

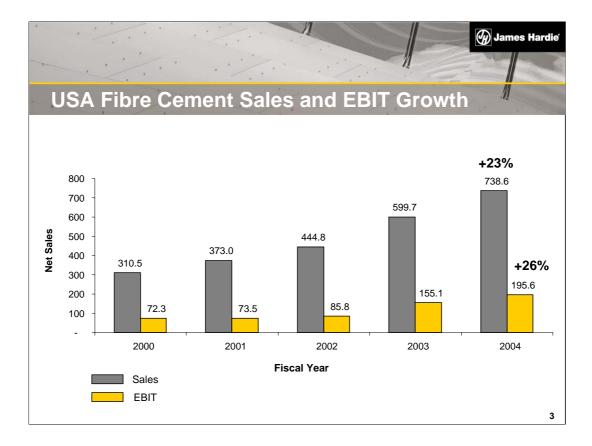
Good morning.

I am pleased to have the opportunity to talk to you about the operating performance of the business for the last year.

I know the major issues for the company today are the Inquiry, related compensation issues, and putting in place a permanent resolution.

However, it is vital that we also continue to perform strongly and grow, in the interests of all stakeholders.

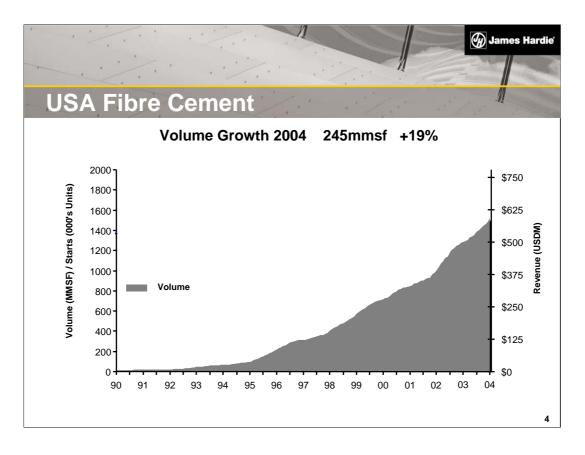
Meredith has covered the issues relating to the inquiry, and I will focus on the operating performance of the business.



As Meredith mentioned in her address, we had a year of very strong performance.

## **USA Fibre Cement**

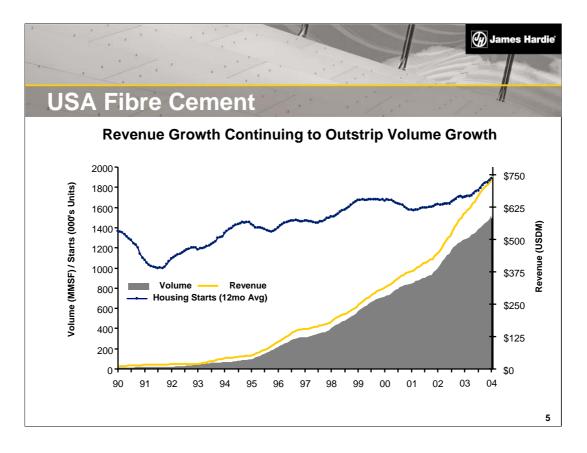
Our largest market is the USA and our USA Fibre Cement business continued its outstanding performance, finishing the year with increases in net sales of 23% and EBIT of 26%.



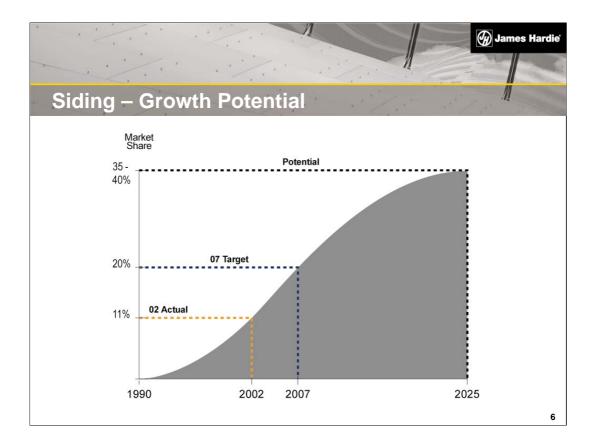
One of the most pleasing features of our North American performance was the growth in demand for fibre cement. Over the course of the year, we grew our sales volumes by around 245 million standard feet or 19%.

