Build something great™

Boral Limited
Level 39 AMP Centre
50 Bridge Street
Sydney NSW 2000
GPO Box 910
Sydney NSW 2001

T: +61 (02) 9220 6300
F: +61 (02) 9233 3725

www.boral.com.au

31 October 2013

The Manager, Listings
Australian Securities Exchange
ASX Market Announcements
Level 14, Exchange Centre
20 Bridge Street
Sydney NSW 2000

Dear Sir

AGM Slides

We attach copies of slides being shown during the Addresses by the Chairman and the Chief Executive at the Company's Annual General Meeting which commences at 10:30 am today.

Yours faithfully

Dominic Millgate
Company Secretary

ANNUAL GENERAL MEETING 2013

Chairman's Address

Dr Bob Every AO

Reshaping Boral to improve returns through the cycle

- Further portfolio changes made
- Organisational structure streamlined
- Reduction in workforce and overhead costs
- Transforming Boral
  - World-leading plasterboard & ceilings joint venture with USG
- Delivering on Boral's immediate priorities
  - Reducing costs
  - Managing capital expenditure
  - Generating cash

Transforming Boral through strategic joint venture with USG

Boral

Leading manufacturing and distribution platform across Australia & 8 countries in Asia

~US$1.35 billion of assets[2]

Up to US$575 million cash payment

USG

World-leading technologies & strategic assets in Asia, New Zealand and the Middle East

~US$250 million of assets and intellectual property[2]

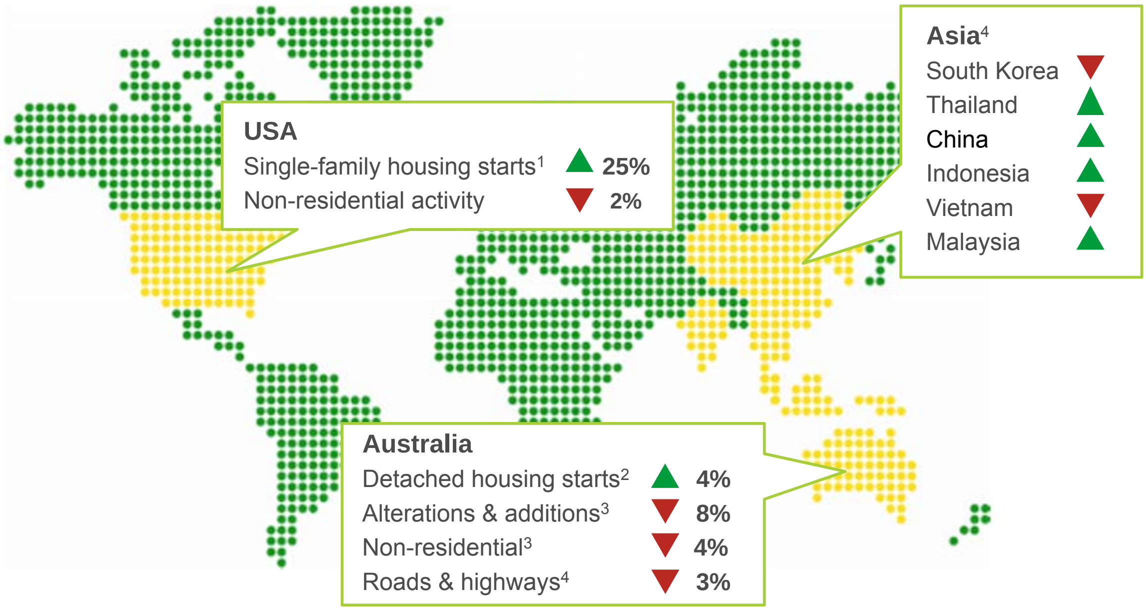
50% **50%**

USG Boral Building Products[1]

~US$1.6 billion joint venture[2]

1. Actual structure will be via two JV legal entities
2. Asset values subject to finalisation of fair valuation, completion adjustments and final foreign exchange rates at the date of completion

Market conditions during FY2013 were mixed



1. US Census seasonally adjusted data
2. ABS original data
3. Refers to value of work done from ABS rebased to 2010/11 constant prices. Roads & highways also includes subdivisions & bridges
4. Based on various indicators of building and construction market activity in each country

Financial Performance

A$	FY2013	FY13 v FY12
Revenue	$5.29bn	↑ 6%
EBIT[1]	$228m	↑ 14%
Profit after tax[1]	$104m	↑ 3%
Significant items	($316m)	na
Net profit after tax	($212m)	na
EPS[1]	13.6 cents	steady
ROFE[1,2]	4.7%	steady

