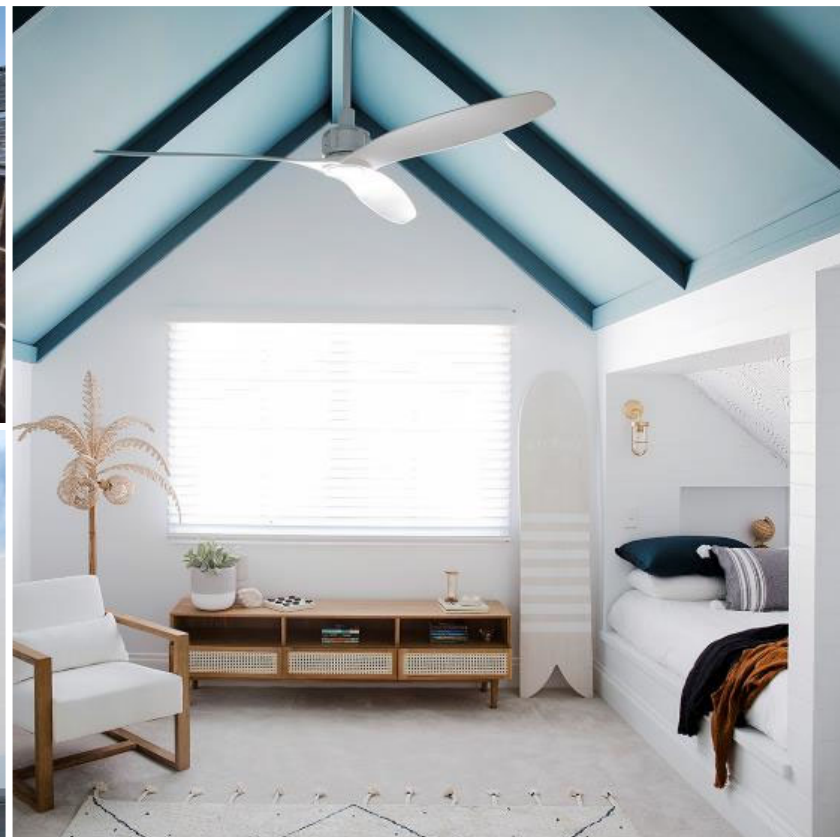
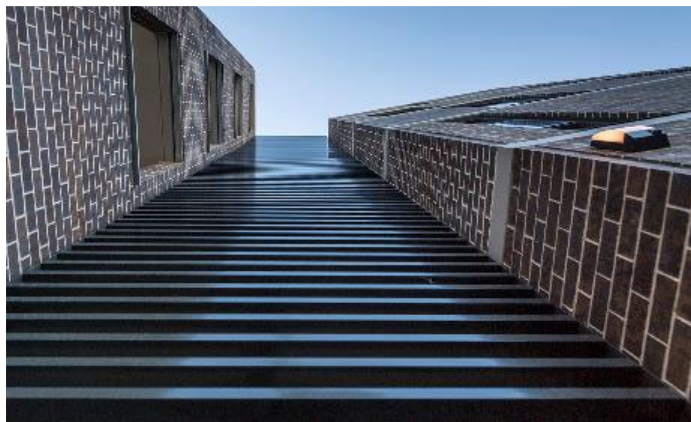
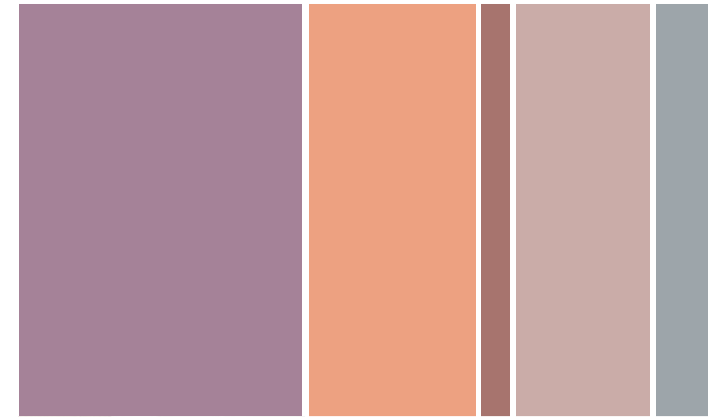
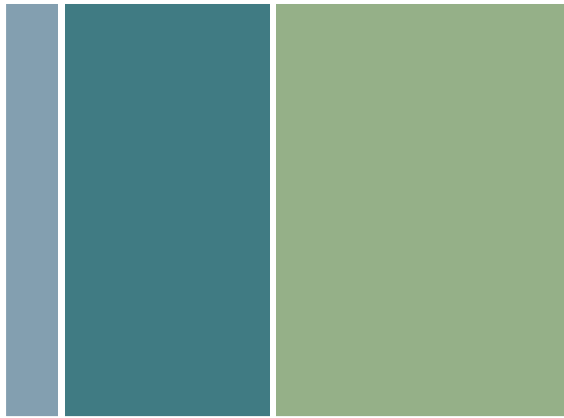


# STRATEGY PRESENTATION

12 November 2020



# Agenda – CSR leadership team

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- 1 STRATEGY AND SAFETY OVERVIEW – Julie Coates** Managing Director & CEO
- 2 MASONRY & INSULATION – Anthony Tannous** EGM Masonry & Insulation
- 3 INTERIOR SYSTEMS – Paul Dalton** EGM Interior Systems
- 4 CONSTRUCTION SYSTEMS – Andrew Rottinger** EGM Construction Systems
- 5 CUSTOMER SOLUTIONS – Gary May** EGM Customer Solutions
- 6 SUPPLY CHAIN – Amy Bentley** EGM Logistics
- 7 FINANCIAL FOUNDATION, PROPERTY AND ALUMINIUM – David Fallu** CFO and EGM Property and Aluminium
- 8 SUSTAINABILITY AND PEOPLE, ORGANISATION, TRANSFORMATION – Julie Coates** Managing Director & CEO
- 9 SUMMARY AND Q&A – Julie Coates and team**

1

# STRATEGY AND SAFETY OVERVIEW

Julie Coates Managing Director & CEO



# Diversified building products company in Australia and NZ



Leading brands backed by CSR manufacturing strength and extensive distribution

# Safety at CSR

**Steady improvement:** CSR has improved safety performance over the last 10 years

## Recent performance:

- Comprehensive COVID safe program in place across the business
- Change in focus to improve performance
  - New Head of Workplace Health, Safety and Environment (WHSE) with dual reporting line to MD and EGM HR
  - Internal focus on total recordable injury frequency rate (TRIFR) to assess all recordable injuries – not just lost time
  - Centralised WHSE team structure for consistent plans across the businesses
  - Including risk assessment and training as part of Injury Prevention Indicators
  - “Stop work for safety” activities at all sites over the next month to review performance and reset expectations
  - Focus on business and safety partnership with emphasis on coaching and mentoring

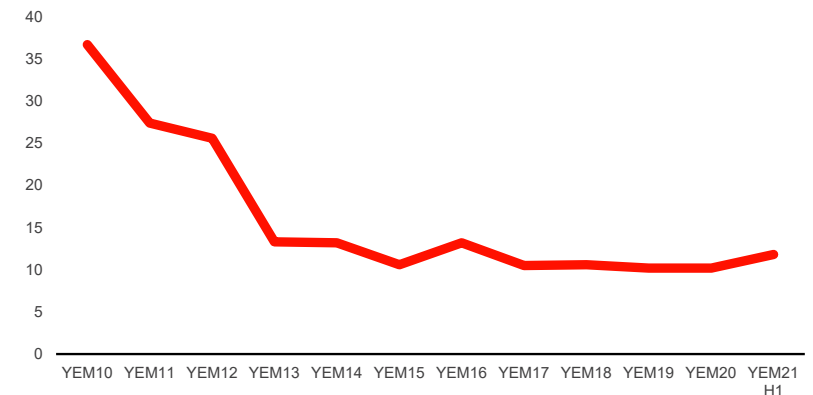
## Key Opportunities

Maintain engagement with our people in a COVID affected workplace

Review safety management systems to focus efforts on risk based activities

Hazard standards for all high risk activities and execute these standards across all business units

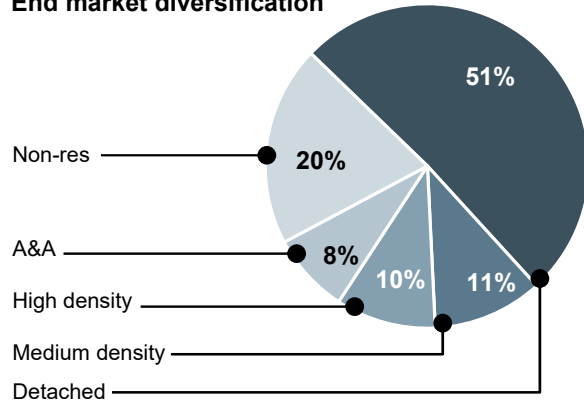
## Total Recordable Injury Frequency Rate (TRIFR)



Shifting safety engagement from compliance to safety leadership

# Diverse markets across building and construction

## End market diversification



### Core position in detached markets:

Established market position in the detached market

### Opportunity to diversify:

Well positioned to diversify further across all businesses

### Resilience:

Building more resilience to residential, alterations and additions (A&A) and non-residential cycles