This performance continued what has been very strong growth since we started business in the USA in 1988 – with a Compound Annual Growth Rate since that time of around 39%.

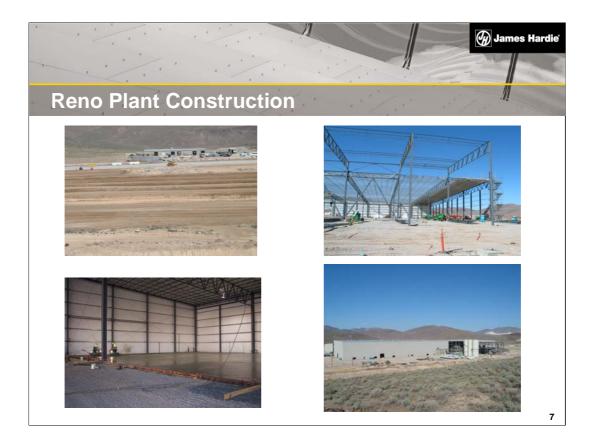
We differentiate between growth that occurs because of market movements, and growth that occurs via penetration into established markets.



Around two-thirds of last year's growth – or 155 million standard feet – is our estimate of growth through penetration into existing markets rather than from general market growth. Growth through penetration has been the predominant form of growth for many years and reduces our exposure to cyclical movements in our end-markets. This chart shows how our growth in both revenue and volume has outstripped growth in housing starts.



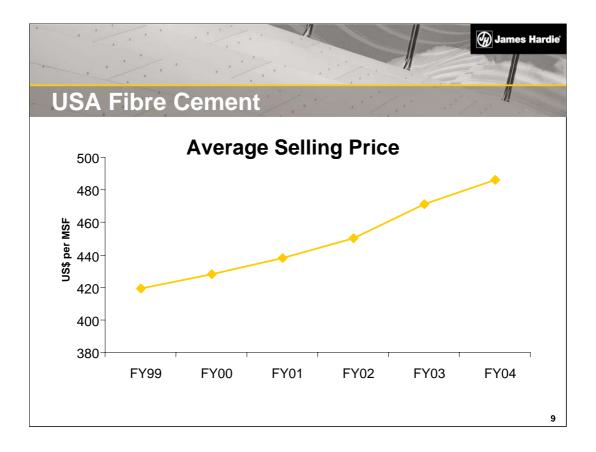
We grew demand for both interior and exterior products. Our share of these markets is still quite low, relative to the potential terminal market share, which provides us with significant long-term growth potential. Here is an example that might represent our potential in siding.



During the year we began constructing our plant in Reno, Nevada, with 300 million square foot annual design capacity. This plant has one line and will produce 50% more than our previous largest single lines. The Reno plant will supply rapidly-growing demand in the west coast region of the United States.



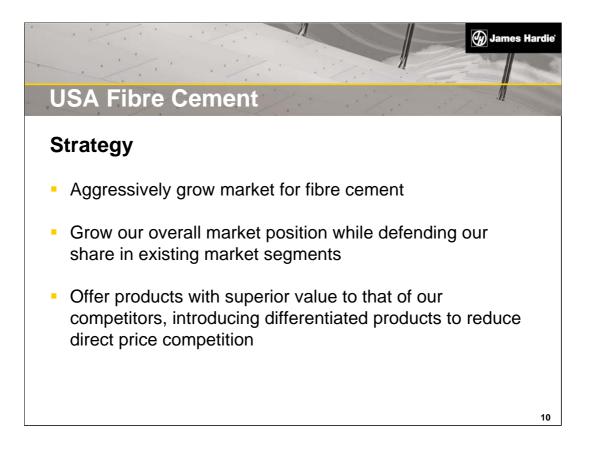
We continue to invest in people and infrastructure to support further growth. Over the year, we added a significant number of employees, with an emphasis on sales and marketing roles. Through activities such as this, we are building a strong foundation for future growth.



Our average net selling price improved 3% on the prior year and sales of more differentiated and higher-priced products continued to grow well. This trend has been evident for some years.

