactions entered into are to hedge risk on underlying exposures arising from normal business activities.

The financial position of the Company is dependent on that of the Group.

Risks and mitigation

(a) Credit risk

To the extent the Company has a receivable from another party there is a credit risk in the event of non-performance by that counterparty which arises principally from receivables from customers, derivative financial instruments and short-term cash deposits. The Company only has credit risk exposure to the Group and has no external credit risk exposure.

The Company has not renegotiated the terms of any financial assets that would otherwise be past due or impaired.

(b) Liquidity and funding risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting its financial commitments as they fall due. Funding risk is the risk that the Company under the normal circumstances will not be able to refinance its maturing debts in an orderly manner. The Group manages the liquidity and funding risk of the Company by having a spread of maturity dates of the Group's debt facilities and significant committed headroom available. At balance date, the Group had \$1,804 million of committed funding facilities of which \$1,015 million were undrawn (June 2025: \$2,054 million; \$916 million) as well as \$152 million of cash and cash equivalents available for general use by the Group (June 2025: \$139 million).

The following maturity analysis table sets out the remaining contractual undiscounted cash flows, including estimated interest payments for non-derivative liabilities.

June 2026				
	Contractual cash flows NZ'\$000	Up to 1 year NZ'\$000	1 - 2 years NZ'\$000	2 - 5 years NZ'\$000
Capital notes	300,000	100,000	100,000	100,000
Non-derivative liabilities – Principal cash flows	300,000	100,000	100,000	100,000
Contractual interest cash flows	38,420	18,140	13,390	6,890
Total contractual cash flows	338,420	118,140	113,390	106,890

June 2025				
	Contractual cash flows NZ'\$000	Up to 1 year NZ'\$000	1 - 2 years NZ'\$000	2 - 5 years NZ'\$000
Capital notes	400,000	100,000	100,000	200,000
Non-derivative liabilities – Principal cash flows	400,000	100,000	100,000	200,000
Contractual interest cash flows	59,360	20,940	18,140	20,280
Total contractual cash flows	459,360	120,940	118,140	220,280

Notes to the Financial Statements (Continued)

(c) Interest rate risk

Interest rate risk is the risk that the value of borrowings or cash flows associated with borrowings will change due to changes in market interest. The Group manages the fixed interest rate component of its debt and capital notes obligations of the Company and aims to maintain this ratio between certain ranges over specific time periods. Interest rate swaps, forward rate agreements and options are used by the Group to manage this position and none are held by the Company.

The following tables set out the interest rate repricing profile of financial assets and liabilities:

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Fixed up to 1 year	99,990	99,986
Fixed 1 – 2 years	100,000	100,000
Fixed 2 – 5 years	100,000	200,000
Total	299,990	399,986

(d) Sensitivity analysis

Foreign currency and interest rate risks are governed and managed by the Group. At balance date, the Company does not have exposure to floating interest rates.

(e) Fair values

The estimated fair values of the company's financial assets and liabilities compared to their carrying values in the balance sheet, are as follows:

		Jun 2026		Jun 2025	
	Classifications	Carrying value NZ'\$000	Fair value NZ'\$000	Carrying value NZ'\$000	Fair value NZ'\$000
Capital notes	Amortised cost	299,990	308,490	399,986	389,980
Amounts owed by related companies	Amortised cost	264,968	264,968	367,270	367,270

Fair value measurement

No financial instruments are measured and recognised at fair value.

Fair value disclosures

The fair values of borrowings used for disclosure are measured under level 2, by discounting future principal and interest cash flows at the current market interest rate that are available for similar financial instruments.

Level 1 Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 Inputs that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices) other than quoted prices included within level 1.

Level 3 Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

12. CONTINGENT LIABILITIES AND CAPITAL COMMITMENTS

There were no contingent liabilities or capital commitments as at 30 June 2026 (30 June 2025: nil).

The Group borrows certain funds based on covenants and a negative pledge arrangement that is subject to certain covenants. The principal financial covenants relate to leverage and interest cover. The Group was in compliance with all financial covenants as at balance date.

The negative pledge includes a cross guarantee between a number of wholly owned subsidiaries of the Group and ensures that external senior indebtedness ranks equally in all respects, and includes the covenant that security can be given only in very limited circumstances.

At balance date, the Group had debt subject to the negative pledge arrangement and associated covenants of \$627 million (June 2025: \$964 million).

Notes to the Financial Statements (Continued)

13. RELATED PARTY TRANSACTIONS

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
<i>Amount owed by related companies:</i>		
Fletcher Building Limited*	264,968	367,270
	264,968	367,270

* This unsecured advance is at call and pays 6.05% interest (2025: 5.35%) per annum.

