Disclaimer

The material contained in this document is a presentation of information about the Group’s activities current at the date of the presentation, 25 May 2016. It is provided in summary form and does not purport to be complete. It should be read in conjunction with the Group’s periodic reporting and other announcements lodged with the Australian Securities Exchange (ASX).

To the extent that this document may contain forward-looking statements, such statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are beyond our control, and which may cause actual results to differ materially from those expressed in the statements contained in this release.

This document is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor.
Schedule – Wednesday 25 May

Presentations and Q&A

8:00 am Registration
8:15 am – 10:15 am Presentations and Q&A
Joe Goss – Divisional MD, Construction Materials & Cement
Greg Price – Executive GM, NSW/ACT
Ross Harper – Executive GM, Cement
Wayne Manners – Executive GM, WA/NT & Major Projects
Brian Tasker – National GM, Property Group

10:30 am – 12:30 pm Travel

Site Visits

12:30 pm Arrive at Marulan, induction, lunch
1:00 pm – 3:30 pm Tour of Marulan and Peppertree
~6:00 pm Expected arrival back at North Sydney, including City drop off

Agenda

- Boral Construction Materials & Cement Overview | Joe Goss
- New South Wales | Greg Price
- Cement | Ross Harper
- Major Projects | Wayne Manners
- Property | Brian Tasker
- Wrap up & Questions
Three pillars of success to being the undisputed industry leader

**Zero Harm Today**
To our people & our environment

**Number One**
Market leader & employer of choice

**10% Better**
Sustainable growth & continuous improvement

Transforming our business by engaging our people

---

The only **fully integrated** construction materials participant

- Diversified revenue base and market exposure
- Large footprint concentrated in key east coast markets

<table>
<thead>
<tr>
<th>OPERATING FOOTPRINT (number of operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>92</td>
</tr>
<tr>
<td>228</td>
</tr>
</tbody>
</table>

~4,800 employees | ~4,200 contractors | ~3,000 trucks

**BORAL’S INVESTOR SITE TOUR – SYDNEY 2016**

<table>
<thead>
<tr>
<th>FY2014</th>
<th>FY2015</th>
<th>1H FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$3,287m</td>
<td>$3,091m</td>
</tr>
<tr>
<td>EBIT¹</td>
<td>$277m</td>
<td>$301m</td>
</tr>
<tr>
<td>ROFE¹²</td>
<td>12.7%</td>
<td>14.5%</td>
</tr>
</tbody>
</table>

1. Excluding significant items
2. EBIT return on divisional funds employed (segment assets less segment liabilities) calculated on a moving annual total basis as at 31 Dec for 1H FY2016
3. As at 30 June 2015
4. Includes cement manufacturing plant, bagging plant and lime plant in NSW, a clinker grinding plant in Vic and a clinker grinding JV in Qld.
BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

Competitive advantage through strategic reserves and integrated downstream operations

- **CEMENT**
  - ~70% of needs from domestic manufacturing and ~30% from imports

- **QUARRIES**
  - 40-50% Quarry volumes sold internally to Concrete
  - Aggregates and sand
  - 5-15% Quarry volumes sold internally to Asphalt

- **BITUMEN**
  - Bitumen Importers Australia (JV)

**Concrete**
- Per m³ concrete
  - ~0.3t cementitious material
  - ~1.0t aggregates
  - ~0.9t sand

**Asphalt**
- Per tonne asphalt
  - ~0.055t bitumen
  - ~0.7t aggregates
  - ~0.2t sand

**CM&C revenue by business**
- 48%
- 22%
- 14%
- 11%
- 4%

- ~35-55% Quarry volumes sold externally

- ~35% of plants supplied bitumen from 50/50 JV

1. Based on split of 1H FY2016 external revenues from Construction Materials & Cement

BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

Leveraging a regional management structure with product and functional support

**CM&C**
- Joe Goss

- QLD
  - Simon Jeffery
- NSW/ACT
  - Greg Price
- Southern Reg.
  - Paul Dalton
- WA/NT
  - Wayne Manners
- Cement
  - Ross Harper
- Property
  - Brian Tasker

**Councils**
- Quarries
- Concrete
- Asphalt
- Logistics
- Major Projects
- Sales & Mktg

**Functional Support:** Human Resources, Finance, Strategy & Development, Procurement, Information Technology, Sales & Marketing
Boral is well positioned geographically to take advantage of forecast activity.

Our revenues are derived from multiple segments.