1. Excluding significant items
2. EBIT to average funds employed

Significant Items

A$	FY2013
Capacity rationalisation and impairments	($399m)
Organisational restructure	($60m)
Gain on disposal of Asian construction materials operations	$12m
Net insurance settlements	$13m
Significant items	**($434m)**
Income tax benefit	$117m
Significant items (net)	**($316m)**

Impairments in respect of:

Building Products - ($209m)
Closures and structural declines in Bricks, Timber and Windows

Construction Materials & Cement - ($160m)
Suspension of Waurn Ponds clinker manufacturing, the Berrima colliery and a write-down of land development costs

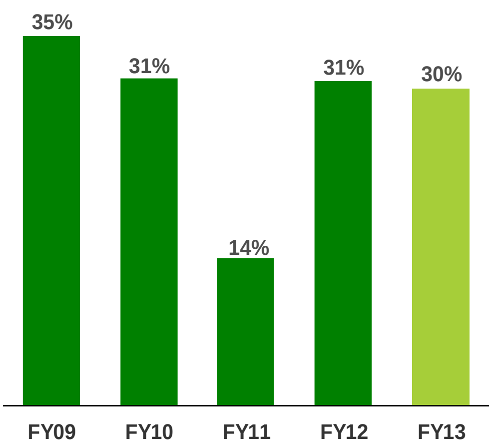
USA – ($30m)
Realign North American roof tile capacity and loss on sale of the Oklahoma sand and concrete operations

Non IFRS Information – Management has provided an analysis of significant items reported during the period. These items have been considered in relation to their size and nature and have been adjusted from the reported information to assist users to better understand the performance of the underlying businesses

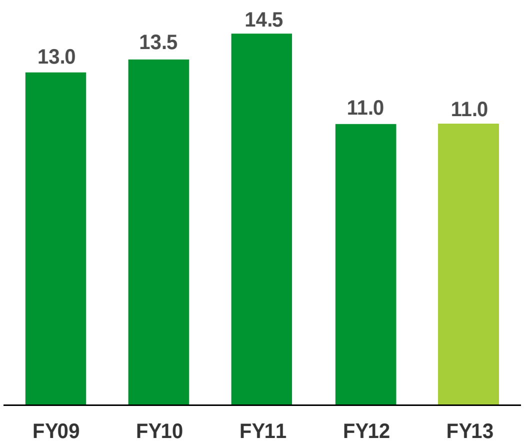
(Figures may not add due to rounding)

Capital Management

Gearing
(net debt/ net debt + equity)



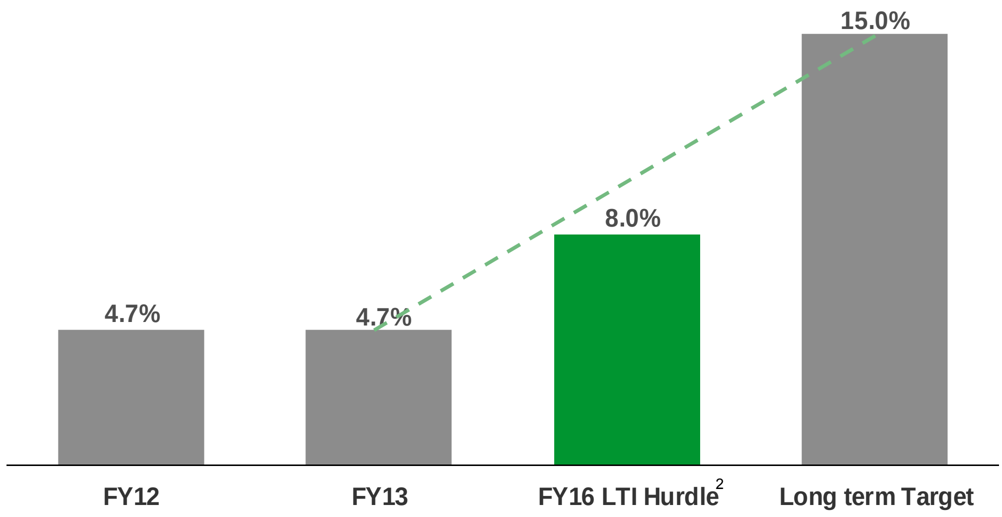
Dividend paid
per ordinary share



Executive Remuneration Structure

BORAL

Return on average funds employed (ROFE[1]) introduced as second performance hurdle under long term incentive grant (LTI)