All audit fees were paid by Fletcher Building Limited, the ultimate holding company. There were no other services provided by the auditor to the Company.

The Company does not operate its own bank account. All cash receipts and payments are processed through Fletcher Building Limited, a related party, and are recorded in the balance sheet under "Amounts owed by related parties". Amounts reflected in the statement of cash flows therefore reflect transactions of this nature.

14. RECONCILIATION OF NET EARNINGS TO NET CASH FROM OPERATING ACTIVITIES

	Year ended Jun 2026 NZ'\$000	Year ended Jun 2025 NZ'\$000
Net earnings/(losses)	33,633	(6,697)
<i>Adjust for non-cash items:</i>		
Share of (profits)/losses of associate	(34,873)	6,059
Taxation	(481)	(247)
Accruals	(832)	(1,150)
Unwind of premium/discount	5	2
Net cash from operating activities	(2,548)	(2,033)

As a corporate holding and funding entity, the Company presents interest paid and interest received as operating cash flows.



Shape the future
with confidence

Independent auditor's report to the shareholder of Fletcher Building Industries Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Fletcher Building Industries Limited (the "Company") on pages 4 to 13, which comprise the balance sheet of the Company as at 30 June 2026, and the income statement, statement of comprehensive income, statement of movements in equity and statement of cash flows for the year then ended of the Company, and the notes to the financial statements including material accounting policy information.

In our opinion, the financial statements on pages 4 to 13 present fairly, in all material respects, the financial position of the Company as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with New Zealand Equivalents to International Financial Reporting Standards and International Financial Reporting Standards.

This report is made solely to the Company's shareholder. Our audit has been undertaken so that we might state to the Company's shareholder those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's shareholder, for our audit work, for this report, or for the opinions we have formed.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Company in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards)* (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with Professional and Ethical Standard 1.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interest in, the Company. Partners and employees of our firm may deal with the Company on normal terms within the ordinary course of trading activities of the business of the Company.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial statements* section of the audit report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Independent Auditor's Report (Continued)

Investment in associate

Why significant	How our audit addressed the key audit matter
The Company owns 20% of the shares in Fletcher Building Holdings New Zealand Limited ("FBHNZ") which holds all of the shares in Fletcher Building Limited's New Zealand operating subsidiaries. This investment in FBHNZ represents the vast majority of the Company's assets. The investment in FBHNZ is accounted for using the equity method. The carrying value of the investment is assessed for impairment when there are indicators that its value may be impaired. Disclosures regarding the Investment in associate are disclosed in note 5.	In obtaining sufficient appropriate audit evidence, we: - evaluated the basis of accounting and its appropriateness; - recalculated the share of the equity accounted profits and assessed the accounting entries applied; - considered our work performed on the New Zealand operating subsidiaries of FBHNZ as part of the Fletcher Building Limited group audit and assessed the impact of any relevant findings on our audit of the Company; - evaluated the Company's assessment of potential impairment of the carrying value of the investment, including assessing the discounted cash flow model prepared by management that indicated the recoverable amount was greater than the carrying value; and - assessed the adequacy of the disclosures in the financial statements.

Information other than the financial statements and auditor's report

The directors of the Company are responsible for the other information. The other information comprises the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

If, based upon the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Directors' responsibilities for the financial statements

The directors are responsible, on behalf of the entity, for the preparation and fair presentation of the financial statements in accordance with New Zealand Equivalents to International Financial Reporting Standards and International Financial Reporting Standards, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

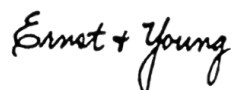
In preparing the financial statements, the directors are responsible for assessing on behalf of the entity the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (New Zealand) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located at the External Reporting Board's website: <https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-2/>. This description forms part of our auditor's report.

The engagement partner on the audit resulting in this independent auditor's report is Graeme Bennett.



Chartered Accountants
Auckland
18 August 2025

Statutory Disclosures

Fletcher Building Industries Limited has issued 300,000,000 capital notes that are quoted on the NZX Debt Market (NZDX). These capital notes can (subject to their terms) convert to Fletcher Building Limited ordinary shares on the basis of 98% of the then current market value of the shares. Unless the capital notes convert into Fletcher Building Limited ordinary shares, they carry no voting rights in Fletcher Building Limited. Fletcher Building Holdings Limited held 137,740,418 capital notes as at 30 June 2026.

