

What makes James Hardie a well-managed business

James Hardie is managed for growth to achieve the best outcomes for our customers, employees and shareholders. Management is structured so that there is global co-ordination of Operations, Research & Development and Manufacturing.

Group Management Team

The management of James Hardie is overseen by the Group Management Team. Its members cover the key areas of fibre cement production, Research & Development, manufacturing, finance and legal and investor relations. Team members (in alphabetical order) are:

Greg Baxter, *Executive Vice President*, joined James Hardie in November 1996. Greg is the company's senior Australian resident executive and his role involves strategic planning, corporate and public affairs, investor and media relations and government relations and corporate development projects. He was a founding director of the Australasian Investor Relations Association and was voted Australian

Investor Relations Officer of the Year in 2001, and again in 2002, when James Hardie also won the Grand Prix for Best Overall Investor Relations by an ASX-100 Company.

Louis Gries, *Executive Vice President Operations*, 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, and Executive Vice President Operations in January 2003. Louis is responsible for operations, sales and marketing in the Americas, Asia Pacific and Europe. He has a Bachelor of Science in Mathematics from the University of Illinois and an MBA from California State University, Long Beach, USA.

Tom Koch, *Vice President of Human Resources and Organisational Development*, joined James Hardie in August 2002. He has led Human Resources for divisions of General Electric, Home Depot and PepsiCo for large multi-site populations in multiple

WE HAVE ESTABLISHED POLICIES ON RISK OVERSIGHT AND ARE PUTTING IN PLACE BETTER



Increase in EBIT* Before restructuring and other operating income (expense)

industries. He received an MBA in Management Science and a BBA in Personnel and Industrial Relations from the University of North Texas, USA. In 2001 Tom was nominated Orange County, California, Human Resources Executive of the Year.

Peter Macdonald, *Chief Executive Officer*. Peter's biographical details appear on page 45, in the Directors' Profiles.

Dave Merkley, *Executive Vice President Manufacturing and Engineering*, joined James Hardie in 1994 as Plant Manager of the Fontana fibre cement operation in California. His subsequent roles included Manager, Research and Development; Plant Manager, Plant City, Florida; Process Development Manager; then Operations Manager for James Hardie Building Products USA. In 2002, Dave was made Executive Vice President Manufacturing/Engineering, with global responsibility and in January 2003 his role was expanded to include additional responsibilities, including

Human Resources. He has a Bachelor of Science in Construction from Arizona State University, USA.

Don Merkley, *Executive Vice President Research & Development*, joined James Hardie in 1993 as Manager of the Plant City fibre cement plant in Florida and was appointed USA Product Development Manager in 1997. In 2002, he was made Executive Vice President Research & Development and in January 2003 his role was expanded to give him responsibility for James Hardie's FRC Pipes businesses in Australia and the USA, as well as our emerging Roofing business in the USA. Don is also involved in reviewing business development opportunities. Don has a Bachelor of Science in Engineering from Arizona State University, USA.

Phillip Morley, *Chief Financial Officer*, joined James Hardie as Chief Accountant in October 1984. He worked as Financial Controller from 1988-1995, Executive General Manager Building Services from

1995-1997, and was appointed Chief Financial Officer in 1997. Phillip is a Chartered Accountant and has a Bachelor of Economics and an MBA from Sydney University.

Peter Shafron, *Senior Vice President, Finance and Legal and Company Secretary*, joined James Hardie in August 1993 and served as Senior Company Solicitor from June 1995 until he was appointed General Counsel in March 1997. He was appointed Senior Vice President - Finance and Legal in November 2002. Before joining James Hardie, Peter 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 the University of Sydney; he is currently finalising studies toward an MBA from Pepperdine University, USA. Peter is admitted to practice law in Australia and California.

SYSTEMS FOR IDENTIFYING RISK, AND STRONGER COMPLIANCE AND CONTROL MECHANISMS



PETER MACDONALD



GREG BAXTER



LOUIS GRIES



TOM KOCH



DAVE MERKLEY



DON MERKLEY



PHIL MORLEY



PETER SHAFRON