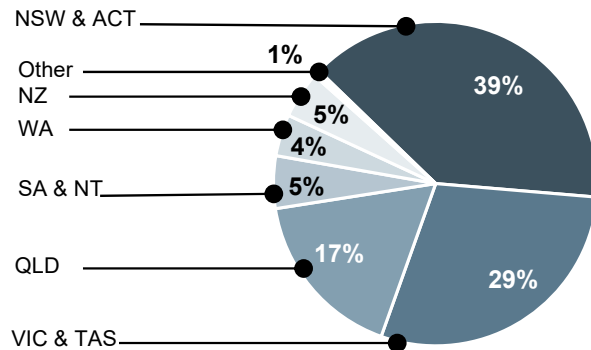
### Growth:

Growth opportunities in non-residential – both social and commercial construction

### Driving performance:

Ensuring business is resilient as the cycle moves down and capturing growth as the cycle improves

## Regional diversification



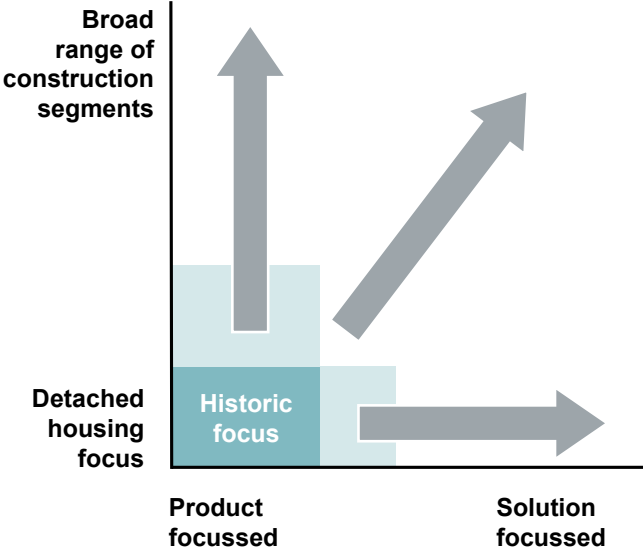
Established presence in detached market provides resilience with opportunity for growth into other segments

# Developing our strategy across three key areas

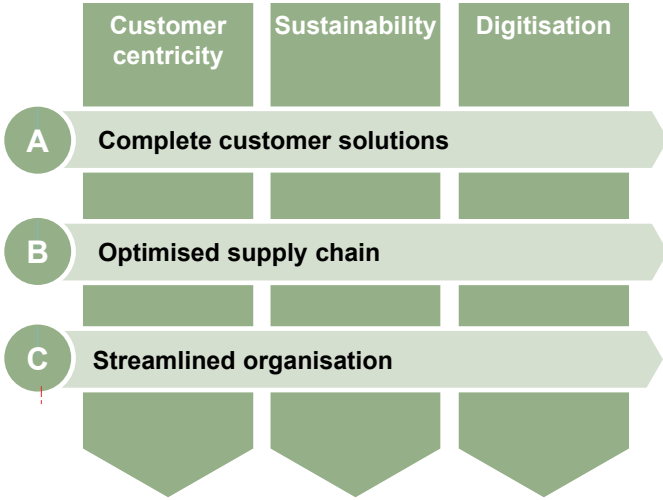
**PURPOSE** Building solutions for a better future

**AMBITION** Relentless focus on creating sustainable value across CSR for all stakeholders

## WHERE TO GROW



## HOW TO GROW





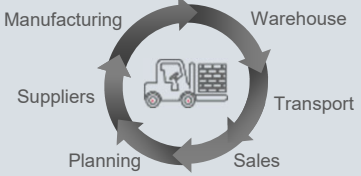


## ORGANISING TO GROW



# Strategy pillars

## Building solutions for a better future

MASONRY & INSULATION	INTERIOR SYSTEMS	CONSTRUCTION SYSTEMS	CUSTOMER SOLUTIONS	SUPPLY CHAIN
				
Optimise investment across the business to extend market reach and relationships	Leverage strong brands and customer engagement to deliver a full suite of interior lining solutions	Grow share in cladding and structural solutions to provide internal and external design versatility	Create and deliver customer-driven, integrated solutions across the full breadth of CSR's products and systems	Deliver industry leading capability, customer service and efficiency; a competitive advantage and a platform to grow and build scale
Strong financial foundation				
Site optimisation and Property				
Workplace health, safety and environment; Sustainability				
People, organisation, transformation capability				



# CSR – Senior Leadership Team



**Julie Coates**

CSR  
MD & CEO

**Joined CSR in 2019**

Extensive experience across business strategy and transformation programs in manufacturing and retail industries. Former MD of Goodman Fielder and Big W in addition to leading the logistics and human resources teams at Woolworths



**Anthony Tannous**

EGM  
Masonry & Insulation

**Joined CSR in 1990**

Extensive career in the building products industry with a number of senior roles in CSR including R&D, operations, marketing and sales in the Bradford insulation business across Australia



**Gary May**

EGM  
Customer Solutions

**Joined CSR in 1985**

35 career in the building industry with senior roles across CSR Gyprock, Cemintel and PGH Bricks and led the formation of CSR's commercial interiors business

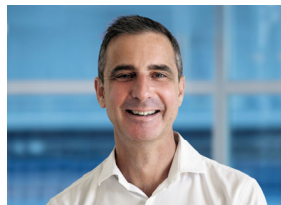


**David Fallu**

CFO & EGM  
Property and Aluminium

**Joined CSR in 2017**

Strategy, finance, M&A, business transformation and private equity experience across a range of sectors including manufacturing, financial services and FMCG. Former Finance Director of Lion Pty Ltd



**Paul Dalton**

EGM  
Interior Systems

**Joined CSR in 2020**

Extensive career in building products and construction materials industry including a number of senior roles at Boral most recently EGM Transformation and Innovation and EGM Southern Region



**Amy Bentley**

EGM  
Logistics

**Joined CSR in 2020**

20+ years supply chain operational and transformation experience developed in senior roles at Woolworths, XAct Solutions, Metcash and Toll Holdings



**Catherine Flynn**

EGM  
Human Resources and Safety

**Joined CSR in 2020**

Large scale transformation experience with a focus on developing a people plan to deliver business strategy. Former HR Director at Goodman Fielder following an extensive career at Woolworths



**Andrew Rottinger**

EGM  
Construction Systems

**Joined CSR in 2005**

Led significant growth in the Hebel business over the last 15 years following an extensive career in the building products industry with roles at Carter Holt Harvey, James Hardie and Enware Australia



**Cameron Webb**

EGM  
Transformation,  
Technology & Digital

**Joined CSR in 2020**

Leader in business and technology transformations with specialist supply chain experience with senior roles at Woolworths Group and PwC Australia

# 2

## MASONRY & INSULATION

Anthony Tannous EGM Masonry & Insulation



# Strategy pillars

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Building solutions for a better future

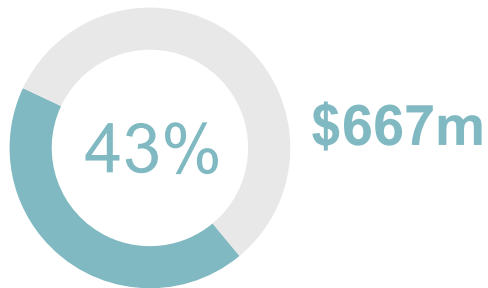
## MASONRY & INSULATION



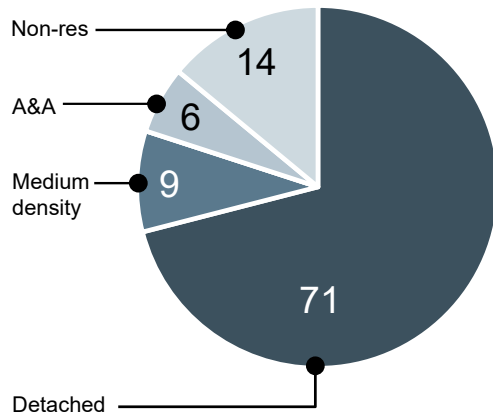
Optimise investment across the business to extend market reach and relationships

# Masonry & Insulation – high performing products that look good

Masonry & Insulation Revenue (12m to Sep 2020)



Segment exposure



**Leading position** – established brands and market position

**Manufacturing expertise** – leading technical and engineering teams

**Depth and range** – depth of product offering and range of customers across all types of builders

**Customer service** – strong position with detached builder market

- Multiple touchpoints through the supply funnel
- Broaden product sales through existing reach
- Specialist knowledge

**Unique offering of full range of energy efficiency solutions** – insulation, ventilation, wraps, building fabrics, solar and battery systems

**Sustainable lifecycle** – glasswool produced from up to 80% recycled glass

**Product innovation** – flat rooftile profiles, expanded brick colour and texture range



Bradford is Australia's leading supplier of materials designed to make buildings energy efficient, comfortable and healthy for occupants



Monier is one of Australia's leading roofing experts, with over 100 years of manufacturing quality roofing products which is underpinned by its commitment to innovation.



PGH is one of Australia's largest manufacturers, innovators and marketers of clay bricks, walling systems and façade solutions for homes and commercial applications.