1. Based on split of 1H FY2016 external revenues from Construction Materials & Cement
2. Compound annual growth rate from FY2016 to FY2020 forecast by Macromonitor, February 2016 (Concrete in ‘000 m\(^3\) and Asphalt in ‘000 tonnes)
3. Roads, highways, subdivisions and bridges
4. Source: BIS Shrapnel and Macromonitor (March 2016)
5. Source: BIS Shrapnel, Macromonitor (March 2016) and HIA (Feb 2016)

Note all charts are for financial years and have been based on 2013/14 dollars
We are well placed for the market transition to infrastructure

<table>
<thead>
<tr>
<th>Location</th>
<th>Resources &amp; LNG</th>
<th>Residential</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>Remote</td>
<td>Metro</td>
<td>Metro &amp; regional</td>
</tr>
<tr>
<td>Scale</td>
<td>Large scale, multi-year</td>
<td>Variable and shorter</td>
<td>Large scale, multi-year</td>
</tr>
<tr>
<td>Capacity</td>
<td>Variable and shorter</td>
<td>Peak time</td>
<td>24 / 7 operations</td>
</tr>
<tr>
<td>Technical</td>
<td>Product development</td>
<td>Moderate</td>
<td>Specific client needs</td>
</tr>
<tr>
<td>Supply</td>
<td>Integrated offering</td>
<td>Concrete focused</td>
<td>Integrated offering</td>
</tr>
<tr>
<td>Network</td>
<td>Mobile plants</td>
<td>Fixed plant / distribution</td>
<td>Fixed &amp; mobile plants</td>
</tr>
<tr>
<td>Other</td>
<td>Project management</td>
<td>Multi-relationship</td>
<td>Safety / environmental</td>
</tr>
<tr>
<td>Materials intensity</td>
<td>1% to 5% of VWD</td>
<td>2% to 5% of VWD</td>
<td>1.5% to 6% of VWD</td>
</tr>
</tbody>
</table>

1. Management estimates of construction materials industry share of value of work done (VWD); non-residential is 3% to 5% of VWD

Three pillars of success to being the undisputed industry leader

Zero Harm Today: To our people & our environment
Number One: Market leader & employer of choice
10% Better: Sustainable growth & continuous improvement

Safety Excellence
Commercial Excellence
Operational Excellence

Transforming our business by engaging our people
Safety Excellence remains our first priority

Zero Harm Today

Safety Excellence

- Reinforce commitment and leadership
- Employees understand accountabilities and responsibilities for safety
- What we are doing:
  - Engaging/developing front line supervisors
  - Communicating ‘safety absolutes’
  - Strengthening behavioural safety programs
  - Continuing contractor safety program
  - Zero Harm Today

Divisional Recordable Injury Frequency Rate (RIFR)\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTIFR</td>
<td>32.3</td>
<td>29.1</td>
<td>26.0</td>
<td>20.9</td>
<td>18.9</td>
<td>12.2</td>
</tr>
<tr>
<td>MTIFR</td>
<td>3.1</td>
<td>3.3</td>
<td>2.2</td>
<td>2.5</td>
<td>2.8</td>
<td>1.5</td>
</tr>
</tbody>
</table>

1. Comprises medical treatment injury frequency rate (MTIFR) and lost time injury frequency rate (LTIFR) for CM&C employees and contractors per million hours worked; FY16 rate is year to 30 April 2016

Significant success from Operational Excellence initiatives

Operational Excellence

- Plant efficiency projects
- Fleet optimisation
- Procurement initiatives
- Restructuring and labour right-sizing
- Continuous improvement programs
- Strategic and operational capital allocation
- ~$280m of divisional cost savings since FY2013\(^1\)

CM&C EBIT return on sales

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>1HFY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returns</td>
<td>8.4%</td>
<td>8.9%</td>
<td>8.4%</td>
<td>9.8%</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

1. Cumulative benefits as presented at results from FY2013 – 1HFY2016. Includes restructuring, diesel, energy, procurement savings
While maintaining or improving our market positions, we will price at a level to achieve a return on investment that consistently exceeds the cost of capital through the cycle. We are going to:

- Establish clear internal price aspirations by segment and by product over the medium and long term;
- Improve internal information, understanding and oversight of our internal price and margin KPIs; and
- Intensively and constantly train our sales team to explain and capture the value our products and services deliver.

We must achieve Commercial Excellence

Commercial Excellence is a multi-year program with investment in our people and systems

- Deployment over a 2 year period
- Diagnostic phase complete
- Setting direction and pricing structures by business
- Supported by global B2B pricing experts – Simon Kucher & Partners
- Integrated supply chain approach
- Commercial Excellence structure established
- Capability building and training underway
- Investment in common tools and systems integration
- One commercial operating system
- Improve internal information on price and margin KPIs
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BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

FY2016 outlook as presented at the half-year results (10/2/16) is unchanged – CM&C is delivering in line with our expectations

- Expect continued strong results with underlying FY2016 EBIT to be marginally above FY2015 (excluding Property in both years)
- Expect 2H underlying earnings to be lower than 1H FY2016 due to continuing conditions and fewer working days in 2H
- Restructuring benefits and strength in Sydney & SEQ expected to offset depressed regional Qld, subdued RHS&B, lower LNG volumes and lower Landfill earnings
- Property earnings from Nelsons Ridge sales (subject to completion) of ~$20m expected over two years, largely in 2H FY2016. Additional property sales possible.

