



Build something great™

## **2015 ANNUAL GENERAL MEETING THURSDAY, 5 NOVEMBER 2015**

### **Chairman Elect Address**

**by Dr Brian Clark**

Thank you Bob.

Ladies and gentlemen.

It is a pleasure to be addressing you as Boral's Chairman elect. I am looking forward to chairing the Company over the next period of its development, working closely with the Board members, Mike Kane and Boral's executive team.

I feel fortunate to be leading a Board that has directors with strong business experience and diversity in tenure, gender, age, industry and geographical experience.

Today, Boral is the largest integrated construction materials supplier in Australia. We have an enviable footprint across Asia through the USG Boral gypsum joint venture, which is an important organic growth platform. And in the USA, Boral continues to be the number 1 or 2 player in bricks, roof tiles, flyash and cultured stone and we are very well positioned to benefit from the recovering market in the USA. We also have made advances in lightweight building materials which will be important for the future.

With our proud history dating back to March 1946 when Bitumen and Oil Refineries (Australia) Limited was incorporated, Boral has come a long way. Over its nearly 70-year history Boral has had eight chairmen and it will be a privilege to be Boral's ninth.

I'd like to pay tribute to Bob Every and the involvement he has had with Boral since 2007, firstly as a Non-Executive Director, and subsequent to that as Chairman of the Company. Bob has made a significant contribution to Boral during a very challenging period of time. The Global Financial Crisis impacted companies worldwide from August 2007 – just one month before Bob became a Director (and three months after I joined the Board).

As shareholders know, Boral's US business was severely impacted by the GFC which saw a rapid and protracted decline in the US housing market. Historically, Boral's US division was a highly profitable operation, and it will be once again. However, this past year was the first time since Bob joined the Board that we have seen a profit delivered from our US business. It has been an unprecedented US downturn which has tested our fortitude. But we have remained focused and committed to maintaining our leadership position and strengthening the business so that it will perform even better when markets return to historic levels of demand.

During Bob's tenure he has overseen significant restructuring and streamlining of the organisation in the USA, and in Australia, as well as strengthening our platforms for growth in the USA and in Asia. Boral is now a more efficient and responsive organisation with significant potential for the future.

On behalf of the Board, Management, Boral's employees and shareholders I thank Bob for the important role he has played in steering the business in the right direction, for ensuring Boral has had the right type of leadership and culture at the right time and for maintaining the highest level of corporate governance standards.

Bob, I wish you good health, happiness and every success for the future, and I thank you personally for your support and mentorship.

As Bob mentioned earlier, this morning we announced that Karen Moses has been appointed as a non-executive Director of Boral, effective 1 March 2016.

The Board welcomes Karen and is looking forward to working with her from March 2016 when she transitions from her executive career at Origin Energy to focus on her work as a Non-executive Director.

Karen's background in overseeing significant financial and strategic transactions, managing operational, financial, safety and environmental risks, and managing supply chains from upstream exploration through to downstream retail marketing aligns well with our business. Her knowledge and experience positions Karen well to make an important contribution to the Board as Boral continues to grow and transform.

I now welcome Mike Kane to the microphone to address shareholders.

Thanks Mike.

**Dr Brian Clark**