1. EBIT to average funds employed
2. Hurdle at which 100% of ROFE LTI component will vest; 0% will vest at ROFE of less than 7.6%

Board of Directors

BORAL

Dr Bob Every AO
Non-executive
Chairman

Dr Eileen Doyle
Non-executive
Director

Paul Rayner
Non-executive
Director

Richard Longes
Non-executive
Director

Mike Kane
CEO & Managing
Director

Dr Brian Clark
Non-executive
Director

John Marlay
Non-executive
Director

Catherine Brenner
Non-executive
Director

Boral Group Executives

Rosaline Ng
Chief Financial Officer

Joe Goss
Divisional MD,
Construction Materials
& Cement

Frederic de Rougemont
Divisional MD,
Gypsum

Al Borm
President & CEO,
Boral USA

Darren Schulz
Executive GM,
Building Products

Robert Gates
Chief Administrative
Officer

Matt Coren
Group Strategy and
M&A Director

Kylie FitzGerald
Group Communications
& Investor Relations
Director

Dominic Millgate
Company Secretary

Damien Sullivan
Group General Counsel

CEO & MD’s Address

Mike Kane

Delivering on Boral's priorities

BORAL®

	ACHIEVEMENTS
Manage costs down	✓ $105 million in cost reduction initiatives completed
Maximise cash generation	✓ $173 million in cash proceeds from divestments & sale of surplus land
Reduce debt	✓ Debt reduced to $1.45 billion at 30 June 2013
Reshape the portfolio	✓ Divested Thailand Construction Materials, East Coast Masonry, Oklahoma Construction Materials and Windows ✓ Restructured Timber operations & suspended Waurn Ponds clinker manufacturing
Secure access to Gypsum technology	✓ Secured access to world-leading technologies through JV with USG

How we're changing Boral

BORAL®

Our goal is to transform Boral into a global building and construction materials company that is known for its world-leading safety performance, innovative product platform and superior returns on shareholders' funds

FIX

2 years

Fixing things that are holding us back

EXECUTE

4 years

Improving the way we operate to be more efficient, disciplined and profitable

TRANSFORM

6 years +

Transforming Boral for performance excellence and sustainable growth through innovation

USG Boral Joint Venture delivers long term value for shareholders

BORAL®

- Leading plasterboard manufacturing and distribution platform in Asia and Australia
- #1 or #2 position in markets served

+

USG

- Exclusive, royalty-free access to USG's current technologies in perpetuity across Asia, Australasia and the Middle East
- Exclusive distribution rights to USG's complementary products

=

USG Boral joint venture

- Substantial competitive advantage that can't be replicated
- Synergies expected to exceed US$50 million per annum within 3 years of technology roll-out (roll-out to be completed within 2 years)
- Accelerated growth opportunities; self funded through joint venture

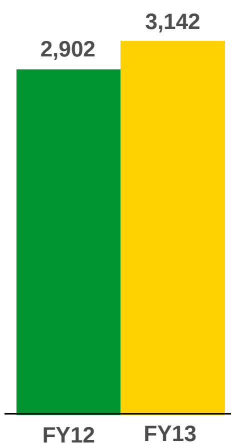
Further cost cutting initiatives commenced

- Continued cost reduction imperative to offset inflationary pressures of around $100 million annually in Australia
- $105 million in cost saving initiatives completed to date
- Second phase of cost saving program focused on **contractor spend, office accommodation** and **back office efficiencies** in Australia
- Anticipate **$45 million per annum in cost savings** within two years
  - $25 million cost savings expected in FY2014
- Also looking at significant price movements to offset cost impacts

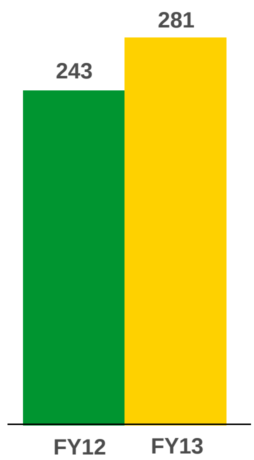
Boral Construction Materials & Cement

Concrete, Quarries, Cement, Asphalt, Transport and Property

Revenue
A$ million



EBIT[1]
A$ million



1Q FY2014 Trading Update

- Strong outcome with benefits from:
  - Curtis Island LNG projects
  - Favourable weather on east coast
  - Cost reductions programs
- Price outcomes below expectations
- Margin pressures in Asphalt

