

CSR LIMITED

ANNUAL GENERAL MEETING – 12 JULY 2012

## MANAGING DIRECTOR'S PRESENTATION



## Agenda

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- |                      |  |
|----------------------|--|
| 1. Safety            | Overview of our safety performance                               |
| 2. Financial results | Discussion of financial results for the year ended 31 March 2012 |
| 3. Strategy          | Building medium term growth opportunities                        |
| 4. Outlook           | Outlook for the year ending 31 March 2013                        |

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## Safety – the priority for our people

### Modest improvement in safety performance

Safety Performance YEM12			3 year trend 09-12	
Recordable injuries 193	6%	↓	53%	↓
Lost Time Injuries 38	7%	↓	54%	↓
Total Recordable Injury Frequency Rate 25.7	6%	↓	34%	↓
Lost Time Injury Frequency Rate 4.7	12%	↓	35%	↓
Severity Rate 74.7	4%	↓	56%	↓



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## Results summary

### Net profit after tax slightly ahead of prior year despite tough markets

Net profit up slightly despite weak markets

- Net Profit of \$90.7m - up slightly on previous year<sup>1</sup>
  - Increased total earnings in Gyprock™, Cemintel™ and Hebel® businesses and Property
  - Lower tax expense
  - Significantly lower net finance costs from strengthened balance sheet post Sucrogen sale

Strong financial position maintained

- Strongly capitalised to meet current market challenges
- Net cash at end of year \$55.7m
- Standard & Poor's long term credit rating BBB+ outlook stable

Disciplined strategy focused on medium to longer term

- Small scale, accretive acquisitions/joint ventures completed in key markets
- Continued new product and systems development
- Further rationalised manufacturing capacity and operational efficiency
- Maintain strong operating leverage and financial flexibility to deliver improved medium term earnings performance

<sup>1</sup> Pre significant items for continuing operations.

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## Financial results summary

Continuing operations			
A\$m	2012	2011	%Δ
Trading Revenue	1,801.9	1,913.6	(6%)
<b>EBITDA</b>	<b>246.3</b>	308.0	(20%)
<b>EBIT</b>	<b>156.7</b>	212.0	(26%)
Net Finance Costs	(23.2)	(57.0)	(59%)
Tax Expense	(23.2)	(41.8)	(44%)
Non-controlling Interests	(19.6)	(23.0)	(15%)
<b>Net Profit after tax (pre significant items)</b>	<b>90.7</b>	90.2	1%
Net Profit/(loss) after tax (after significant items)	76.3	(78.0)	198%

- Net profit after tax (pre significant items) slightly ahead of last year despite challenging markets
- High A\$ impacts earnings in trade exposed businesses (glass, aluminium, insulation)
- Net finance costs 59% lower from strengthened balance sheet post Sucrogen sale
- Lower effective tax rate due to higher research and development credits
- After-tax significant items of \$14.4m include restructure costs, charge to maintain product liability provision at half year, partially off-set by asset disposals



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## Financial results by division

Continuing operations			
A\$m EBIT	2012	2011	%Δ
<b>Building Products</b>	<b>86.9</b>	103.8	(16%)
Viridian	(19.3)	3.6	n/m
Aluminium	80.5	111.9	(28%)
Property	24.4	14.6	67%
Corporate	(15.3)	(19.0)	(19%)
Restructure and Provisions	(0.5)	(2.9)	(83%)
<b>Total EBIT (pre sig. items)</b>	<b>156.7</b>	212.0	(26%)

- Building Products EBIT down 16% on significantly weaker construction markets
- Viridian impacted by volume decline in commercial and residential construction and continuing high A\$
- Aluminium earnings impacted by lower realised A\$ aluminium price and higher smelter input costs
- Property earnings up 67% on sale of Brendale residential and industrial developments
- Lower corporate cost reflects streamlined corporate function post Sucrogen sale



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## Viridian— earnings impacted by volume and price



Viridian – EBIT sensitive to volume and price



- Significant decline in construction markets impacts volume
- High A\$ impacts:
  - pricing in Primary Products
  - increase in imports of finished windows
- Continued volume decline and margin pressure in glass processing markets
- Management response:
  - restructure in Primary Products on track - expect to deliver ongoing annualised cost savings of ~\$10m
  - establish Joint Venture in NZ in glass processing
  - further cost efficiency and site rationalisation
  - product mix targeting higher margin coated glass
- Operational review regarding future manufacturing and processing footprint



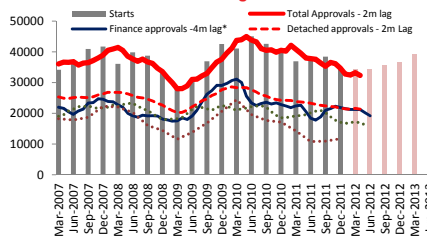
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## Decisive management response to challenging markets