# Masonry & Insulation – strategic opportunities

## Grow Market Share

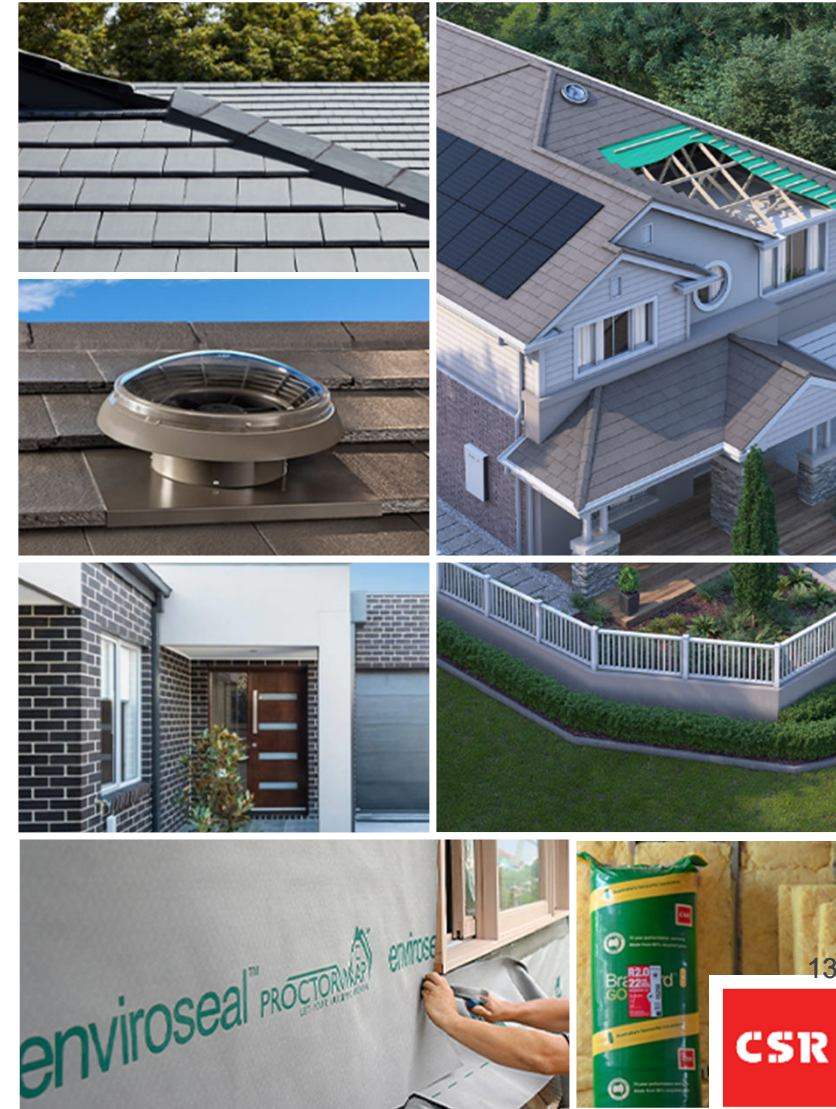
- Holistic approach to marketing, sales, retail and selection centres
- Promote the broader portfolio of products to builders
- Differentiate offering including Integrated Solar Roofing and Net Zero Homes

## Provide Complete Solutions

- Bring together the complete look and feel of the home
- National Construction Code to drive growth in insulation, construction fabrics and ventilation
- Leveraging technical expertise to meet compliance need

## Improve Efficiency

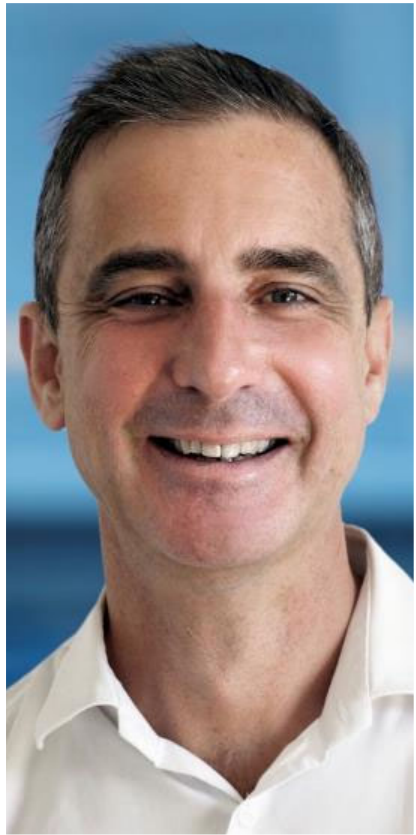
- Refine and develop S&OP process to further improve stock availability and maintain plant efficiency
- Leveraging strength across property, distribution and manufacturing footprint
- More responsive to market changes with streamlined business structure



3

# INTERIOR SYSTEMS

Paul Dalton EGM Interior Systems



# Strategy pillars

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Building solutions for a better future

## INTERIOR SYSTEMS

**GYPROCK**<sup>®</sup>

**martini**

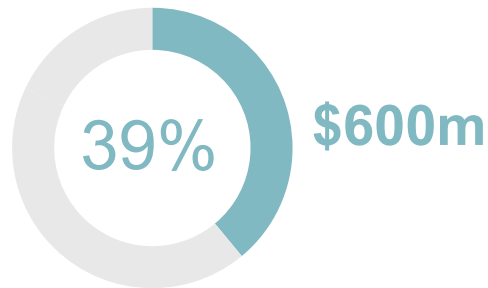
**HIMMEL**<sup>™</sup>  
INTERIOR SYSTEMS

**POTTER**  
INTERIOR SYSTEMS

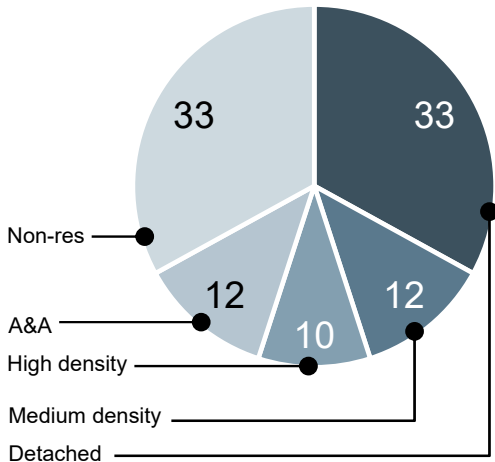
Leverage strong brands and customer engagement to deliver a full suite of interior lining solutions

# Interior Systems – leveraging strong brands and customer engagement

Interior Systems Revenue (12m to Sep 2020)



Segment exposure



**Brand leadership** – Gyprock is Australia’s leader in plasterboard and accessories

**Manufacturing strength** – full range of specialist solutions and leading compound range. Martini has a leading position in acoustic systems

**National scale and distribution** – 56 Gyprock Trade Centres, 38 aligned distributors, retail hardware partners, direct sales and supply & fix

**Own gypsum supply** – GRA (50/50) secure key raw material channel

**Commercial and social markets expertise** – Himmel, Potter and Martini bring innovative products to deliver resilience through the cycle

**Strong technical capability** – delivering market leading interior systems from internal linings to acoustic and commercial fitout expertise



Gyprock is Australia’s leading manufacturer of gypsum based products including plasterboard, cornice and compounds.



Martini manufactures high-quality thermal and acoustic polyester fibre products for a variety of industries.



Himmel and Potter are leading brands in aesthetic and acoustic interior solutions for commercial buildings.



# Interior Systems – strategic opportunities

## Customer innovation – Product innovation across range

- Landmark projects – Gyprock (Perth Optus Stadium, Adelaide Hospital)  
Martini (Google HQ, Sydney Convention Centre)

## Expand presence in non-residential segments to win through the cycle

- Focus on social infrastructure where we can grow by leveraging a compelling product suite

## Deliver full suite of integrated interior lining systems

- Continue to leverage Cemintel fibre cement as part of providing complete interior solutions for customers

## Leverage dedicated technical design and architectural teams to be specified during design phase

- Strong internal capability developing functional and decorative, acoustic interior treatments (walls, fixed and suspended ceilings)

## Continuing to capture opportunities in A&A market



4

# CONSTRUCTION SYSTEMS

Andrew Rottinger EGM Construction Systems



# Strategy pillars

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Building solutions for a better future

## CONSTRUCTION SYSTEMS

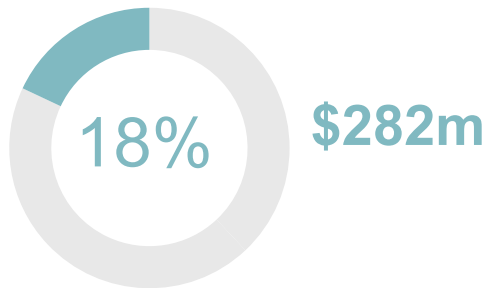


CEMINTEL®

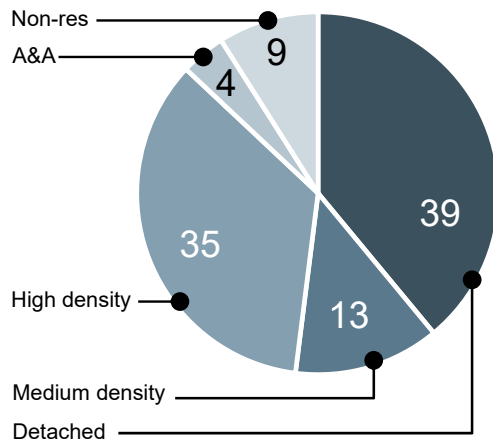
Grow share in cladding and structural solutions to provide internal and external design versatility

# Construction Systems market leading positions and competitive strengths

Construction Systems Revenue (12m to Sep 2020)



Segment exposure



## Technical and application technology that has a proven category growth record

- Hebel – world leading process technology at new factory
- AFS – full suite of structural solutions above and below ground
- Cemintel – prefinished and water resistant technology for façades and claddings

## Expertise that is valued by customers

- Infrastructure that supports the use of new systems in the field
- Compliance framework that aids the adoption of new systems

## Category leadership

- Hebel sole manufacturer of AAC
- AFS most versatile offer in permanent formwork



AFS is a leader in load bearing permanent formwork walling solutions to deliver faster, lower cost construction.