- Expected to deliver a marginal improvement in reported EBIT in FY2016
- Improvement initiatives and strong East Coast housing market should offset lower housing in WA & SA and impact of post-tax equity accounting from Boral CSR

- Expected to deliver further underlying performance improvements in FY2016
- Strong residential activity in Australia, penetration of Sheetrock® products and strong cost and price management underpinning improvements and offsetting slowdowns in key markets in Asia

- Expected to deliver further increase in earnings in FY2016 on the back of increasing housing activity
- External forecasters expect ~1.2 million housing starts in FY2016¹

¹ Average of analysts from Dodge, Wells Fargo, NAR, NAHB, Fannie Mae, Freddie Mac and MBA between November and December 2015
BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

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BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

Boral has a large integrated footprint supplying key markets in NSW

New South Wales / ACT Construction Materials

<table>
<thead>
<tr>
<th>Markets</th>
<th>Characteristic</th>
<th>QUA</th>
<th>CON</th>
<th>CEM</th>
<th>ASP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme Far North</td>
<td>Infrastructure investment / tourism</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Far North</td>
<td>Infrastructure investment / tourism</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Mid North Coast</td>
<td>Infrastructure investment / tourism</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>North West</td>
<td>Dispersed market</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Central West</td>
<td>Dispersed market</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Hunter</td>
<td>Industrial &amp; population growth</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Far West</td>
<td>Mining / agriculture infrastructure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Central Coast</td>
<td>Long term residential and domestic tourism</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Sydney</td>
<td>Major metro market</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Illawarra</td>
<td>Long term residential</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>South Coast</td>
<td>Low growth, residential</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ACT</td>
<td>Metro market</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Far South</td>
<td>Long term residential / retirement</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

OPERATING FOOTPRINT (number of operations^1)

- 30 Quarries
- 93 Concrete
- 13 Asphalt
- 4 Cement^2

1. As at 30 June 2015
2. Includes cement manufacturing plant, bagging plant and lime plant

CEM: Cement
ASP: Asphalt
CON: Concrete
QUA: Quarries
NSW/ACT activity is transitioning from residential to engineering and roads

1. Source: BIS Shrapnel (March 2016)
2. Source: BIS Shrapnel (March 2016)
3. Roads, highways, subdivisions and bridges
4. Source: BIS Shrapnel and Macromonitor (both March 2016)

Note all charts are for financial years and have been based on 2013/14 dollars

Sydney-metro region set to continue at historical highs

Macromonitor industry demand forecasts

- Recent growth heavily weighted to residential activity
- Forecast growth underpinned by major roads and other Sydney infrastructure
- Metro market at historical highs and set to continue, although demand is dependent on specific projects
- Regional market roughly half the size of metro with flat to marginal growth; Pacific Highway upgrade is a highlight

Source: Macromonitor Construction Materials Forecast, February 2016; financial years ending 30 June
Well-positioned to deliver on infill development and urban expansion

Sub-region relative market size and forecast growth (CAGR FY16 to FY23)
Premix Concrete (million cubic metres)

- North: (1.3%) CAGR
- North West: (4.8%) CAGR
- Central: 2.0% CAGR
- West: 0.9% CAGR
- South West: 0.9% CAGR
- South: 2.5% CAGR

Source: Macromonitor, Construction Materials Forecast, February 2016

Compound Annual Growth Rate (CAGR)

Strengthening and optimising our Sydney concrete network

- **Granville (Central):**
  - Upgrade of key plant to accommodate Parramatta growth
  - Twin alley loading for improved customer service
  - Improved supply chain by optimising storage and potential fleet reduction
  - Simplified traffic management and safety
  - Allows network consolidation

- **Kirrawee (South):**
  - Rebuild of key plant in South Sydney network
  - Replaces end of life plant – addresses high maintenance costs, urban encroachment and sub-optimal site design
  - Potential consolidation of Menai, Caringbah and Kirrawee plants is demand dependent
  - Replacing single alley with twin alley for peak demand

- **Bringelly (South West):**
  - DA being prepared to build concrete plant on unused land
  - Subject to approvals, new plant well positioned to capture demand from second airport and surrounding West and South West growth
  - 7km to second airport and 15km to M7/M5 intersection
**Boral’s Investor Site Tour – Sydney 2016**

**Delivering customer value through a seamless supply chain**

**Strong resource position**
- Quarry and cement resources to meet growing Sydney Metro demand
- Peppertree supplies baseload
- Dunmore and Peats Ridge quarries as swing capacity
- Network optimised through rail

**Flexible logistics**
- Connecting and optimising network through logistics
- Strategic cartage capacity through large fleet of owned and sub-contracted tankers, tippers and agitators
- Logistics managed to optimise utilisation through multi-segment transition

**Delivering customer value**
- Source of differentiation
- Providing surety of supply
- Certainty of outcome (eg. on-time, on-spec)
- Critical risk mitigation (eg. chain of responsibility)
- Utilising fixed and mobile plants