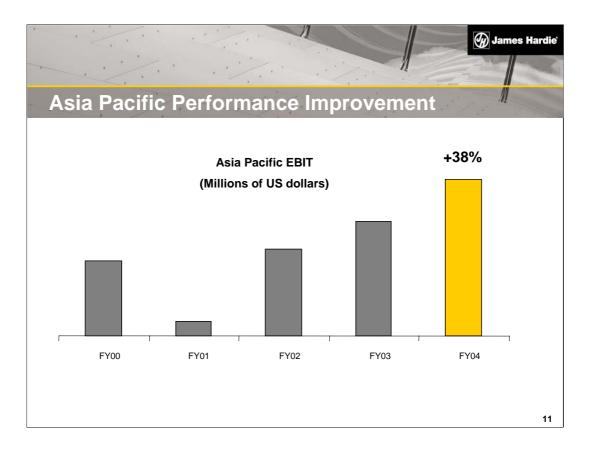
Longer-term, we expect modest, average net selling price improvements to continue as sales of higher-priced products grow at a faster rate than that of our more established products.

We continue to achieve very strong EBIT performance improvement and our EBIT margin continues to be in a range well above our 20% longterm target for the USA Fibre Cement business.



Our USA Fibre Cement business strategy is very successful, is achieving strong growth and strong returns for the company, and is therefore unchanged. We seek to:

- Aggressively grow the market for fibre cement;
- Grow our overall market position, while defending our share in existing market segments;
- Offer products with superior value to those of our competitors, introducing differentiated products to reduce direct price competition.



I would now like to talk about our Asia Pacific business.

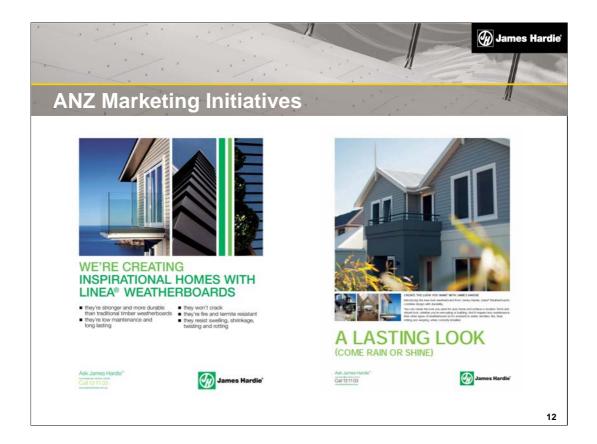
## Asia Pacific Fibre Cement

Our Asia Pacific Fibre Cement business recorded very solid performance, with net sales up 2% in Australian Dollars and 26% in US dollars.

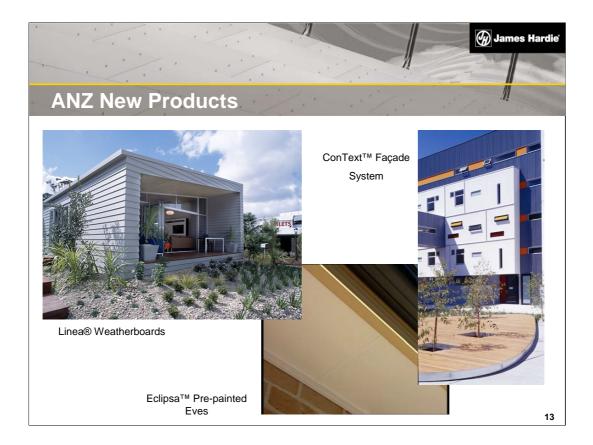
Sales volumes were up 9%, and EBIT was up 12% in Australian dollars and up 38% in US dollars - reflecting a significant positive exchange rate movement.

Our strategy in Asia Pacific remains intact, because it is delivering solid performance and growth in markets such as Australia and New Zealand that do not have high levels of underlying growth.

Despite this, we continue to see growth potential in Australia and New Zealand, where fibre cement still accounts for only a small share of the total building products market. Unlike North America, which has a tradition of using planks, the Australian housing market is traditionally a brick market.



We see this as a sound opportunity and our Australian and New Zealand businesses have put in place a number of initiatives designed to encourage designers, architects and homeowners to incorporate our lightweight building materials into their designs, however any change in favour or our siding products will occur gradually over time.