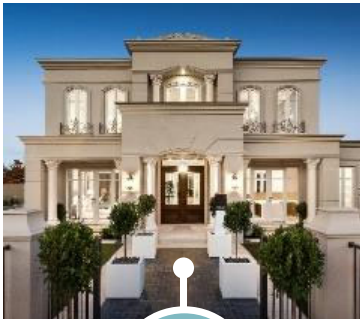
Cemintel provides engineered fibre cement systems and internal lining products.



Hebel is Australia's only manufacturer of autoclaved, aerated concrete that is used in residential, commercial and infrastructure applications.

# Hebel innovations have utilised product and application experience

Hebel home strategy grows external cladding with rendered finishes



2010

Thinner party wall systems developed for multi res homes



2015

Decorative cladding adds design versatility (PowerPattern & PowerProfile)



2020



Civil – Customised designs in sound barriers



Highrise façade systems feature new pressure equalised system and decorative options



Commercial flooring systems complement design flexibility of steel structures

# Construction Systems - strategic imperatives

**Grow share of residential cladding** – System portfolio combines external design versatility with construction simplicity.

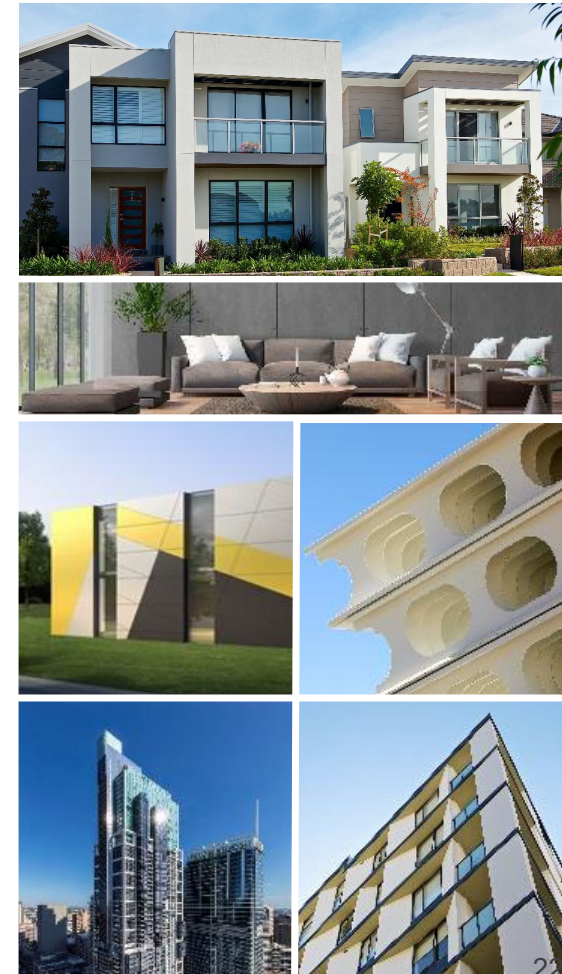
- Further develop systems that meet the design needs of the whole home and which are actively supported by the trades and reseller channels
- Main product areas - Hebel and Cemintel

**Grow share of non structural solutions** – System portfolio in walls and floors that reduces construction risk

- Provide compliant systems which are recognised by builders and contractors as robust and cost effective to install
- Main product areas – Hebel, Cemintel, AFS

**Grow adoption of structural solutions** – System portfolio which improves the commercial build program

- Reducing onsite activity with efficient and compliant structural systems and components to support the emergence of off site fabrication
- Main product areas – Hebel and AFS



Significant opportunity for market share growth and diversification

5

# CUSTOMER SOLUTIONS

Gary May EGM Customer Solutions



# Strategy pillars

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Building solutions for a better future

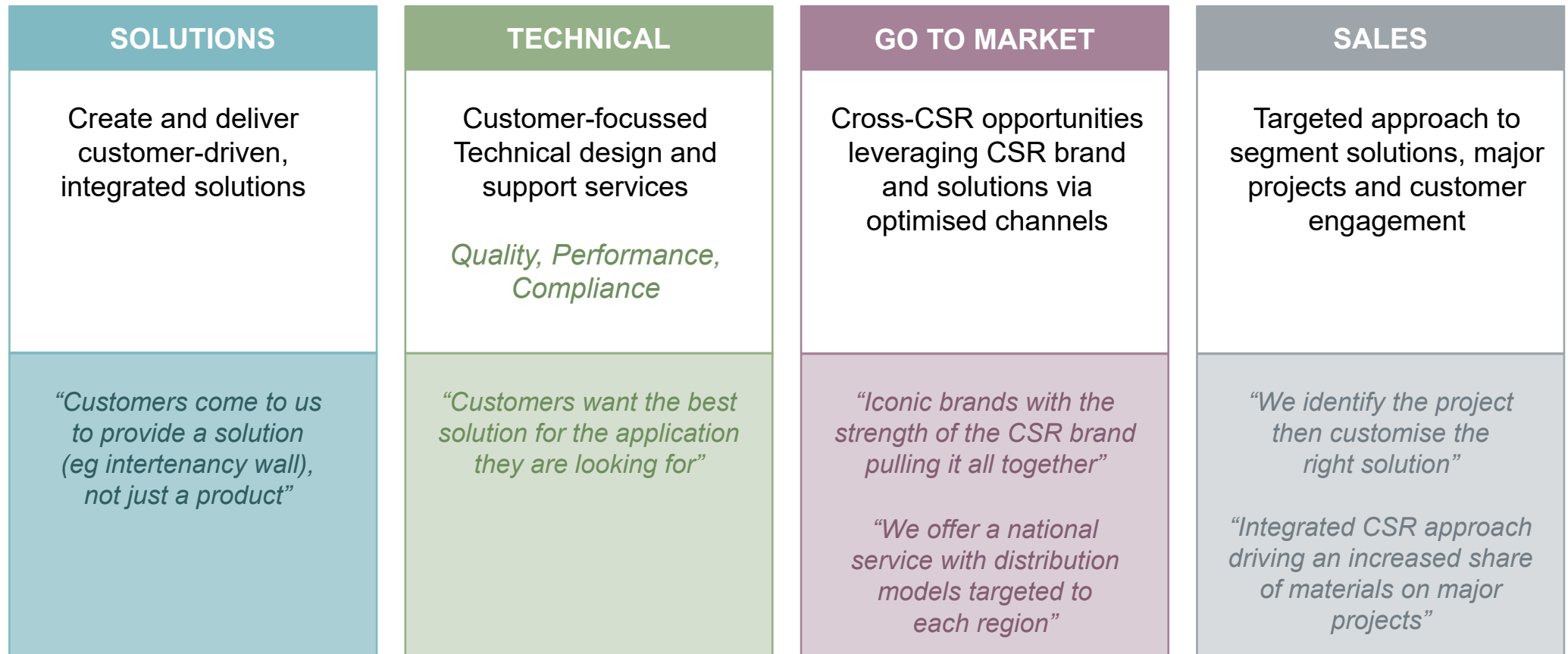
## CUSTOMER SOLUTIONS



Create and deliver customer-driven, integrated solutions across the full breadth of CSR's products and systems

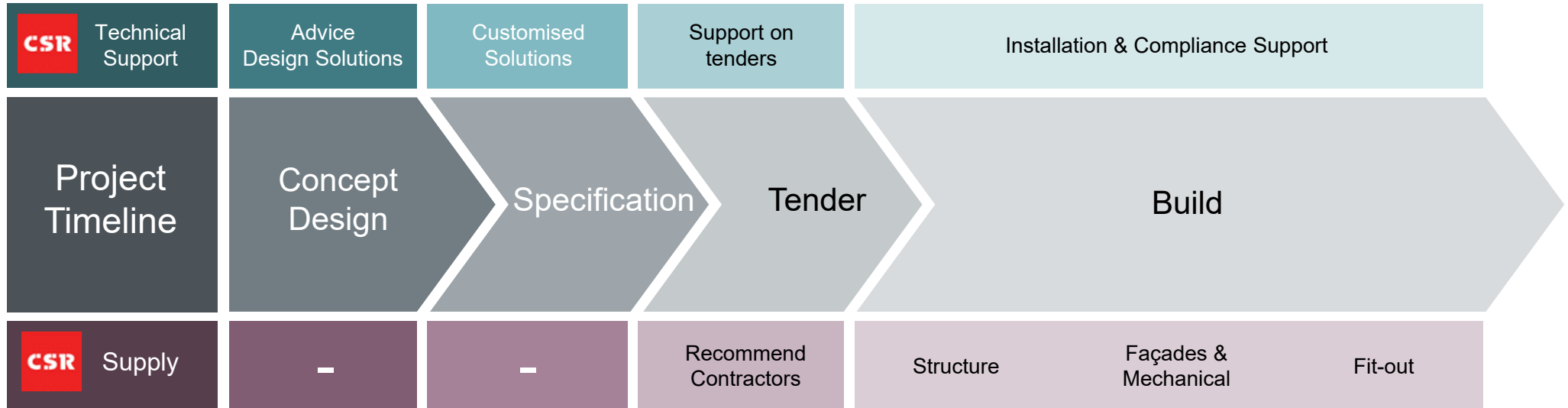


## Leverage the scale and breadth of CSR to deliver customer solutions



From individual business units to a total CSR coordinated approach to customer solutions

# Providing solutions from concept to fit-out



- Early engagement, leveraging contact throughout life of project
- Technical support at all stages of design and build