We must achieve Commercial Excellence

---

**Peppertree Quarry investment strengthens Boral’s Sydney market position**

**Quarry Pit**
- Commenced early 2014
- Quality meeting expectations
- Geology allowing premium products for downstream businesses
- Successful drill and blasting, in-pit crushing of all material
- ~40% of 30-year overburden requirement removed to date
- Meeting environmental requirements

**Processing Plant**
- 2.5mtpa capacity scalable to 3.5mtpa under DA
- Key products: concrete and asphalt aggregates and manufactured sand
- Manufactured sands delivering excellent technical results
- Plant fully optimised and 24/7 operations implemented
- LEAN tools and preventative maintenance in place

**Load Out & Distribution**
- 172 km to Parramatta
- Moved to 3 train sets (full train 2.6kt) fully automated loading in <90 mins
- Upgraded St Peters terminal & new Maldon terminal
- Dunmore & Peats Ridge Quarries servicing local areas and offering flexible capacity into Sydney
- Successful transition of supply from retired Emu Plains Quarry

Zero lost time injuries during operations
BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

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BORAL’S INVESTOR SITE TOUR – SYDNEY 2016

Boral has a strong cement business supplying a range of products

<table>
<thead>
<tr>
<th>Berrima, NSW</th>
<th>Maldon, NSW</th>
<th>Wauurn Ponds, VIC</th>
<th>DeMartin &amp; Gasparini</th>
<th>Marulan, NSW</th>
<th>Joint Ventures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grey cement &amp; clinker production</td>
<td>Specialty products &amp; blends</td>
<td>Grey cement &amp; clinker importation</td>
<td>Concrete placing</td>
<td>Limestone &amp; lime</td>
<td>Sunstate &amp; FAA</td>
</tr>
<tr>
<td>Clinker</td>
<td>• Dry process kiln (1.5mt)</td>
<td>• 2 cement mills (880kt total)</td>
<td>• Cement milling (750kt)</td>
<td>• 34 concrete pumps and tower booms</td>
<td>• Limestone quarry: &gt;80 years reserves</td>
</tr>
<tr>
<td>• Packaging plant</td>
<td></td>
<td></td>
<td>• 100% import</td>
<td>• Sydney focused</td>
<td>• 2.9mt of limestone quarried in FY15</td>
</tr>
<tr>
<td>Cement</td>
<td>• 2 mills (1.6mt)</td>
<td></td>
<td></td>
<td></td>
<td>• with 1.5mt overburden moved</td>
</tr>
<tr>
<td>• Packaging plant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Lime kiln (130kt)</td>
</tr>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sunstate (QLD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• 3 cement mills (1,500kt total)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• 50:50 JV with ABL FAA (NSW, WA, SA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Fly ash sourcing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• 50:50 JV with CA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Grey cement: SL &amp; HES</td>
</tr>
<tr>
<td>Products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Grey cement: GP, HES &amp; SL</td>
</tr>
<tr>
<td>• Grey cement: SL &amp; HES</td>
<td>• Slag</td>
<td>• Greycement: GP, HES &amp; SL</td>
<td>• Concrete pumping and placing</td>
<td>• Limestone to Berrima, Maldon &amp; external customers</td>
<td></td>
</tr>
<tr>
<td>• Grey and O/W Clinker</td>
<td>• Specialty &amp; blends</td>
<td>• Blends at Somerton terminal</td>
<td>• Contracting packages</td>
<td>• Quicklime &amp; Hydrated Lime</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Bagged products</td>
<td></td>
<td></td>
<td>• Manufactured sand</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Grey cement: GP, HES &amp; SL</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Slag, fly ash</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Blends</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Bagged products</td>
</tr>
</tbody>
</table>
The Cement business has a large external customer base

Cement Production
~70% of needs from domestic manufacturing and ~30% from imports

Internal Sales to Concrete
Sold to Boral’s concrete operations on the East Coast

External Sales
Sold to concrete products, packaged products, premix independents, road contractors and wholesale

Packaged Products
Distribution:
- Maldon and Greenacre, NSW
- Somerton, VIC

Key Customers:
- Sand / soil
- Grouts
- Small hardware stores

Boral has a direct supply presence in over two-thirds of the Australian cement market

Australian cement industry participation by state

Kiln + Mill
- Boral
- Cement Australia
- Adelaide Brighton / ICL / Morgan

Mills
- 1 kiln at Berrima
- 6 mills
  - Berrima (2)
  - Maldon (2)
  - Waurn Ponds (2)

Packaging
- 1 packaging plant
  - Maldon

Clinker Receival
- 1 clinker receival
  - Geelong

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1. Percentages refer to proportion of total Australian market in each state. Source: Macromonitor Construction Materials Forecast, February 2016; Cement Australia (CA), Independent Cement & Lime (ICL)
Australian cement industry continues long-term trend to imports

**Trend to imports and Import Price Parity (IPP) in Australia**

Clinker imports % of total sales (LHS) and import price parity (indexed)