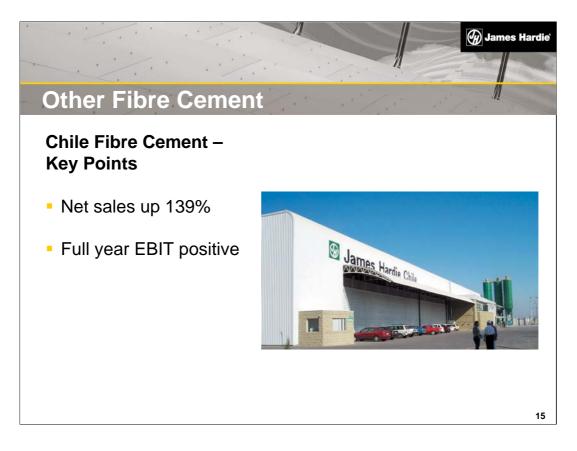


We are pursuing increased sales, with a range of unique products and systems; the slide shows some examples.



Because this strategy is proving to be successful for the company, our Asia Pacific businesses will continue to:

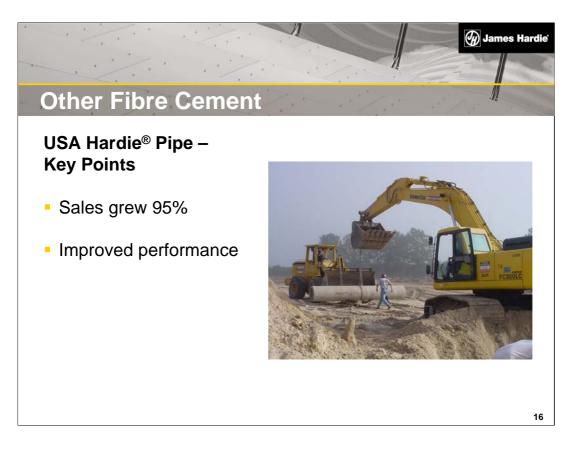
- Grow the primary demand for fibre cement
- Vigorously protect and grow our category share in our existing segments
- Offer differentiated products with superior value to those of our competitors
- Continue to drive manufacturing improvements to lower the cost of production



## **Chile Fibre Cement**

Our Chilean business provides us with a small but profitable toehold in South America.

Last year, the business delivered a strong performance, with net sales up 139% in local currency and a full-year EBIT positive result. We achieved strong penetration into a market that enjoyed a lift in domestic construction activity.



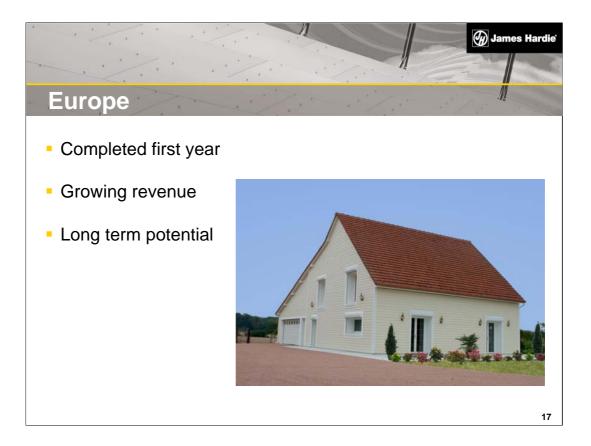
#### Hardie® Pipe

Our USA Hardie® Pipe business achieved very strong net sales growth last year, up 95%.

We continued to penetrate the Florida markets , and customers continued to choose our fibre cement pipe over competing products.

We are improving performance in our pipes production plant, but costs are still above the required levels. Average net selling prices improved slightly towards the end of the year, but are still low and further price improvement is required.

We made an EBIT loss in the USA Hardie® Pipe business, but have seen strong improvement in the current year. We remain hopeful that we will be able to prove up the US FRC pipe opportunity so that it is capable of delivering value for shareholders in the future.



## **Europe Fibre Cement**

In Europe, our business has just completed its first year since start up. It is very early days, but we have made acceptable progress and are growing revenues in markets that offer us long-term potential. We are initially selling our siding and backer products importing from the USA. A weaker US dollar is reducing our import costs.