- Construction markets significantly weaker from YEM11:
  - Australian residential starts down 12%<sup>1</sup>
  - Private detached housing down 13% - lowest level since 2001<sup>1</sup>
  - Australian commercial activity down 12%<sup>2</sup>
  - NZ residential consents down 17%<sup>3</sup>
- Decisive management response:
  - restructure in Viridian Primary Products
  - establish JV in NZ for Viridian Glass Processing & Services
  - further rationalise manufacturing capacity
    - close Bradford Insulation rockwool facility (Clayton);
    - PGH bricks factory one (Cecil Park)
  - further cost removal and overhead savings
  - disciplined approach to pricing

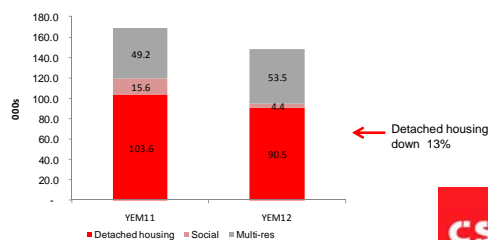
1 - source ABS (1/4 lag)  
 2 - source ABS  
 3 - source Statistics New Zealand

Australian building indicators



Source ABS \*Owner-occupier construction finance approvals (forecast source is average of forecasts of HIA and BIS)

Australian residential housing starts by segment



Source ABS



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## Additional cashflows from Aluminium and Property

- CSR owns 70% of Gove Aluminium Finance (GAF), which holds a 36.05% interest in the Tomago Aluminium smelter
- YEM12 EBIT of \$80.5 million down 28% due to lower A\$ aluminium price and higher production costs
- Tomago is a world class smelter:
  - large scale operation
  - close proximity to alumina supplies
  - long term electricity supply – (new contract to commence from 2018)
  - operational efficiency
- CSR's Property division generates additional cashflows from development and sale of legacy operating sites:
- YEM12 EBIT of \$24.4 million, up 67%
  - strong medium term pipeline of development opportunities
  - focus on light industrial and residential development opportunities across QLD, NSW and Vic



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## CSR – building medium term growth opportunities

### Energy efficiency



- **Bradford** Energy Saver Program provides energy assessments to help lower energy costs
- **Edmonds** ventilation systems remove hot air in summer and moisture in winter from roof space
- **Viridian** SmartGlass low E coating insulates homes without the need for double glazing

### Speed of construction



- Launch of supply & fix system for Hebel provides faster construction with benefit of using only installer of all **Hebel** systems
- **Ceilector** ceilings include features such as lighting and perimeter details in one solution for commercial builders
- Introduction of **Cemintel** Designer Series™ which is a innovative walling system ideal for any façade application and unique in the Australian market

### Multi-residential



- **Gyprock** continued strong presence in specialised design considerations for thermal, fire and acoustic performance in multi-residential developments
- Relaunch of **Hebel** façade system helped generate strong growth in the multi-residential apartment market

**GYPROCK**  
Everything else is just plasterboard

**cemintel**  
Strong cement systems

**Bradford**  
for smarter environments

**Viridian**  
New World Glass

**PGH BRICKS & PAVERS**

**MONIER**  
Living in style

**Ceilector**  
Ceiling Systems

**hebel**  
The better way to build

**EDMONDS**  
Technologies for a Sustainable Future

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## CSR innovation

### Bradford Solar



- Launched Bradford Solar to provide complete solution for utilising solar energy to reduce energy costs
- Range of products and services to reduce electricity consumption and generate clean power at an affordable cost

### Monier Solartile



- Monier launched a new SolarTile which uses the latest PV technology to convert sunlight into electricity
- Operates in a similar way to "bolt-on" panels but in an integrated design

### CSR House completion



- Completed construction of CSR House which utilised CSR's full range of products to build an 8 star energy efficient house at an affordable price
- Research and testing underway to assess energy efficiency and provide information to customers and industry stakeholders

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## Divisional outlook – year ending 31 March 2013

### Building Products & Viridian

- Expect Australian housing starts of ~135,000 (1/4 lag) for YEM13
- Housing starts fell in the March 2012 quarter – dwelling commencements down 13%
- Continued strong focus on overhead cost reduction, rationalise manufacturing capacity and pricing to address market challenges

### Aluminium

- GAF has contracts in place for 95% of its share of production in YEM13
- GAF net hedged position lower than previous years ~14% @ A\$3,077/tonne
- Incremental hedging as market permits but not at current prices
- Analyst forecasts range between -\$3 to \$73 million for Aluminium EBIT with a median of \$45m
- Current A\$ spot price would need to increase by A\$200 per tonne to reach consensus median

### Property

- EBIT subject to timing of further specific transactions majority expected in the second half of the year
- YEM13 result likely to be at low end of \$15-\$25 million range
- Pipeline strengthened with Chirside Park development

### Group

- The combination of these factors means that earnings will be weighted to the second half of the year.
- CSR continues to benefit from strong balance sheet and low finance costs
- Strong operating leverage to improving conditions in construction markets
- Financial flexibility to maximise disciplined acquisitions and new business development opportunities

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