DISTRIBUTION OF NOTEHOLDERS AND HOLDINGS AS AT 30 JUNE 2026

Detailed below is the distribution of noteholders and holdings as at 30 June 2026 of capital notes issued by Fletcher Building Industries Limited.

	Total holders	% of noteholders	Holding quantity	% of holding quantity
4.75% Capital Notes Maturing 15 March 2027 (FBI210)				
1 – 5,000	115	15.19%	419,500	0.42
5,001 – 10,000	162	21.40%	1,437,500	1.44
10,001 – 100,000	443	58.52%	14,580,000	14.58
100,000 over	37	4.89%	83,563,000	83.56
Total	757	100.00%	100,000,000	100.00
6.50% Capital Notes Maturing 15 March 2028 (FBI220)				
1 – 5,000	182	35.41%	577,666	0.58
5,001 – 10,000	120	23.35%	1,033,000	1.03
10,001 – 100,000	193	37.54%	5,605,250	5.61
100,000 over	19	3.70%	92,784,084	92.78
Total	514	100.00%	100,000,000	100.00
6.89% Capital Notes Maturing 15 March 2029 (FBI230)				
1 – 5,000	82	12.28%	402,500	0.40
5,001 – 10,000	170	25.45%	1,624,000	1.62
10,001 – 100,000	389	58.23%	12,369,000	12.37
100,000 over	27	4.04%	85,604,500	85.61
Total	668	100.00%	100,000,000	100.00

DIRECTORS' HOLDINGS OF CAPITAL NOTES AS AT 30 JUNE 2026

Class of Capital Notes	Cathy Quinn ⁽¹⁾
4.75% Capital Notes Maturing 15 March 2027 (FBI210)	7,598,500
6.50% Capital Notes Maturing 15 March 2028 (FBI220)	426,000
Total	8,024,500

(1) Non-beneficial interest as a director/shareholder in Pin Twenty Limited.

Statutory Disclosures (Continued)

BOARD OF DIRECTORS

The table below sets out the names of the directors of Fletcher Building Industries Limited as at 30 June 2026.

Directors
Peter Crowley
Cathy Quinn
Sandra Dodds
Tony Dragicevich
Andrew Reding
Jacqui Coombes
James Miller

NZX WAIVERS

There were no waivers granted by NZX or relied on by Fletcher Building Industries Limited in the 12 months preceding 30 June 2026.

20 LARGEST NOTEHOLDERS AS AT 30 JUNE 2026

4.75% Capital Notes Maturing 15 March 2027 (FBI210)	Number of capital notes	% of holding quantity
FNZ CUSTODIANS LIMITED	20,670,500	20.67
CUSTODIAL SERVICES LIMITED	17,279,500	17.28
FORSYTH BARR CUSTODIANS LIMITED	12,729,500	12.73
FLETCHER BUILDING HOLDINGS LIMITED	10,400,500	10.40
INVESTMENT CUSTODIAL SERVICES LIMITED	3,456,500	3.46
NORWOOD INVESTMENTS LTD	2,000,000	2.00
THE TINDALL FOUNDATION INC	2,000,000	2.00
NZX WT NOMINEES LIMITED	1,945,000	1.95
BNP PARIBAS NOMINEES (NZ) LIMITED - NZCSD	1,710,500	1.71
FORSYTH BARR CUSTODIANS LIMITED	1,303,000	1.30
JBWERE (NZ) NOMINEES LIMITED	1,175,500	1.18
FORSYTH BARR CUSTODIANS LIMITED	1,012,000	1.01
FLETCHER BUILDING EDUCATIONAL FUND LIMITED	1,000,000	1.00
WOOLF FISHER TRUST INCORPORATED	1,000,000	1.00
FNZ CUSTODIANS LIMITED	696,000	0.70
FNZ CUSTODIANS LIMITED	582,500	0.58
KEVIN GARRY WALKER & KARAKA & PURIRI TRUSTEE LTD	580,000	0.58
QUASAR TREASURY LIMITED	500,000	0.50
MASFEN SECURITIES LIMITED	400,000	0.40
FORSYTH BARR CUSTODIANS LIMITED	367,000	0.37
Total	80,808,000	80.82

Statutory Disclosures (Continued)