Unrivalled knowledge and breadth of product portfolio

# CSR Customer Solution – Intertenancy wall

Apartments/Commercial applications

Design brief from specifier

CSR technical support develops optimal solution for each application

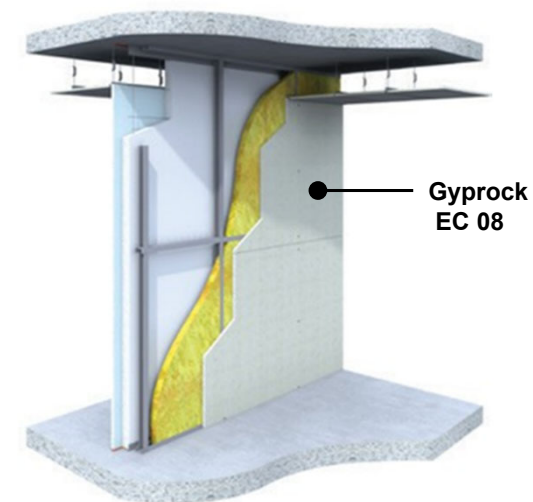
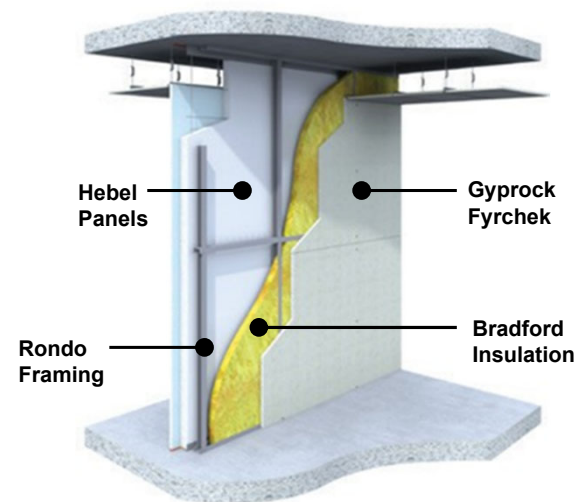
Improved acoustic performance and sustainability

Unique opportunity for CSR

- Hebel panels
- Bradford insulation
- Rondo framing
- Gyprock plasterboard

Quality, Performance and Compliance from CSR

## Fire and Acoustic Intertenancy Wall



26.8% recycled content – Gyp

Improved acoustic  $R_w + C_{tr}$  59

Improved impact resistance

# Leverage the scale and breadth of CSR to deliver customer solutions

## SOLUTIONS



### Complete Solutions

Delivering on-trend new home façade solutions integrating multiple CSR claddings (PGH bricks, Cemintel fibre cement, Hebel AAC, Monier roof tiles)

Leverage CSR's brand attributes of Quality, Performance & Compliance

Unique breadth of range and solutions

## TECHNICAL



### Industry-leading Technical Support

Industry-leading technical support

Leveraging products and systems technical expertise across CSR

Valued partner delivering optimised solutions for construction projects

## GO TO MARKET



### Major Project Focus

Targeted sales approach

Customised solutions offer

Cross-BU and knowledge throughout project lifecycle

Winning more major projects with higher share of project spend

## SALES

6

# SUPPLY CHAIN

Amy Bentley EGM Logistics

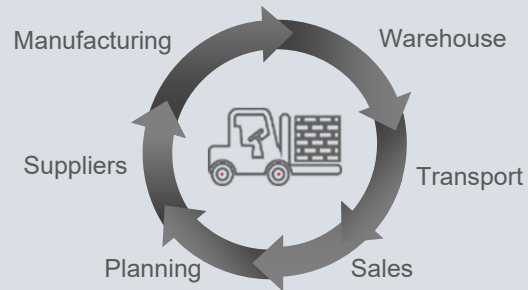


# Strategy pillars

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Building solutions for a better future

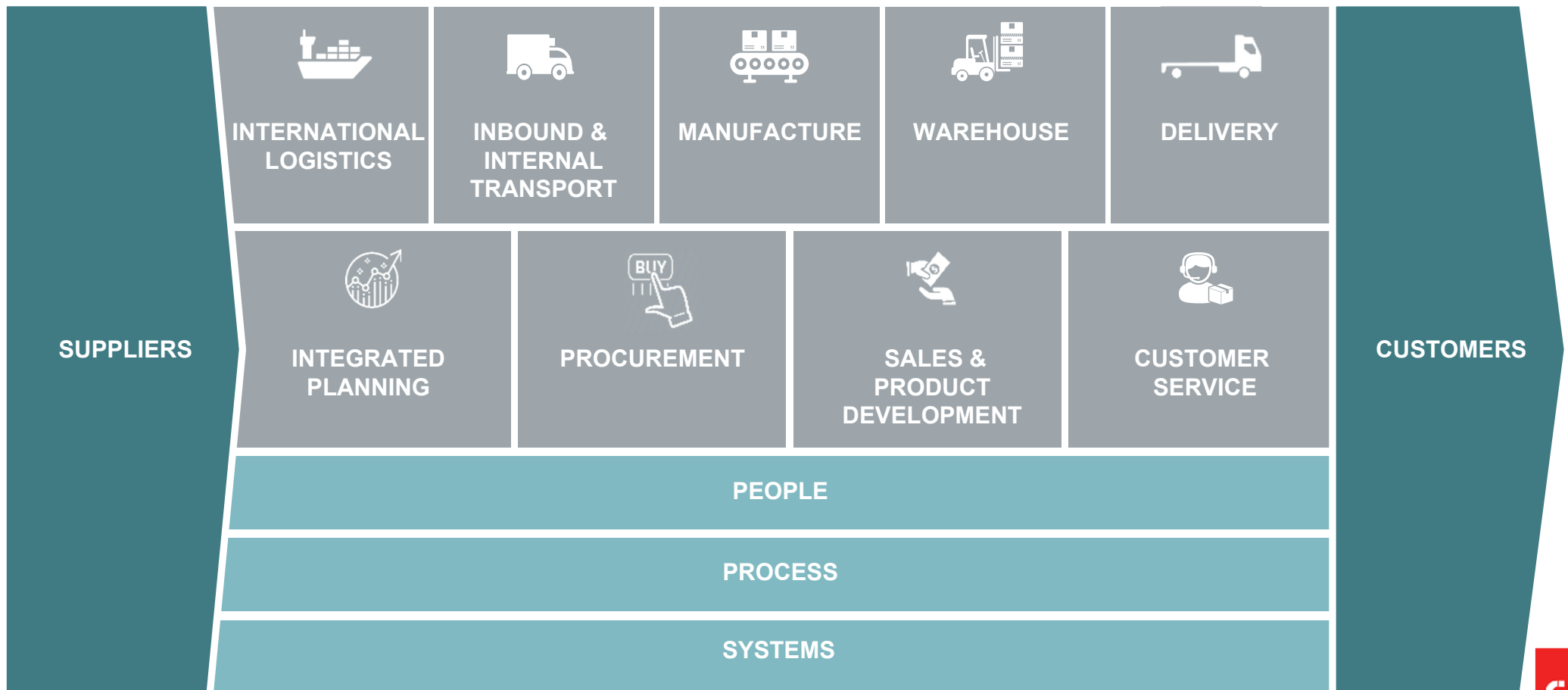
## SUPPLY CHAIN



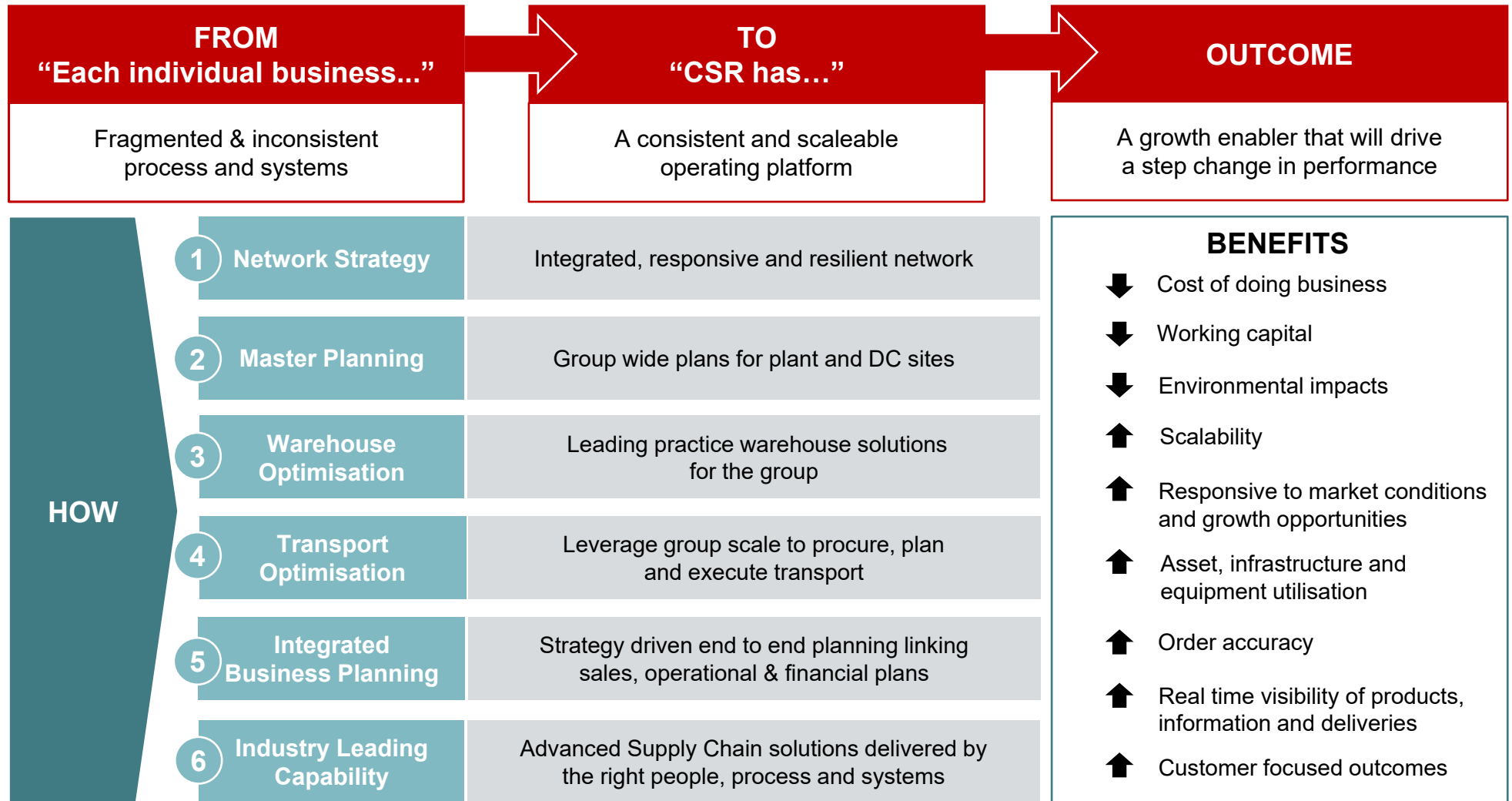
Deliver industry leading capability, customer service and efficiency; a competitive advantage and a platform to grow and build scale

