

Mt Eliza

EXECUTIVE EDUCATION



**UNI
CON**

CONFERENCE
MT ELIZA • MELBOURNE • AUSTRALIA

22-24 APRIL
2008

Jonathan Ling
Chief Executive Officer
Fletcher Building Limited



MELBOURNE
BUSINESS
SCHOOL

GLOBAL. BUSINESS. LEADERS.

Fletcher Building

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Annual Revenue

NZ\$7+ billion

Market Capitalisation

NZ\$4.4 billion

Ranked

2 on NZX

#61 on ASX

Employees

20,000+

Shares

500 million

Shareholders

New Zealand ≈ 43%

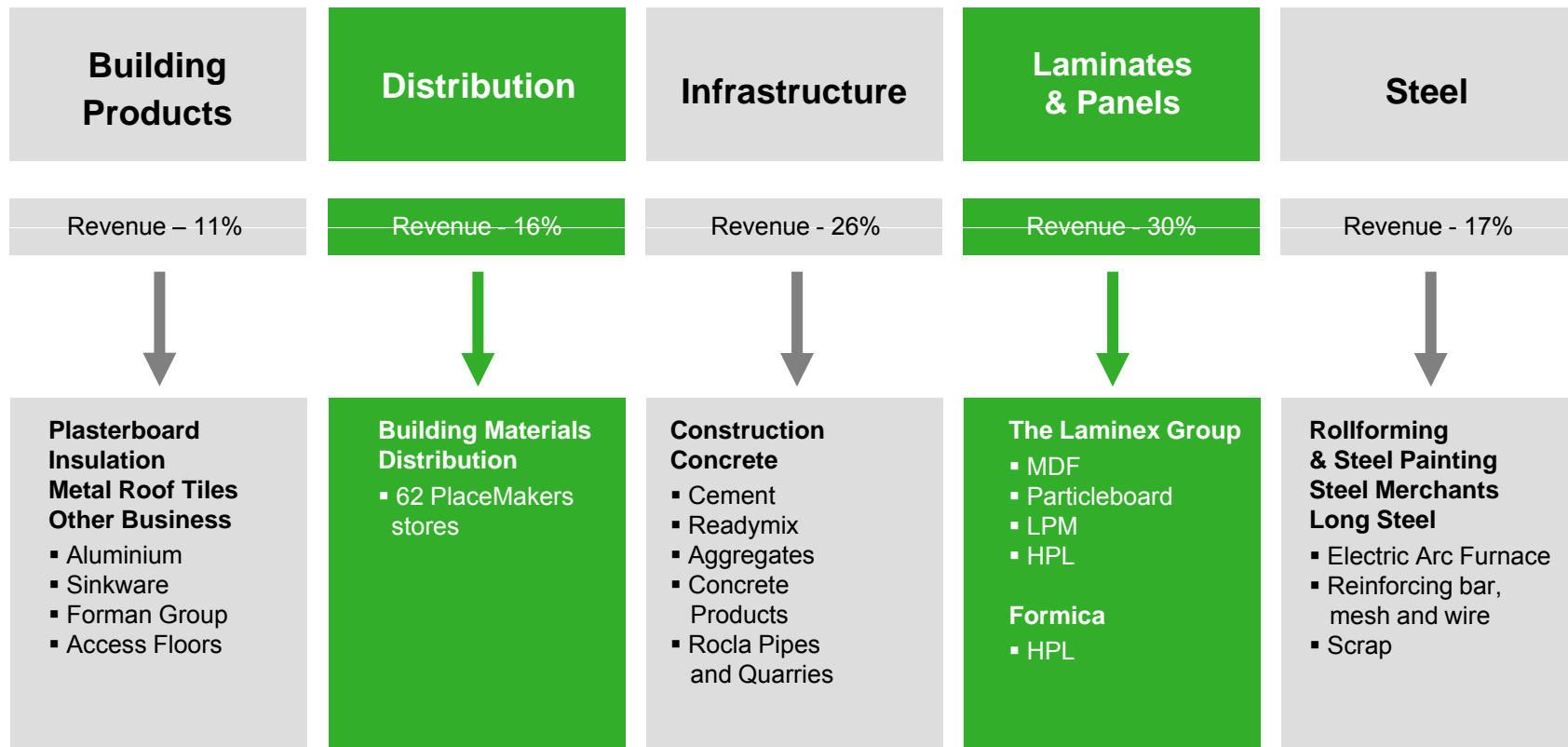
Australia ≈ 33%

USA ≈ 13%

Market Leading Businesses

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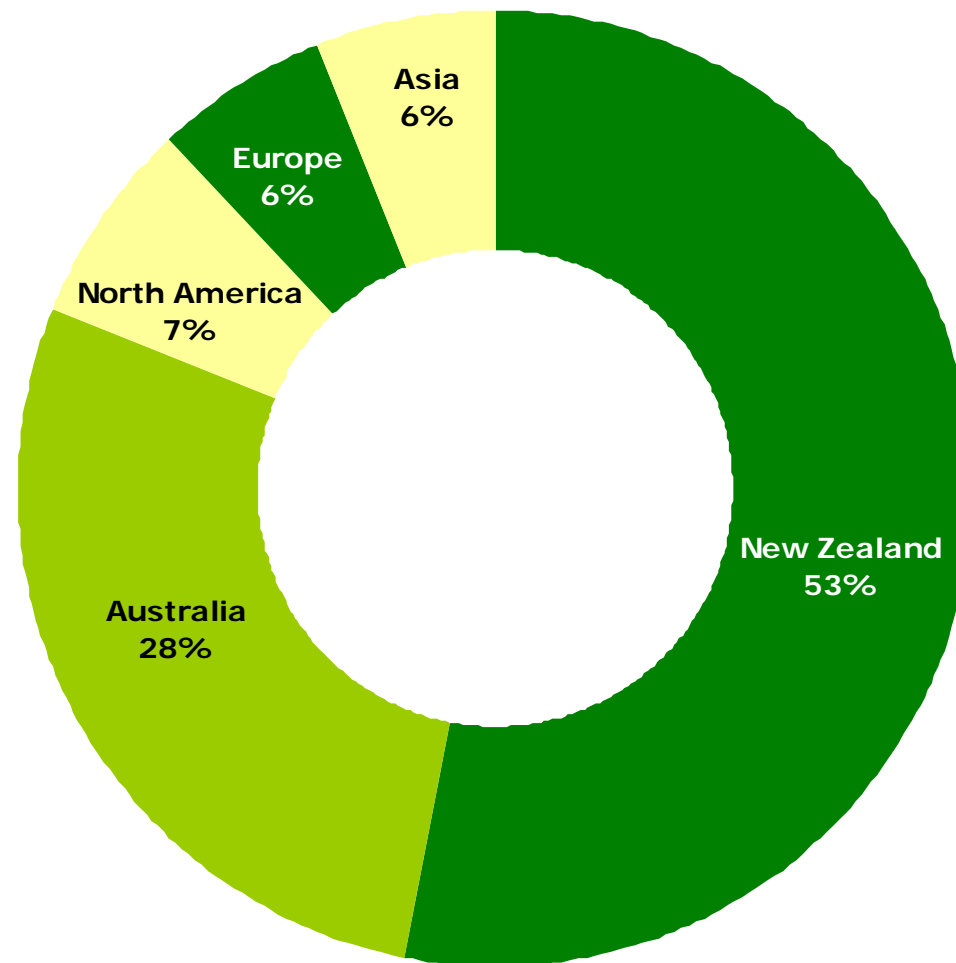
Fletcher Building Locations

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Geographic Diversification of Revenue Base

