

Board and Management



SUPERVISORY BOARD NON-EXECUTIVE DIRECTORS

Alan McGregor AO, MA (Cantab), LLB

Chairman of the Company's Supervisory Board & Joint Board.

Age 65

Mr McGregor joined James Hardie in 1989 as a non-executive Director and became Chairman of the Company's Supervisory Board in September 2001. He is Chairman of the Australian Wool Testing Authority Ltd and Burns Philp & Company Ltd and a Board or Committee Member of a number of charitable and community organisations.

Mr McGregor is a member of the Company's Joint Board, Audit Committee, Nominating and Governance Committee and Remuneration Committee.

Michael Brown BEC, MBA, FCPA

Age 56

Mr Brown joined James Hardie as a non-executive Director in September 1992 and was appointed to the Company's Supervisory Board in October 2001. He is Chairman of Automotive Parts Group Holdings Limited, a Director of Energy Developments Ltd, a Councillor of the Royal Blind Society of New South Wales and was Group Finance Director of Brambles Industries Limited until retiring in 2000.

Mr Brown is a member of the Company's Joint Board, Audit Committee (Chairman) and Nominating and Governance Committee.

Michael Gillfillan BA, MBA

Age 54

Mr Gillfillan joined James Hardie as a non-executive Director in August 1999 and was appointed to the Company's Supervisory Board in September 2001. He is based in San Francisco and has held a number of senior positions with Wells Fargo Bank. He has a diversity of experience in commercial and corporate banking.

Mr Gillfillan is a member of the Company's Joint Board, Audit Committee and Nominating and Governance Committee.

Meredith Hellicar BA, LLM (Hons)

Age 48

Ms Hellicar joined James Hardie as a non-executive Director in May 1992 and was appointed to the Company's Supervisory Board in October 2001. She is a Director of AurionGold Ltd, HCS Limited, Chairman of The Sydney Institute, Managing Director of Intech Pty Ltd and a Board or Council member of several charitable and education organisations. Ms Hellicar is a member of the Company's Joint Board, Audit Committee and Remuneration Committee.

Martin Koffel MS, MBA

Age 63

Mr Koffel joined James Hardie as a non-executive Director in August 1999 and was appointed to the Company's Supervisory Board in October 2001. He is Chairman and Chief Executive Officer of URS Corporation and a Director of McKesson Corporation. Mr Koffel is a member of the Company's Joint Board and Remuneration Committee.

MANAGING BOARD EXECUTIVE DIRECTORS

Peter Macdonald BCA, MBA

Chief Executive Officer and Chairman of the Company's Managing Board.

Age 49

Mr Macdonald joined James Hardie in 1993 as General Manager of James Hardie's Australian fibre cement business and was appointed head of James Hardie's US operations in 1994. He was appointed Chief Operating Officer in September 1998 and Managing Director and Chief Executive Officer in November 1999. Mr Macdonald is a member of the Joint Board.

Don Cameron BEc, FCPA, FCIS

Member of the Company's Managing Board, Company Secretary and James Hardie Treasurer.

Age 65

Mr Cameron joined James Hardie as General Manager Finance - James Hardie Pipelines in 1991 and served as James Hardie's Company Secretary from 1994 to 2001. He was appointed James Hardie's Treasurer in 1997. He joined the Company's Managing Board in October 2001.



CONSULTANTS TO THE BOARD

Dr Gregory Clark PhD

Age 59

Dr Clark joined the Company as a consultant to the Board in December 2001.

Dr Clark is currently Vice Chairman of Knowledge Universe and is a technology adviser to a number of financial institutions. He is the former President and COO of US based Loral Space and Communications LLC, former President of News Corporation's News Technology Group and was a member of News Corporation's Executive Committee.

James Loudon MBA

Age 59

Mr Loudon joined the Company as a consultant to the Board in March 2002.

He is currently Deputy Chairman of Caledonia Investments Plc and a non-executive director of Malayan Cement Berhad. Mr Loudon also chairs the Blue Circle Pension Fund Investment Committee and is a Governor of the University of Greenwich. He served as Group Finance Director of Blue Circle Industries Plc from 1987–2001 and prior to that he was Vice-President of Finance for Blue Circle's companies in the United States.

GROUP MANAGEMENT TEAM

Greg Baxter

Senior Vice President, Corporate Affairs

Mr Baxter joined James Hardie in November 1996. In his Corporate Affairs role, he is responsible for investor relations, corporate communications and public affairs. He has worked in a variety of consulting and corporate roles for over 30 major Australian and multinational organisations. He was a founding director of the Australasian Investor Relations Association and was voted Australian Investor Relations Officer of the Year in 2001.

Louis Gries

Executive Vice President, Building Products USA

Mr Gries joined James Hardie as Manager of the Fontana fibre cement plant in California in February 1991 and was appointed President of James Hardie Building Products (USA) in December 1993. He has a Bachelor of Science in Mathematics from the University of Illinois and an MBA from California State University.

Dave Merkley

Vice President, Manufacturing

Mr Merkley joined James Hardie in 1994 as Plant Manager of the Fontana fibre cement operation in California. Other roles Mr Merkley has held include: Manager, Research and Development 1994–1996; Plant Manager, Plant City 1996–1998, Process Development Manager 1998–2000 and Operations Manager for Building Products USA. Prior to joining James Hardie, Mr Merkley held various senior engineering positions in the civil construction industry. Mr Merkley has a Bachelor of Science in Construction from Arizona State University, USA.

Don Merkley

Vice President, Research & Development

Mr Merkley joined James Hardie in 1993 as Manager of the Plant City fibre cement plant in Florida and was appointed US Product Development Manager in 1997. Before joining James Hardie, Mr Merkley held senior positions with United States Gypsum Company (USG) in various engineering-related roles. He has a Bachelor of Science in Engineering from Arizona State University.

John Moller

Executive Vice President Building Products, Asia Pacific

Mr Moller joined James Hardie in 1992 as General Manager of Building Automation. He was Manager Building Services from 1995–1997, Executive General Manager Building Systems from 1997–2000 and Executive General Manager Australasia prior to his appointment as Executive Vice President, Asia Pacific in 2001. Before joining James Hardie, Mr Moller held a number of positions at Honeywell, Australia. He has a Bachelor of Engineering from the University of Adelaide, a Graduate Diploma in Marketing and a Masters of Finance from Macquarie University.

Phillip Morley

Chief Financial Officer

Mr Morley joined James Hardie as Chief Accountant in October 1984 and served as Financial Controller from 1988–1995 and Executive General Manager Building Services from 1995–1997. He was appointed Chief Financial Officer in 1997. Before joining James Hardie, Mr Morley held senior positions in finance and management at Swift & Co Ltd and Pfizer Corporation. He is a Chartered Accountant and has a Bachelor of Economics and an MBA from Sydney University.

Peter Shafron

General Counsel and Company Secretary

Mr Shafron joined James Hardie as Legal Officer in August 1993 and served as Senior Company Solicitor from June 1995 until he was appointed General Counsel in March 1997. Before joining James Hardie, Mr Shafron was an associate with the Australian law firm, Allen Allen & Hemsley. He has a Bachelor of Arts from the Australian National University and a Bachelor and Master of Laws from Sydney University, Australia. Mr Shafron is admitted to practise law in Australia and the United States.