- Australian cement market has had a long-term trend to imports
- IPP has supported shift and placed pressure on domestic capacity to remain competitive
- Despite recent FX movements closer to long-term average, favouring domestic production, trend to imports will continue due to product availability and competitive pricing from Asia
- Boral has successfully shifted to an import model in Victoria to reduce costs
- In NSW, Southern Highlands assets remain favourable to IPP due to continued reduction in clinker production costs

![Graph showing trend to imports and IPP](image)

1. Source: Cement Industry Federation
2. CM&C Management estimates based on imports to east coast

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**Lowering our relative cost position**

**Berrima cost competitiveness**

Indexed unit cost of production, constant values

- NSW
  - Berrima and related Southern Highlands assets are core profit drivers of Boral Cement
  - Berrima operates in an import-exposed market and has been challenged by imported supply
  - Business has successfully reduced production costs by ~10% over past three years, with additional benefits targeted over coming years
  - Boral’s Marulan limestone quarry feeds Berrima and has successfully improved primary crusher production and lowered costs per tonne

- VIC
  - Boral grinds imported clinker at Waurn Ponds
  - Investigations continue to progress long-term opportunity to close Waurn Ponds in favour of a portside facility to reduce transport costs

![Conceptual import facility](image)
Enhanced capability through ‘low-carbon’ cement solutions

Reducing cement CO₂ emissions

- Successfully reducing emissions and costs:
  - Improved NSW kiln productivity
  - Closed Wairn Ponds to import clinker
  - Changed Berrima fuel source (coal / coke)
- Future suite of options to reduce emissions:
  - Alternative fuels
  - Waste heat recovery / cogeneration
  - Energy and thermal efficiency

Increasing cementitious substitution

- ZEP® Technology – ENVISIA®
  - Conventional concrete
  - Boral ENVISIA®
  - Green Star concrete

Boral Australia CO₂e emissions¹

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
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<tbody>
<tr>
<td>CO₂e emissions (mt)</td>
<td>3.0</td>
<td>2.9</td>
<td>2.7</td>
<td>2.5</td>
<td>2.2</td>
</tr>
</tbody>
</table>

1. Carbon dioxide equivalent greenhouse gas emissions. Boral Australia’s CO₂e emissions predominantly relate to the Cement business

CBD Project: 333 George St, Sydney

Through Berrima and Maldon, Boral is well-positioned to service NSW demand

- Berrima focuses on core products
- Maldon produces specialty products (slag, off white, bagged, blends) and provides additional grey cement grinding capacity
- Wholesale clinker and cement sales flexibility
- Product versatility

- Distribution flexibility and supply solutions
- Rail-linked Maldon offers alternative transport path
- Rail throughput at Clyde terminal has improved year-on-year via capital investments and process improvements
- Road transport largely unconstrained and limited by cost and appetite for capex

We must achieve Commercial Excellence
Agenda

- Boral Construction Materials & Cement Overview | Joe Goss
- New South Wales | Greg Price
- Cement | Ross Harper
- Major Projects | Wayne Manners
- Property | Brian Tasker
- Wrap up & Questions

Strong pipeline of infrastructure & commercial construction work

All Major Construction Projects¹ (excluding resource sector) – Australia
Value of work done by year, A$bn (as at February 2016)

¹ The above chart captures Roads and Rail construction projects above A$500m and Buildings above A$250m
Road projects expected to drive strong East Coast materials demand

Major Road Construction Projects – Australia
Value of work done by year, A$B (as at February 2016)

- Investment in roads infrastructure expected to translate into stronger materials demand
- East Coast focus
- Projects close to existing Boral resources

Characteristics of major projects:
- Technically more complex
- Higher risk and appropriate margins
- Resource intensive
- High volume, high productivity
- Distraction to base business
- Early engagement critical to success

Value to our customers through:
- Proven track record
- Scale and capability
- Leading contracting capability
- Strong integrated network offer
- Technical superiority
- Safety excellence: Zero Harm Today

Boral is well-positioned to deliver major projects:
- Project Management Office
- Rigorous project & risk management
- Contracting operating procedures
- National Product Council links
- Experience and People Capability
Boral is currently involved in a number of major projects

1. **Perth Stadium**
   - New stadium for Perth
   - Supplying concrete via on-site plant

2. **Wheatstone LNG**
   - Supplying concrete & quarry material
   - 2 on-site concrete plants
   - ~360,000m³ concrete

3. **Ichthys LNG Project**
   - Supplying quarry materials
   - ~950,000 tonnes sand & aggregates

4. **Gateway Upgrade North**
   - Upgrade of the northern section of the Gateway Motorway in Brisbane
   - ~500,000 tonnes asphalt

5. **NorthConnex**
   - Tunnel linking M1 & M2
   - Supplying concrete through dedicated project plants
   - ~500,000m³ concrete

6. **Pacific Highway Upgrade**
   - Various sections
   - Concrete, asphalt, quarry materials via fixed and mobile plants
   - ~400,000m³ concrete

7. **Torrens to Torrens**
   - Adelaide road project
   - Part of the wider North-South Corridor projects
   - Concrete & quarry materials supply