# Supply Chain Integration

An integrated solution across CSR to deliver industry leading capability, customer service and efficiency; a competitive advantage and a platform to grow and build scale.



# Supply Chain creates a step change for customers and stakeholders





# Supply Chain projects underway to support our step change

	CURRENT PROJECTS	OVER NEXT 2 YEARS
1 Network Strategy	<ol style="list-style-type: none"> <li>1. Group imports (raw and finished goods) strategy</li> <li>2. Cemintel &amp; Gyprock network design</li> <li>3. PGH Bricks NSW &amp; QLD site optimisation</li> </ol>	<ul style="list-style-type: none"> <li>• Import network implementation</li> <li>• Cemintel &amp; Gyprock NSW site master plan</li> <li>• PGH Bricks NSW &amp; VIC site optimisation</li> <li>• Martini &amp; Himmel network design</li> <li>• Martini NSW site master plan</li> <li>• Bradford NSW, QLD &amp; VIC site master plans</li> <li>• Commence Warehouse Management System feasibility assessment</li> </ul>
2 Master Planning		
3 Warehouse Optimisation		
4 Transport Optimisation	<ol style="list-style-type: none"> <li>4. Group Freight procurement for expired or expiring contracts</li> <li>5. Transport Management System procurement</li> <li>6. Shared Fleet evaluation</li> </ol>	<ul style="list-style-type: none"> <li>• Transport Management System implementation</li> <li>• Transport Control Tower implementation</li> </ul>
5 Integrated Business Planning	<ol style="list-style-type: none"> <li>7. Logistics organisational design and structure</li> </ol>	<ul style="list-style-type: none"> <li>• Integrated Business Planning organisational design and structure</li> <li>• Process standardisation in transport planning &amp; execution</li> <li>• Process standardisation in warehouses</li> </ul>
6 Industry Leading Capability		

Significant value will be unlocked over the next 5 years and a foundation created for future scale and growth

# 7






## FINANCIAL FOUNDATION, PROPERTY AND ALUMINIUM

David Fallu Chief Financial Officer and EGM Property and Aluminium



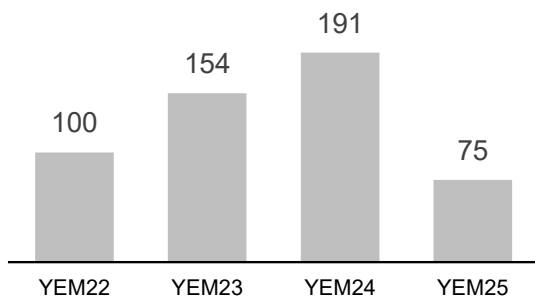
# Strategy pillars

## Building solutions for a better future

MASONRY & INSULATION	INTERIOR SYSTEMS	CONSTRUCTION SYSTEMS	CUSTOMER SOLUTIONS	SUPPLY CHAIN
				
Optimise investment across the business to extend market reach and relationships	Leverage strong brands and customer engagement to deliver a full suite of interior lining solutions	Grow share in cladding and structural solutions to provide internal and external design versatility	Create and deliver customer-driven, integrated solutions across the full breadth of CSR's products and systems	Deliver industry leading capability, customer service and efficiency; a competitive advantage and a platform to grow and build scale
<b>Strong financial foundation</b>				
<b>Site optimisation and Property</b>				
Workplace health, safety and environment; Sustainability				
People, organisation, transformation capability				

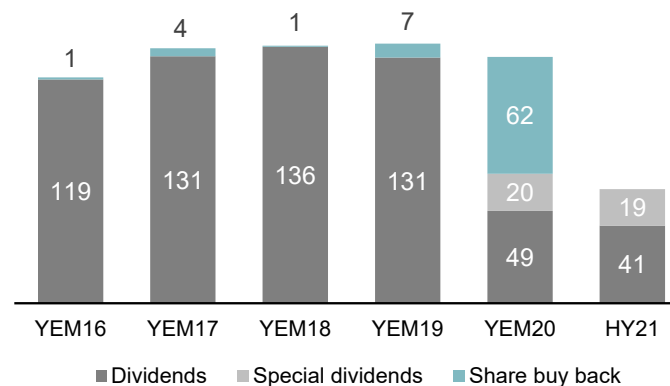
# Strong financial foundation

## Debt facilities – maturity profile (A\$m)



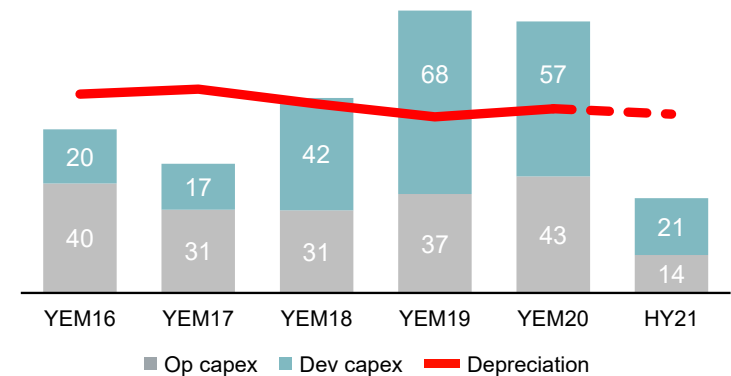
- Net cash \$153m (as of 30 Sept 2020)
- S&P rating - BBB+ rating with no change in outlook
- \$520m in total debt facilities
- Product liability provision of A\$241m
- Over \$220m cash proceeds from Property expected over next four years

## Dividends and share buybacks (A\$m)



- Track record of capital management to improve shareholder returns
- Return to full franking for interim and special dividend in YEM21
- \$76m invested in share buyback over last five years

## Capex (ex Property and Acquisitions - A\$m)



Note: excludes Viridian Glass business sold in January 2019.

- \$75m expansion of Hebel factory completed in YEM20
- Capex in YEM21 expected to be \$70m (excluding Property) – in line with depreciation
- Maintained strong Building Products ROFE average of 21% over last five years

Financial position supported by operational discipline and cost control

# Tomago aluminium – key areas of focus

## Strong operational performance

- High performing aluminium smelter
- JV with Rio Tinto and Hydro (CSR 25% interest)

## High electricity cost

- Electricity price places Tomago in 4th quartile cost curve globally
- Limits ability to manage volatility

## Role in National Energy Market stability

- Smelter viability plays critical role in network stability
- Need to move from demand response regime to lower electricity cost

## Hedging program ongoing

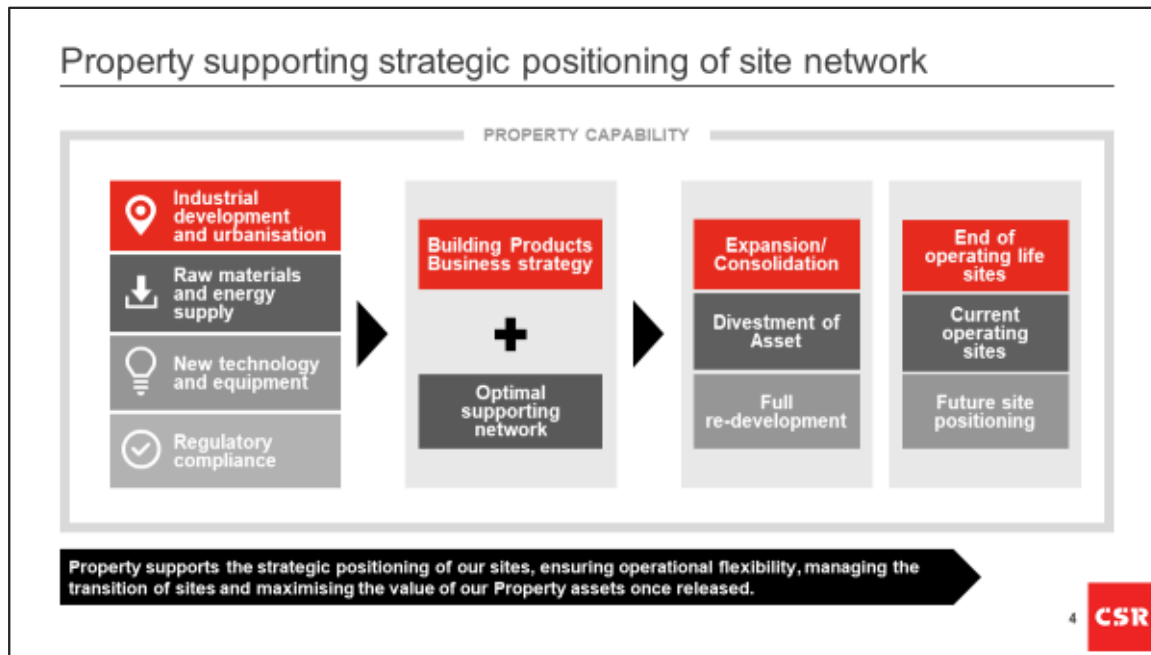
- Taking advantage of profitable pricing where possible through hedging program