20 LARGEST NOTEHOLDERS AS AT 30 JUNE 2026 (CONTINUED)

6.50% Capital Notes Maturing 15 March 2028 (FBI220)	Number of capital notes	% of holding quantity
FLETCHER BUILDING HOLDINGS LIMITED	60,180,418	60.18
FORSYTH BARR CUSTODIANS LIMITED	19,879,583	19.88
NZX WT NOMINEES LIMITED	2,473,795	2.47
CUSTODIAL SERVICES LIMITED	2,120,500	2.12
FNZ CUSTODIANS LIMITED	1,945,333	1.95
INVESTMENT CUSTODIAL SERVICES LIMITED	1,723,455	1.72
FORSYTH BARR CUSTODIANS LIMITED	981,500	0.98
ROBERT W.B. MORRISON & ANDREW J. STEWART & ANTHONY J.W. HOWARD	696,000	0.70
FORSYTH BARR CUSTODIANS LIMITED	652,000	0.65
JBWERE (NZ) NOMINEES LIMITED	401,500	0.40
WAYNE LESLIE STECHMAN	400,000	0.40
KPS SOCIETY LIMITED	325,000	0.33
DON STEWART MEMORIAL TRUST	206,000	0.21
DIANE DENISE GREENWOOD & JOSEPH SAMUEL GREENWOOD	200,000	0.20
FORSYTH BARR CUSTODIANS LIMITED	168,000	0.17
INTERNATIONAL TECHNICAL SERVICES LIMITED	115,000	0.12
ALAN RICHARD MILLWARD & ALISTAIR JEFFREY NICHOLSON	107,000	0.11
BURGESS INVESTMENTS LIMITED	105,500	0.11
PAUL DALE CALLISTER & JUDITH ANNE GALTRY	103,500	0.10
BNP PARIBAS NOMINEES (NZ) LIMITED - NZCSD*	100,000	0.10
JOHN DAVID DAWN & SEOK MOI DAWN*	100,000	0.10
MARK WILLIAM RISSELL HERVEY*	100,000	0.10
SIRIUS CAPITAL LIMITED*	100,000	0.10
STURCO HOUSE LIMITED*	100,000	0.10
VERONICA MARTHA CREIGHTON*	100,000	0.10
WILLIAM ROBERT MORTLOCK & JOANNE ELIZABETH MORTLOCK*	100,000	0.10
Total	93,484,084	93.50

* These noteholders are ranked equally as 20th.

Statutory Disclosures (Continued)

20 LARGEST NOTEHOLDERS AS AT 30 JUNE 2026 (CONTINUED)

6.89% Capital Notes Maturing 15 March 2029 (FBI230)	Number of capital notes	% of holding quantity
FLETCHER BUILDING HOLDINGS LIMITED	67,159,500	67.16
JBWERE (NZ) NOMINEES LIMITED	2,586,000	2.59
CUSTODIAL SERVICES LIMITED	2,056,500	2.06
FNZ CUSTODIANS LIMITED	2,055,000	2.06
FLETCHER BUILDING EDUCATIONAL FUND LIMITED	2,000,000	2.00
NZX WT NOMINEES LIMITED	1,823,500	1.82
JANE ELGIN SWINBURNE & ROBERT MAXWELL GOOD & ENYTH ELGIN GOOD	1,500,000	1.50
INVESTMENT CUSTODIAL SERVICES LIMITED	1,326,000	1.33
FORSYTH BARR CUSTODIANS LIMITED	821,000	0.82
FORSYTH BARR CUSTODIANS LIMITED	761,000	0.76
WIDE TRUST LIMITED	500,000	0.50
JBWERE (NZ) NOMINEES LIMITED	300,000	0.30
DUNEDIN DIOCESAN TRUST BOARD	250,000	0.25
PALMER OLIVER HOLDINGS LIMITED	220,000	0.22
CLINTON ARTHUR BIRD & VICTORIA MARGARET ELIAS	200,000	0.20
EESHALA NOMINEES LIMITED	200,000	0.20
HENRY & WILLIAM WILLIAMS MEMORIAL TRUST INCORPORATED	200,000	0.20
JBWERE (NZ) NOMINEES LIMITED	200,000	0.20
SOPHIE GEORGINA KAHN	200,000	0.20
FORSYTH BARR CUSTODIANS LIMITED	185,000	0.19
Total	84,543,500	84.56

CLIMATE STATEMENTS

Fletcher Building Industries Limited qualifies as a climate reporting entity under the Financial Markets Conduct Act 2013. However, the Financial Markets Conduct (Climate-related Disclosures - Fletcher Building Industries Limited) Exemption Notice 2024 exempts the Company from Part 7A of the Act, including the requirement to prepare climate statements.

As a result of this exemption, the Company has not prepared separate climate statements and is also exempt from the related record-keeping duties that would otherwise apply. Instead, as a subsidiary of Fletcher Building Limited, the Company will be included in the Fletcher Building Group Climate Statements, which are available at: <https://fletcherbuilding.com/sustainability/sustainability-reports-publications-and-policies>.