FY2014 Outlook

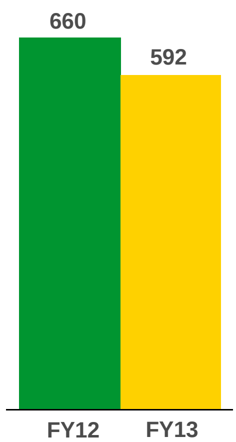
- Performance not expected to exceed FY2013
- Improved performance in underlying business to offset substantial decline in Property earnings

1. Excluding significant items

Boral Building Products

Australian Bricks, Roofing[1], Timber and Windows

Revenue
A$ million



EBIT[2]
A$ million

1Q FY2014 Trading Update

- Small profit realised in first quarter
- Performance benefited from:
  - Higher residential activity in New South Wales and Western Australia
  - Timber restructuring
  - Overhead cost reductions
  - Reduced Brick capacity optimisation costs

FY2014 Outlook

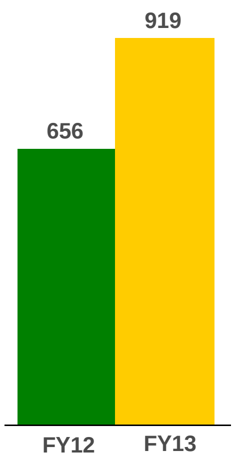
- On track to deliver significantly reduced losses

1. Remaining Masonry operations are incorporated into Bricks and Roofing businesses
2. Excluding significant items

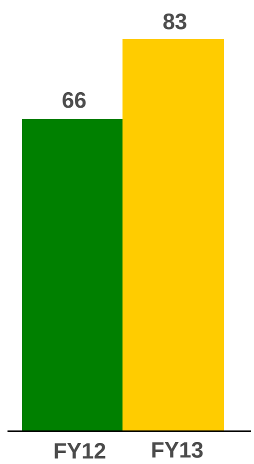
Boral Gypsum

Australia, Korea, Thailand, China, Indonesia, Vietnam, Malaysia, India, Philippines

Revenue[1]
A$ million



EBIT[1,2]
A$ million



1Q FY2014 Trading Update

- Strong demand in Thailand and Indonesia
- Robust volumes in China
- Price pressures in Korea, China and Vietnam
- Improved performance in Australia

FY2014 Outlook

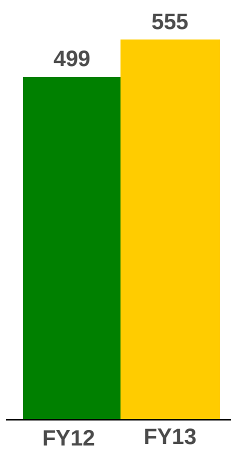
- Improved underlying returns with stronger second half FY2014
- Move to equity accounting of 50% interest in USG Boral joint venture, reducing Boral net profit after tax by ~$15 million

1. Includes revenue and consolidation of results since 9 December 2011
2. Excluding significant items

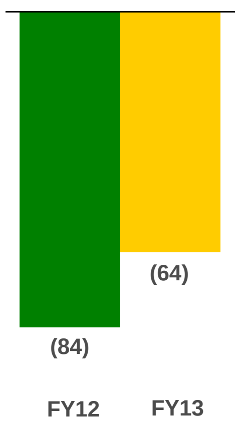
Boral USA

Bricks, Roof Tiles, Cultured Stone, Fly Ash, Construction Materials

Revenue
A$ million



EBIT[1]
A$ million



1Q FY2014 Trading Update

- Performance broadly in line with expectations
  - Housing starts below expectations
  - Improved Cladding & Roofing volumes
  - Continued cost reduction programs

FY2014 Outlook

- Breakthrough to profitability in late second half FY2014, contingent on:
  - Continued growth in US housing starts to 1.1 million
  - Higher proportion of single family dwelling starts & custom homes

1. Excluding significant items

Concluding Comments

- In summary, continue to expect in FY2014
  - Significantly reduced losses from Building Products and Boral USA
  - Improved underlying earnings from Boral Gypsum
  - Ongoing strong results from Construction Materials & Cement
- Anticipate improved ROFE[1], despite shift to equity accounting of Gypsum
- Cultural transformation at Boral well underway
- Increased focus on innovation and technology
- Senior management team focused on delivering on Boral's commitments

1. EBIT to average funds employed

ANNUAL GENERAL MEETING 2013