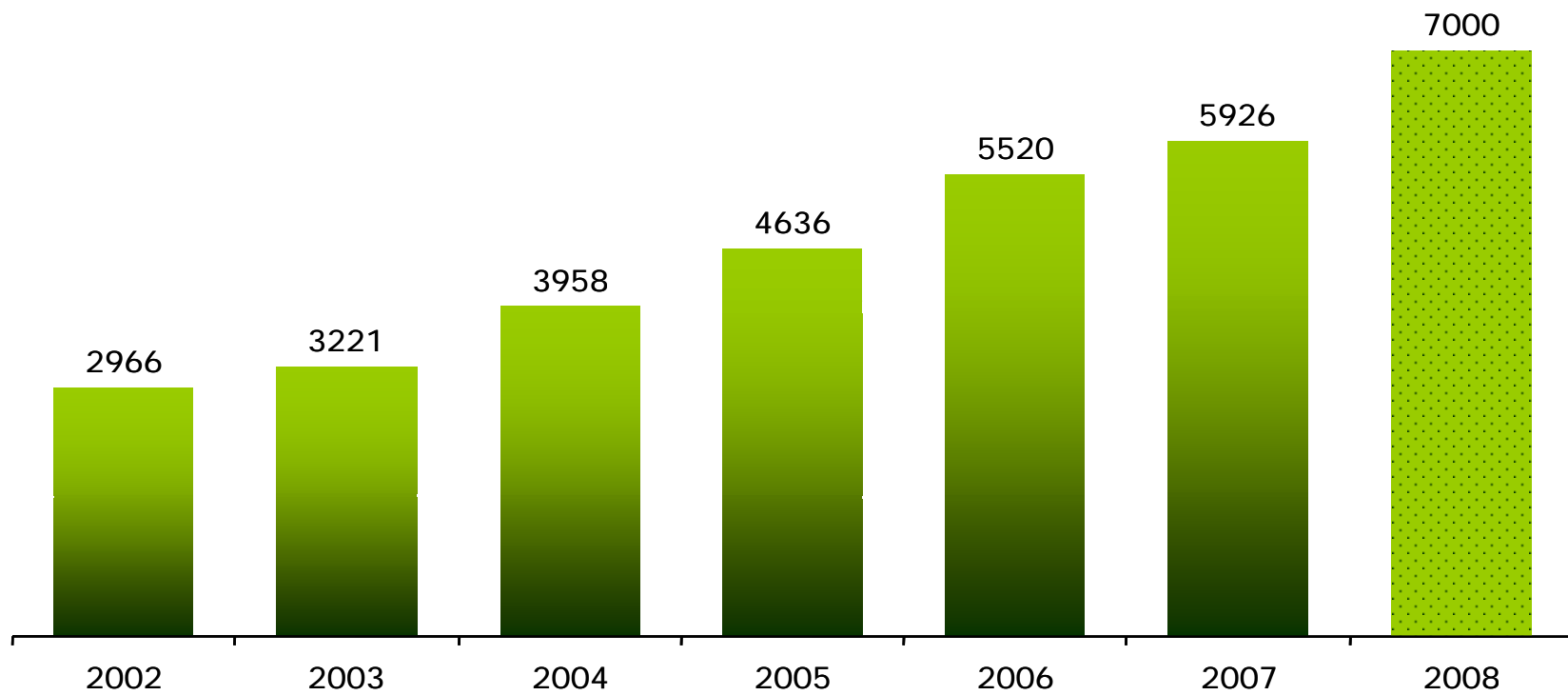


Sales Revenue

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\$million

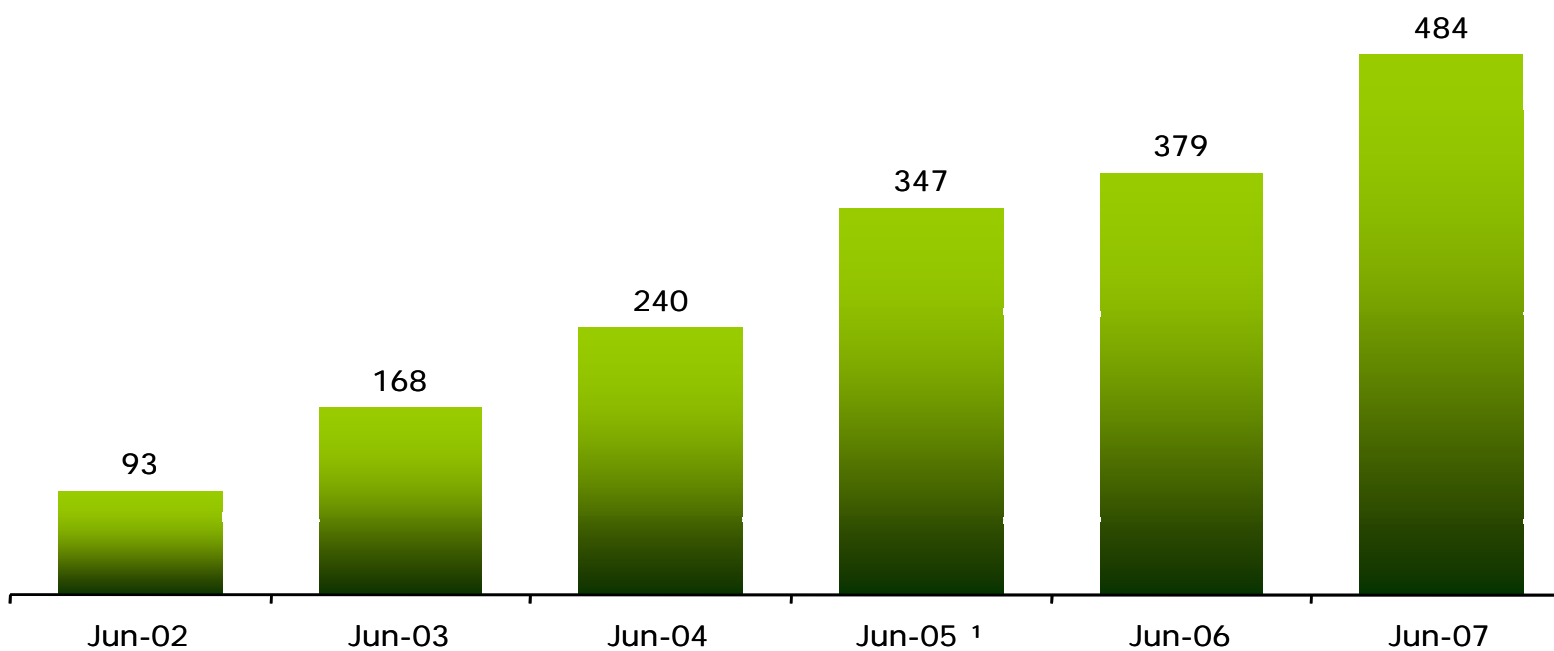


Net Earnings

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\$million



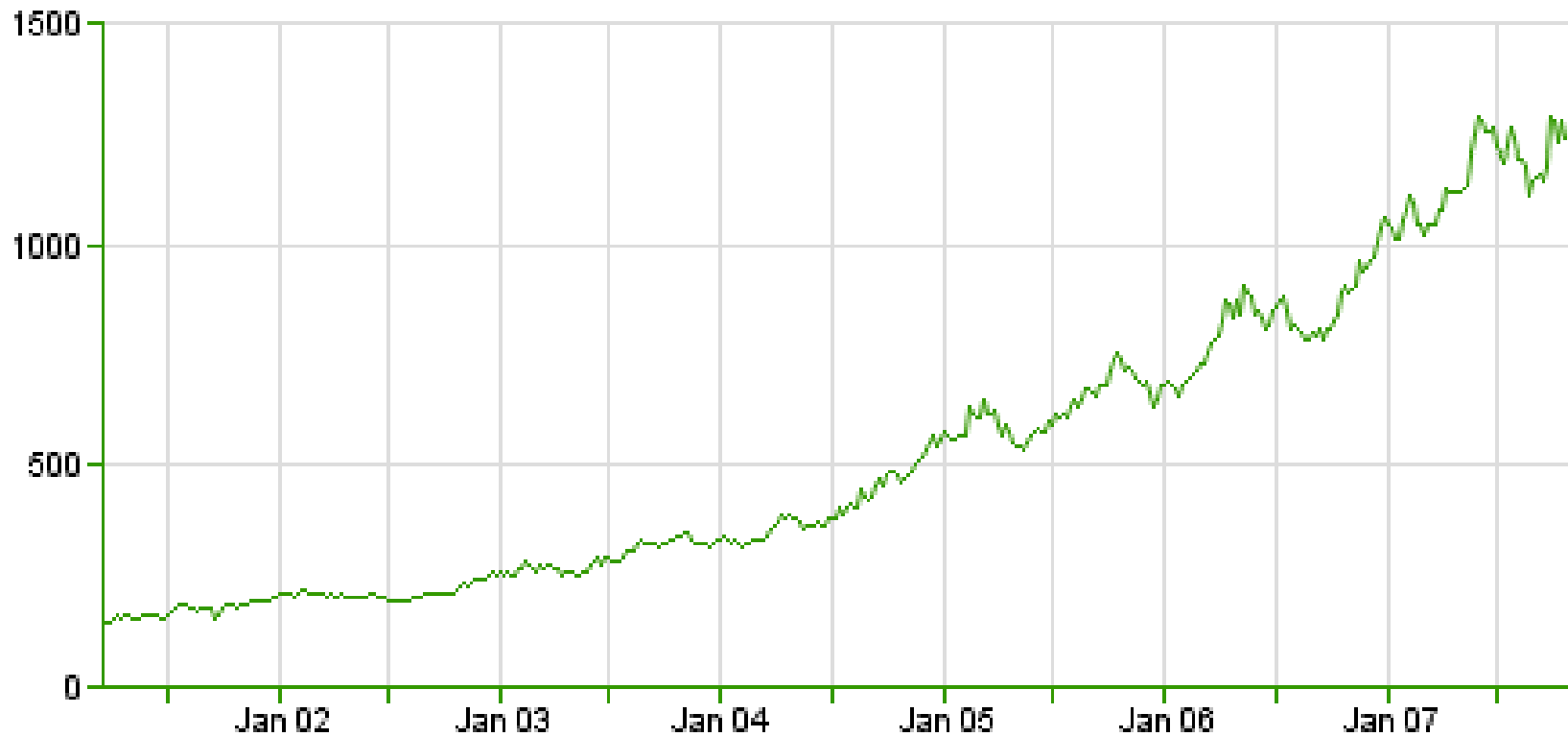
1. Restated for IFRS

Share Price

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SHARE PRICE FROM 26.03.01 - 26.10.07



The Fletcher Building Model

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- Decentralised autonomous business units
 - maximise decisions made at the coal face
 - bias against shared services toward 'fit for purpose' services
- Ensure and develop the right business unit leadership
 - money makers
 - people leaders
 - proven at strategic growth
- High performance culture with transparent performance metrics

The Fletcher Building Model

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- Role of the head office is:
 - leadership selection and development
 - governance
 - capital allocation

A model of low cost performance management and governance

The Leadership Development Challenge

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- We need to develop leaders who are:
 - money makers
 - people leaders
 - strategic growers
- We need to develop high performance cultures and frameworks
- We need to achieve this globally to around 300 key business leaders across diverse cultures
- Traditional business schools are generally not well equipped to meet these needs

- Transformation Leadership (1 year part time programme)
 - Melbourne Business School
 - University of Auckland
- Meikle high performance culture and frameworks
 - Australia and New Zealand
- Customised executive MBA (3 years part time)
 - Durham University UK

Current Programmes

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- Limited residential senior management programmes
 - Wharton Business School
 - London Business School
- Limited sponsorship of individual MBAs

We are growing at a faster rate than our leadership development programmes, but simply doing more of what we already do is not the answer