# Artisan® Roofing

For some time, we have been developing a unique fibre cement roofing product. We have now started to commercialise this technology, initially through the development, and now with the launch, of a "thick butt wood shake product".

The slide shows how the roofs made with it look. While this is an unusual look in Australia, it is highly desirable in the USA where wood shakes were the original roofing material.



Our Artisan® Roofing business is making good progress refining the manufacturing process in the pilot plant in Fontana, California. Trial installations have been successful and we believe end-market interest in the product is strong.

We are probably at least two years away from stepping-up our initial investment to full commercial manufacture, assuming that the pilot plant continues to ramp up successfully.

The end markets for roofing are large – larger than the siding markets, so providing we can successfully complete development, there is a lot of potential for growth.



#### **Research and Development**

Research and Development continues to be one of the key investments we make in our business and it is the key driver of our long-term growth and our ability to sustain a competitive advantage.

We have Research and Development Centres here in Sydney, and in Fontana, California. We employ over 110 scientists, engineers and technicians in the areas of Core Research and Product & Process Development. Over 50% of our scientists have advanced degrees, and 45% have worked for James Hardie for over five years.

R&D gives us the highest return that we get from any discretionary expenditure. Over the year, we spent US\$17.6 million in our core and administrative R&D activities and US\$8.5 million in product development in our business units, taking our total spend for the year to US\$26.1 million, an increase of around 25% over the prior year.



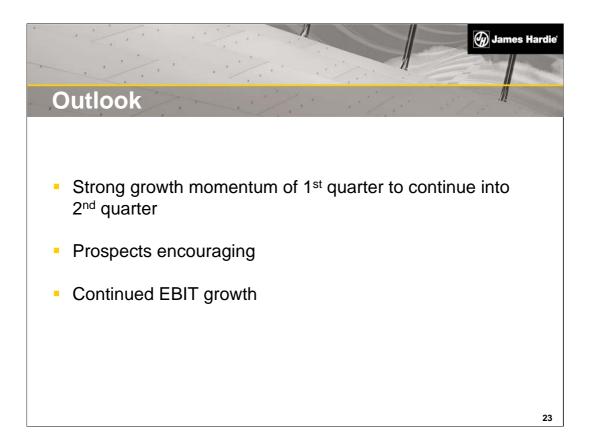
We also invested heavily in capital expenditure projects during the year, spending US\$74.1 million. The majority of this sum was spent in the United States, and a significant portion was on growth projects including: the pre-finishing and trim lines in Peru, Illinois; the Blandon, Pennsylvania upgrade; the new factory in Reno, Nevada; and a second line at Waxahachie, Texas.

In Asia Pacific, we upgraded the Rosehill, Sydney plant. Elsewhere, the major spending was on the completion of the roofing plant in California and the paint line in England for our European business.

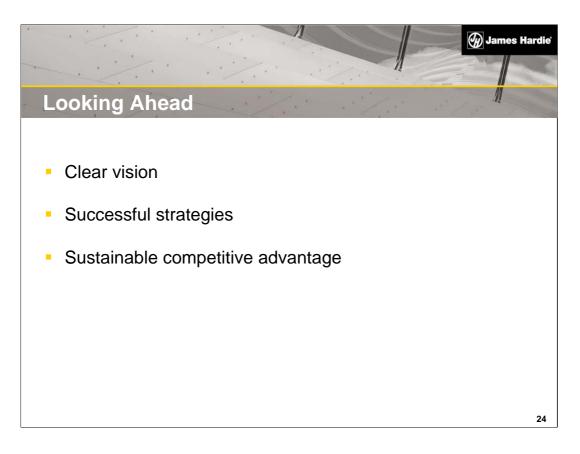
The results I have been talking about are for the fiscal year ended the March 2004.



Since then, we have reported our results for the first quarter of Fiscal Year 2005 and I am pleased to advise that these demonstrate a continuation of the strong results we achieved last year.



Looking ahead to the remainder of the year the company believes the strong growth momentum evident in the first quarter will continue during the second quarter and the prospects for growth over the full year remain encouraging.



We have many challenges to address as we continue to grow our business around the world.

We have a clear vision to achieve this, and will combine this with successful strategies which we have implemented over many years, and the sustainable competitive advantage conferred by our fibre cement technology.