**Further tendering opportunities exist, particularly on the East Coast**

<table>
<thead>
<tr>
<th>Project</th>
<th>State</th>
<th>Est. value</th>
<th>Status</th>
<th>Owner / Contractor</th>
<th>Project schedule from execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westconnex Stages 1b &amp; 2</td>
<td>NSW</td>
<td>$11.0b</td>
<td>Committed</td>
<td>RMS</td>
<td>2016  2023</td>
</tr>
<tr>
<td>Sydney Metro – City and South West</td>
<td>NSW</td>
<td>$10.0b</td>
<td>Committed</td>
<td>NSW Gov</td>
<td>2017  2024</td>
</tr>
<tr>
<td>Pacific Hwy Woolgoolga to Ballina</td>
<td>NSW</td>
<td>$5.0b</td>
<td>Committed</td>
<td>NSW Gov</td>
<td>2016  2021</td>
</tr>
<tr>
<td>Toowoomba Second Range Crossing</td>
<td>QLD</td>
<td>$1.8b</td>
<td>Committed</td>
<td>QLD Gov / Nexus</td>
<td>2016  2018</td>
</tr>
<tr>
<td>Kingsford Smith Drive</td>
<td>QLD</td>
<td>$0.7b</td>
<td>Committed</td>
<td>Brisbane City / Lend Lease</td>
<td>2016  2019</td>
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</table>

**TOTAL EAST COAST**

$28.5b

<table>
<thead>
<tr>
<th>Project</th>
<th>State</th>
<th>Est. value</th>
<th>Status</th>
<th>Owner / Contractor</th>
<th>Project schedule from execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perth Airport Link</td>
<td>WA</td>
<td>$2.0b</td>
<td>Possible</td>
<td>WA Gov</td>
<td>2016  2020</td>
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<tr>
<td>NorthLink stages 1&amp;2</td>
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<td>MRWA</td>
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<td>Northern Connector</td>
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<td>Darlington Upgrade</td>
<td>SA</td>
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<td>Committed</td>
<td>SA Gov / LOR FH JV</td>
<td>2016  2018</td>
</tr>
</tbody>
</table>

**TOTAL WEST COAST**

$4.7b

Source: Access Economics Investment Monitor
Notes: RMS – Roads and Maritime Services; MRWA – Main Roads Western Australia; LOR – Laing O’Rourke; FH – Fulton Hogan
Early engagement in a positive long-term project pipeline

<table>
<thead>
<tr>
<th>Project</th>
<th>State</th>
<th>Est. value</th>
<th>Status</th>
<th>Owner / Contractor</th>
<th>2015</th>
<th>2018</th>
<th>2021+</th>
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<tbody>
<tr>
<td>Melbourne Metro</td>
<td>VIC</td>
<td>$9.0b</td>
<td>Possible</td>
<td>VIC Gov</td>
<td>2018</td>
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<td>2023</td>
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<tr>
<td>Gold Coast Integrated Resort</td>
<td>QLD</td>
<td>$7.5b</td>
<td>Possible</td>
<td>ASF</td>
<td>2018</td>
<td>2018</td>
<td>2024</td>
</tr>
<tr>
<td>Carmichael Coal</td>
<td>QLD</td>
<td>$7.1b</td>
<td>Possible</td>
<td>Adani</td>
<td>2018</td>
<td>2018</td>
<td>2022</td>
</tr>
<tr>
<td>Port Adelaide Waterfront</td>
<td>SA</td>
<td>$6.0b</td>
<td>Possible</td>
<td>SA Gov</td>
<td></td>
<td>2017</td>
<td>2020</td>
</tr>
<tr>
<td>Western Distributor</td>
<td>VIC</td>
<td>$5.0b</td>
<td>Possible</td>
<td>Transurban</td>
<td>2017</td>
<td>2017</td>
<td>2020</td>
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<tr>
<td>Aquis Barrier Reef Resort</td>
<td>QLD</td>
<td>$4.2b</td>
<td>Possible</td>
<td>Aquis</td>
<td>2017</td>
<td>2017</td>
<td>2020</td>
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<tr>
<td>Queens Wharf Brisbane</td>
<td>QLD</td>
<td>$4.0b</td>
<td>Committed</td>
<td>QLD Gov / Echo</td>
<td>2017</td>
<td>2017</td>
<td>2020</td>
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<tr>
<td>New Syd Airport Roads</td>
<td>NSW</td>
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<td>Committed</td>
<td>RMS</td>
<td>2017</td>
<td>2017</td>
<td>2019</td>
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<tr>
<td>Badgerys Creek Airport</td>
<td>NSW</td>
<td>$2.5b</td>
<td>Possible</td>
<td>Federal Gov</td>
<td></td>
<td>2018</td>
<td>2024</td>
</tr>
<tr>
<td>Barangaroo: Hotel and Tower</td>
<td>NSW</td>
<td>$2.0b</td>
<td>Committed</td>
<td>Lend Lease / Crown</td>
<td></td>
<td>2017</td>
<td>2025</td>
</tr>
<tr>
<td>Brisbane Showgrounds</td>
<td>QLD</td>
<td>$2.0b</td>
<td>Under consideration</td>
<td>Lend Lease</td>
<td>2017</td>
<td>2017</td>
<td>2020</td>
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<tr>
<td>Brisbane Airport – new runway</td>
<td>QLD</td>
<td>$1.3b</td>
<td>Committed</td>
<td>Airport Corp</td>
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<td>2017</td>
<td>2020</td>
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<td>Perth Waterbank Project</td>
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<td>447 Collins St</td>
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<td>CBus</td>
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<td>2020</td>
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<tr>
<td>Parramatta Light Rail</td>
<td>NSW</td>
<td>$1.0b</td>
<td>Approvals</td>
<td>NSW Gov</td>
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<td>2018</td>
<td>2023</td>
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<tr>
<td>Canberra Light Rail</td>
<td>ACT</td>
<td>$0.7b</td>
<td>Committed</td>
<td>CPB / JHG</td>
<td>2017</td>
<td>2017</td>
<td>2019</td>
</tr>
</tbody>
</table>