Focus on managing volatility and re-setting electricity cost to enable long-term planning

# Property business unlocking value

## Property strategy outlined at June 2019



- High quality Property development team with strong remediation and value creation capabilities
- Supports most efficient operational footprint
- Maximise value of land that is released, by understanding each stage of potential development
- Variable timing of transactions, creating substantial value over the longer-term

# Strong development pipeline with significant earnings upside over next 5-10 years

## Western Sydney projects

### Schofields, NSW (Residential)

70ha site (1,525 lots) zoning in final stages

Stage 1 (28ha) - timing based on market conditions

Stage 2 (50ha) – currently PGH Bricks operating plant.  
Timing based on operational footprint optimisation

### Horsley Park, NSW (Industrial)

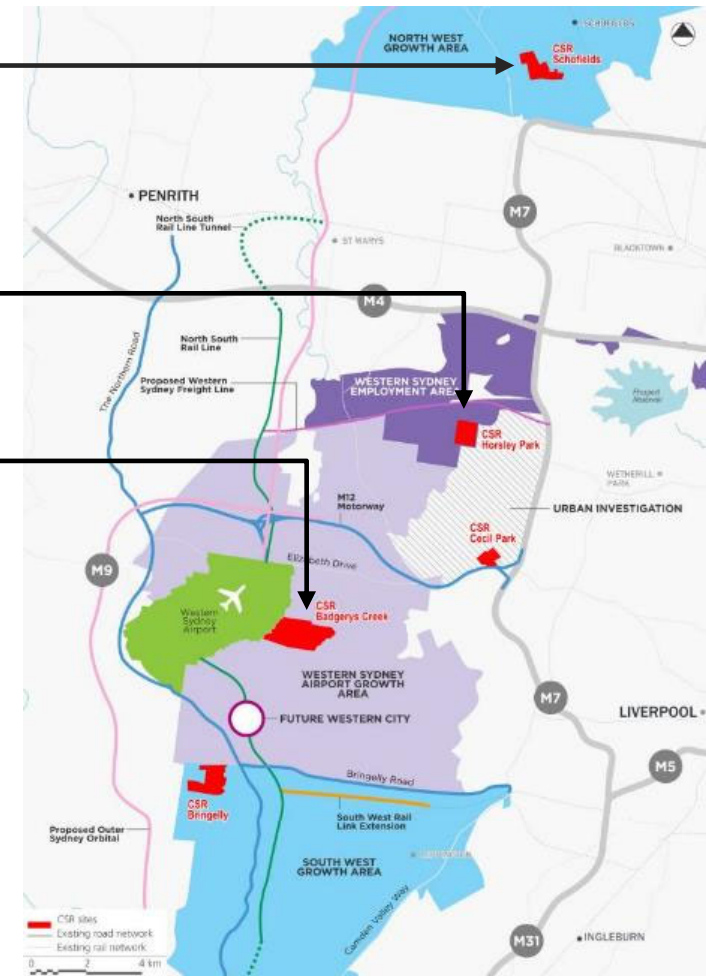
\$141m in EBIT secured through to YEM24

### Badgery's Creek, NSW (Industrial)

200ha located directly adjacent to Western Sydney Intl Airport

Site rezoned to industrial in September 2020

Rehabilitation of former quarries underway



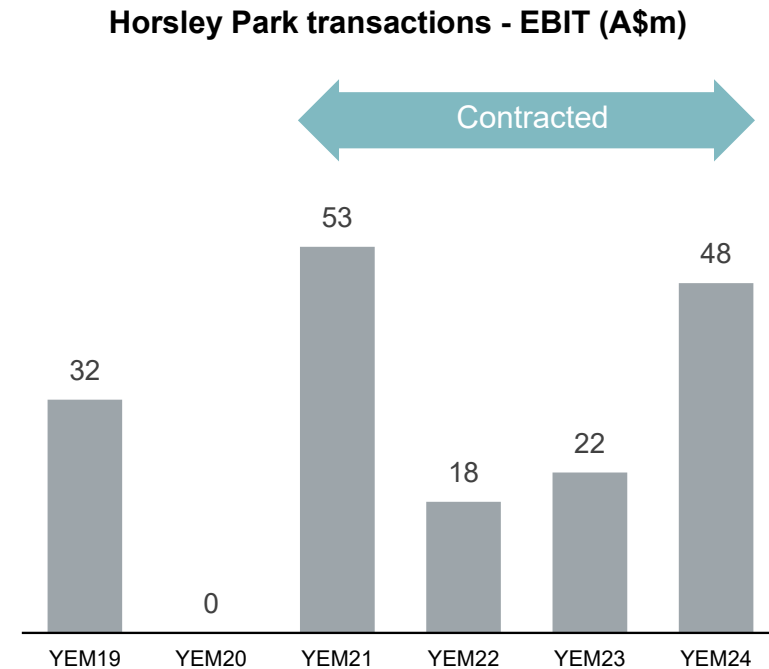
## Active projects pipeline

	TYPE	PRE YEM21	YEM21-25	YEM26-30	BEYOND
Rosehill, NSW	8ha industrial site sold in YEM18 for \$49m in EBIT. Monier Roofing continues to operate under lease on the site.	✓			
Chirnside Park, VIC	530 of the 581 residential lots have been sold generating \$46m in EBIT. Completion of final 43 townhouses expected in YEM22.	✓	✓		
Brendale, QLD	25ha industrial site has delivered \$4m EBIT to date while marketing continues on the remaining 11.95ha at the site.	✓	✓		
Horsley Park, NSW	Over \$140m in EBIT now contracted at the industrial site over 29ha, with marketing of an additional 9ha underway	✓	✓		
Warner, QLD	Residential zoning under review for approximately 450 lots at the site		✓		
Narangba, QLD	20ha residential subdivision of remediated site of former quarry. Rezoning currently under review.		✓		
Schofields, NSW	78ha residential site in final stages of rezoning for approximately 1,525+ lots		✓	✓	✓
Badgerys Creek, NSW	200ha site adjacent to the Western Sydney Airport with industrial zoning confirmed in Sept 2020			✓	✓



## Significant earnings potential – example from Horsley Park over next four years

- Optimisation of network provides property opportunity
- Manage rehabilitation and remediation process for best outcome
- Ensure unique value of industrial sites recognised
- Drive development programs to bring forward maximum return to CSR