Source: Macromonitor, Cordells, Boral Management  Note: RMS – Roads and Maritime Services; CPB – CPB Contractors; JHG – John Holland

Life cycles for major projects can be long with revenue benefits to Boral back-ended

<table>
<thead>
<tr>
<th>Initiation</th>
<th>Planning</th>
<th>Execution</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3 yrs</td>
<td>2 to 4 yrs</td>
<td>2 to 5 years</td>
<td>1 to 2 yrs</td>
</tr>
</tbody>
</table>

Prioritisation & pipeline

- Concept design & approvals
- Business case & design
- Decision & tender
- Contracts awarded & mobilised
- Early works
  - Quarry / Fill material
- Main works
  - Concrete & aggregates
- Final works
  - Asphalt supply
- Handover

NorthConnex example:

- Mar-2012: Transurban submit NorthConnex proposal
- Oct-2013: project announced
- Mar-2014: Lend Lease announced as D&C contractor
- Boral engagement commences with budget pricing provided and workshops
- Jan-2015: Approval
- Aug-2015: Concrete Tender issue
- Nov-2015: Lend Lease site establishment
- Feb-2016: Boral awarded concrete supply
- Boral targeting Jun-2016 for mobile concrete plant set-up
- Main tunnel excavation due to start Jul-2016
- Tunnel works to be completed in 2018
- Open to traffic in late 2019
Boral’s major project capability is providing a competitive advantage

Supporting growth through Major Projects

- **Strong Pipeline**
  - Significant growth in major infrastructure projects
  - Growth in addition to strong underlying markets

- **Strong Position**
  - Leveraging existing integrated networks
  - Customers value our strong track record and capability

- **Strong Value Capture**
  - Successfully won a number of major projects
  - The future potential for value capture is significant, particularly on the East Coast

We must achieve Commercial Excellence

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Boral Property Group is managed by property experts with regulatory, rehabilitation & transaction experience

Property
National GM
Brian Tasker

Commercial Manager (Qld/NT/WA)
Paul West

Regional Manager (NSW/ACT/Vic/Tas/SA)
Judy McKittrick

Regional Manager (Qld/NT/WA)
Paul West

Portfolio Asset Manager
Graeme Webber

Project Director
National – Delivery
Andrew Bondini

Councill
c Approval
Acquisitions
Ops Support
Rehabilitation
End-use
Divestment

Property is managed as an integrated and ongoing feature of the business

New need defined
Development / disposal
Site opportunity located
Development approval
Capital approval
Operational life
Operations planning
End-use strategy
Rehabilitation
New land use approvals
Integrated Property Life Cycle
Boral has a large land bank and harvests property on a continual basis

- **Acquire / secure**
- **Operate**
- **Divest / end-use**

### Refreshed land purchases
- Growth corridors, generally in outer suburbs or regional areas

### Major landholdings
- eg. new quarries typically have 50+ year life cycles

### Other landholdings
- eg. concrete and asphalt sites could have 10-30 year life cycles
- Leasehold

### Major developments
- Residential
- Industrial / employment generating
- Landfill

### Surplus buffer lands
- eg. land surrounding brick, cement, quarry operations that have appreciated in value

### Discrete lower value, replacement sites
- eg. older (or redundant) concrete and asphalt sites in low growth areas

### Past examples

#### Former Moorebank Brickworks, NSW
- 109-ha land area, developed as Georges Fair residential park
- $205m sale proceeds and $150m EBIT for Boral 2003-2015

#### Former Prospect Quarry, NSW
- 330-ha land area, including Nelsons Ridge residential development and Quarry West industrial precinct
- >$650m sale proceeds and $190m+ EBIT for Boral 2000-2015

#### Woodchip Facility, Tea Gardens, NSW
- Sold FY2014 to Australian Native Landscapes for $600k
- Rehabilitation by Boral not required as continuing similar land use