Maximising earnings and long-term value of land bank

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# SUSTAINABILITY

Julie Coates Managing Director & CEO

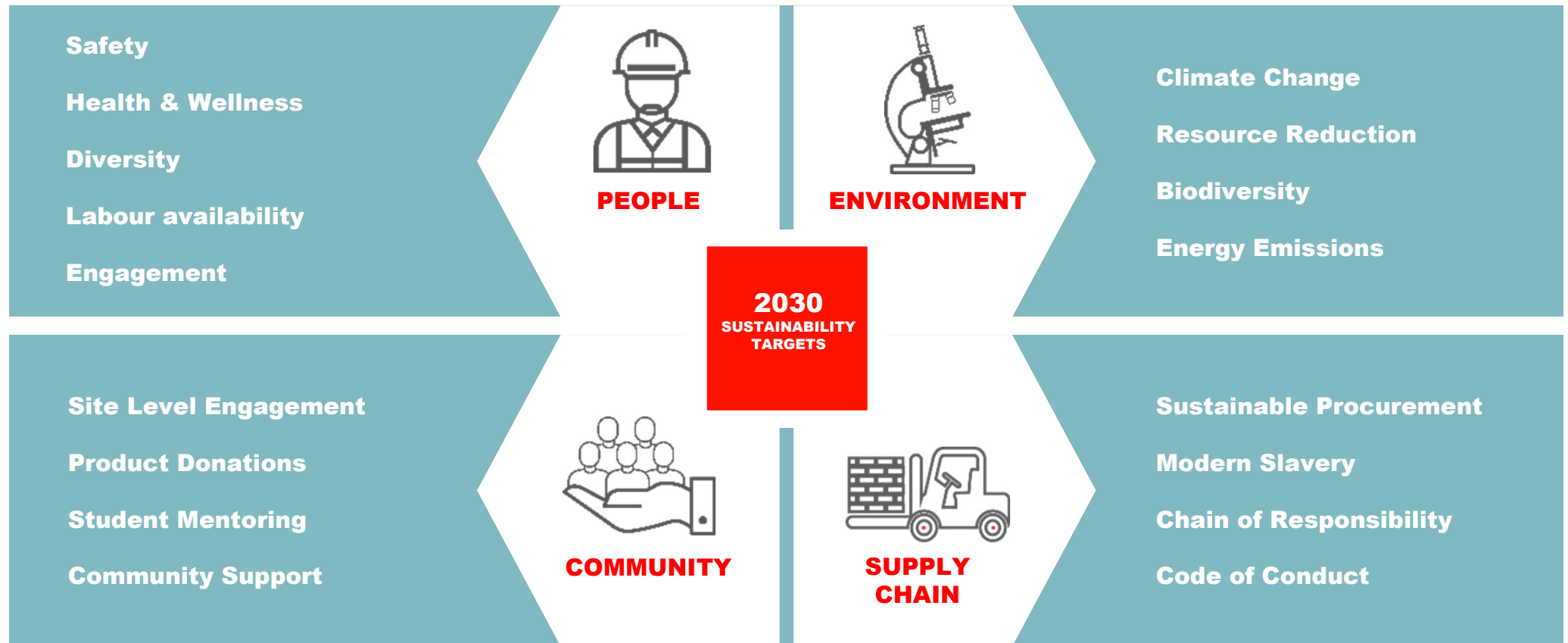


# Strategy pillars

## Building solutions for a better future

MASONRY & INSULATION	INTERIOR SYSTEMS	CONSTRUCTION SYSTEMS	CUSTOMER SOLUTIONS	SUPPLY CHAIN
				
Optimise investment across the business to extend market reach and relationships	Leverage strong brands and customer engagement to deliver a full suite of interior lining solutions	Grow share in cladding and structural solutions to provide internal and external design versatility	Create and deliver customer-driven, integrated solutions across the full breadth of CSR's products and systems	Deliver industry leading capability, customer service and efficiency; a competitive advantage and a platform to grow and build scale
Strong financial foundation				
Site optimisation and Property				
Workplace health, safety and environment; Sustainability				
People, organisation, transformation capability				

# Sustainability core to how we operate and how we will grow



Detailed review of CSR's performance across these key areas is included in the Sustainability Report to be published in December 2020

Sustainability targets underpin the implementation of CSR's strategy

# Sustainability at the core of our strategy and how we will operate and grow

The built environment represents approximately 25% of Australia's emissions

## Sustainability track record

- One of Australia's first manufacturing companies to set sustainability targets in 2009
- Well progressed with TCFD climate change risks and opportunities disclosure
- Climate scenario analysis completed for Gyprock and Bradford businesses under three modelled scenarios

## Supporting energy efficiency in the building sector

- Leading supplier of a full range of energy efficiency solutions including insulation, wraps and building fabrics as well as ventilation, solar and battery systems
- Tesla's preferred solar battery supplier into the new home market
- Technical and design support with customers to improve building design and construction

**CSR'S TEN YEAR  
SUSTAINABILITY  
PROGRESS**  
(per tonne of saleable  
product)



↓32%  
decrease in  
CO2e



↓13%  
decrease in portable  
water








↓57%  
decrease in waste  
production



↓24%  
decrease in  
energy use

# Sustainability – 2030 targets

UN GOALS	2030 TARGETS
<p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p> 	<ul style="list-style-type: none"> <li>▪ Establish and implement a CSR connected power network</li> <li>▪ <b>50%</b> of electricity generated by renewable energy</li> <li>▪ <b>20%</b> energy reduction (GJ) per tonne of saleable product</li> </ul>
<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> 	<ul style="list-style-type: none"> <li>▪ <b>5%</b> of indirect spend by Procurement to be spent with social enterprises</li> </ul>
<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<ul style="list-style-type: none"> <li>▪ CSR packaging to be closed loop (either 100% reusable; recyclable; compostable)</li> <li>▪ <b>75%</b> reduction in solid waste to landfill</li> <li>▪ <b>30%</b> reduction of potable water consumed (ltr) per tonne of saleable product</li> </ul>
<p><b>13</b> CLIMATE ACTION</p> 	<ul style="list-style-type: none"> <li>▪ <b>30%</b> reduction of greenhouse gas emissions (CO2e) kg per tonne of saleable product</li> </ul>
<p><b>15</b> LIFE ON LAND</p> 	<ul style="list-style-type: none"> <li>▪ Enhance biodiversity outcomes on CSR sites and developments</li> </ul>

All businesses developing initial three year pathway to achieve the targets

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# PEOPLE, ORGANISATION, TRANSFORMATION

Julie Coates Managing Director & CEO



# Strategy pillars

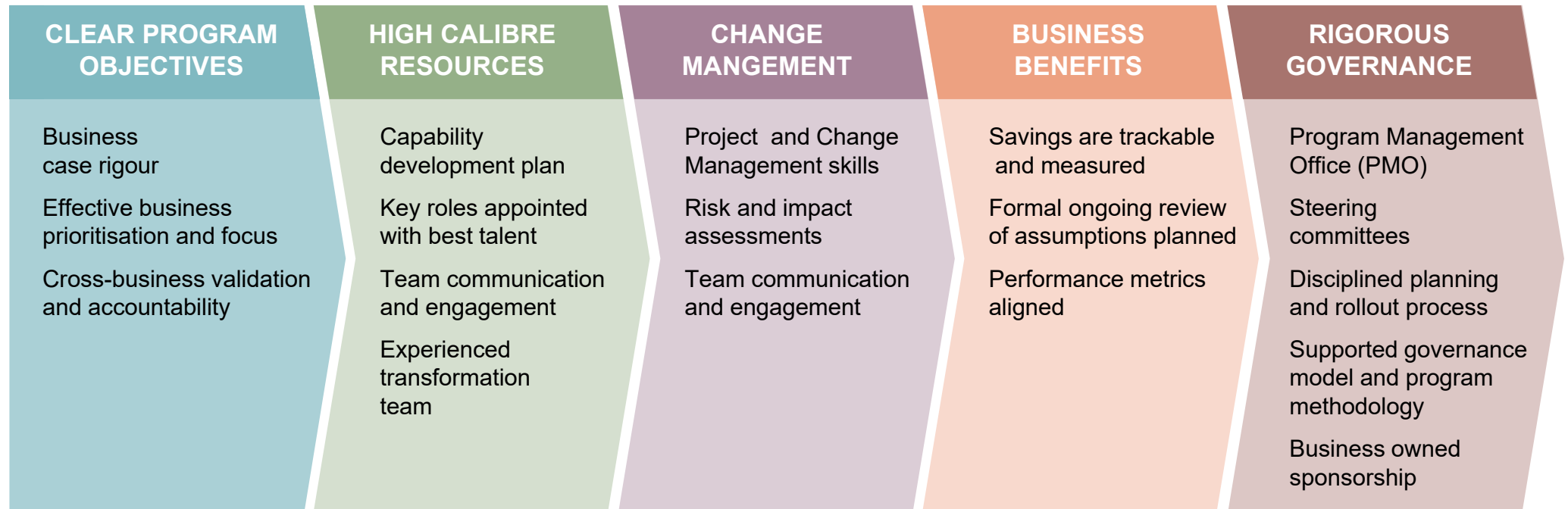
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# Delivering on our Strategy – Transformation, Organisation and People Capability

Building solutions for a better future



CSR has established a Transformation team, streamlined the organisation and began embedding new ways of working in order to execute with discipline

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# SUMMARY AND Q&A

Julie Coates and team



## Strategy is established and underway

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### Clear strategy

A clear strategy which will ensure resilience through the cycle and provide the opportunity to scale and grow on the upside

### Leadership and experience

Strong leadership team with deep experience in the sector and high quality supply chain and transformation expertise

### Organised to deliver

Organised to perform and deliver the strategy; clear logic to the structure

### Strong financial foundation

Strategy is underpinned by CSR's strong financial foundation

# CSR – Senior Leadership Team



**Julie Coates**

CSR  
MD & CEO

**Joined CSR in 2019**

Extensive experience across business strategy and transformation programs in manufacturing and retail industries. Former MD of Goodman Fielder and Big W in addition to leading the logistics and human resources teams at Woolworths



**Anthony Tannous**

EGM  
Masonry & Insulation

**Joined CSR in 1990**

Extensive career in the building products industry with a number of senior roles in CSR including R&D, operations, marketing and sales in the Bradford insulation business across Australia



**Gary May**

EGM  
Customer Solutions

**Joined CSR in 1985**

35 career in the building industry with senior roles across CSR Gyprock, Cemintel and PGH Bricks and led the formation of CSR's commercial interiors business

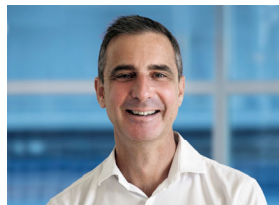


**David Fallu**

CFO & EGM  
Property and Aluminium

**Joined CSR in 2017**

Strategy, finance, M&A, business transformation and private equity experience across a range of sectors including manufacturing, financial services and FMCG. Former Finance Director of Lion Pty Ltd



**Paul Dalton**

EGM  
Interior Systems

**Joined CSR in 2020**

Extensive career in building products and construction materials industry including a number of senior roles at Boral most recently EGM Transformation and Innovation and EGM Southern Region



**Amy Bentley**

EGM  
Logistics

**Joined CSR in 2020**

20+ years supply chain operational and transformation experience developed in senior roles at Woolworths, XAct Solutions, Metcash and Toll Holdings



**Catherine Flynn**

EGM  
Human Resources and Safety

**Joined CSR in 2020**

Large scale transformation experience with a focus on developing a people plan to deliver business strategy. Former HR Director at Goodman Fielder following an extensive career at Woolworths.



**Andrew Rottinger**

EGM  
Construction Systems

**Joined CSR in 2005**

Led significant growth in the Hebel business over the last 15 years following an extensive career in the building products industry with roles at Carter Holt Harvey, James Hardie and Enware Australia



**Cameron Webb**

EGM  
Transformation,  
Technology & Digital

**Joined CSR in 2020**

Leader in business and technology transformations with specialist supply chain experience with senior roles at Woolworths Group and PwC Australia