#### Salamander Bay Concrete plant, NSW
- Sold in FY2014: $310k sale proceeds and $27k EBIT

---

1. As at 30 June 2015. Includes cement manufacturing plant, bagging plant and lime plant in NSW, clinker grinding plant in Vic & clinker grinding JV in Qld; all Boral CSR JV plants on the East Coast; 8 Boral Hardwood mills and 1 JV Softwood operation
2. Includes USG Boral distribution sites in Australia
NOTE: Approximately 40% of sites are leased and 60% are company owned
Typically we have ~20+ properties in the pipeline with timing & earnings potential dependent on many factors

**Development opportunities**

- Penrith Lakes Development, NSW (former quarry, 40% shareholding)
- Stapylton Quarry, Qld (contracts exchanged, expect EBIT benefits of ~$8m later in 2016)
- Donnybrook, Vic (rezoning expected in Nov-2016; potential benefit from FY2017)
- Jandakot Masonry site, WA (rezoning expected in Dec-2017, potential benefit from FY2018)
- Scoresby Brick site, Vic (long term; preparing for rezoning from FY2022)
- Nelsons Ridge, NSW: First tranche settled Mar-2016 (~$16m EBIT in 2HFY16); second tranche scheduled to complete in Sep-2016 (~$4m EBIT expected in 1HFY17)

**Tactical opportunities**

20+ discrete, lower value sites with sale proceeds potential of $100k-$5m each:

- Properties in NSW, Vic, Tas, SA, eg. surplus buffer lands, former clay pits, surplus sites
- Ex-concrete sites in NSW/Vic – subject to rehabilitation/rezoning to contribute from FY2017/18
- Stonyfell Quarry, SA surplus land – subdivision approval being sought, potential benefit from FY2017/18
- Bridgewater Quarry, Tasmania – excess buffer land subject to rezoning, potential benefit from FY2017/18

Note: EBIT impact is sales proceeds less development / sale costs less book value

**Property pipeline – development opportunities**

**Jandakot Masonry, WA**

- 89-ha land area
- Former masonry now remediated
- Undergoing residential rezoning – expected FY2017
- Potential for sale proceeds of $15m-$25m\(^1\) (from FY2017)

**Stapylton Quarry, QLD**

- 92-ha land area
- Quarrying completed
- Void sold for Commercial/Industrial waste & spare land for industrial development
- Contracts exchanged, expect EBIT of ~$8m later in 2016 (exact timing unclear)

**Donnybrook, Vic**

- 340-ha land area
- Held as potential quarry land
- Partial JV with Mirvac
- Rezoning expected in FY2017
- Longer term but potential for sale proceeds of $60m\(^1\) (from FY2018)

---

1. Potential sale proceeds / value assumes future land value if rezoned and rehabilitated as planned
Property pipeline – development opportunities

**Penrith Lakes, NSW**
- 40% stake in PLDC with 2,000-ha land area
- 5,000+ residential lots
- Rehabilitation and rezoning work continuing
- Market assessment underway
- Potential earnings from FY2017/18+

**Scoresby Development, VIC**
- 171-ha land area (84-ha parklands and 87-ha developable as residential)
- Site currently leased into Boral CSR Bricks JV until 2025, after which available to develop
- State and Local Government support for rezoning
- Included in Knox City Council’s ‘Knox Housing Strategy 2013’
- Redevelopment concept now driving ‘clay pit rehabilitation’
- Discussions ongoing with Council to agree pathways to coordinate rezoning
- Call option amount of ~$30m
- Current site value\(^1\) >$100m

---

1. Potential sale proceeds / value assumes future land value if rezoned and rehabilitated as planned

---

Appendix
Concrete demand in Australia forecast to stay at high levels for next 5 years

- ~1.6% CAGR\(^2\) in concrete volumes forecast from FY2016 to FY2020
- Decline in FY2016 and FY2017 driven by WA / NT
- Growth in RHS&B activity to offset decline in resources sector engineering work and anticipated softening in multi-dwellings

Asphalt demand in Australia forecast to increase and remain at high levels for next 5 years

- ~3.0% CAGR\(^2\) in asphalt volumes forecast from FY2016 to FY2020
- Growth in major roads infrastructure underpinning forecast increase in demand volumes
Transition from Emu Plains is a generational shift, impacting the full value chain.

**From Emu Plains**
- Sand and gravel
- Excavate with traditional load and haul
- Overburden ratio less than 1:5
- ~60% of material crushed
- 39km to Parramatta
- 100% road despatch
- Shared production facility with Hanson and Holcim
- Coarse concrete aggregates and sand
- Capacity: 3.5mtpa
- Fully depreciated

**To Peppertree**
- Hard rock
- Drill and blast with in-pit crushing
- Overburden ratio greater than 1:10
- ~100% of material crushed
- 172km to Parramatta
- 100% rail despatch to depots (automated)
- 100% Boral-owned
- Coarse concrete and asphalt aggregates and manufactured sand
- Capacity: 2.5mtpa, DA for 3.5mtpa under
- $200m investment