



## Jerry Maycock Managing Director

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### Presentation outline

- Introduction and Overview Jerry Maycock
- Sugar Ian Glasson
- Building Products Greg Rough
- Aluminium, Property and Financials Anne Brennan
- Looking forward Jerry Maycock



## Group financial performance – year ended 31 March 2007 (YEM07)

- Net profit before significant items \$240.5 million (*down 3.7%*)
- Net profit after significant items \$273.3 million (*down 10.4%*)
- EPS before significant items 27.4 cents per share (*unchanged*)
- Total dividend 15 cents per share (*unchanged*)
- Trading revenue of \$3.1 billion (*up 8.5%*)
- Strong operating cash flow \$380.1 million (*up 20%, excludes insurance settlement \$196m*)
- Return on shareholders' funds 20.1% (*down from 21.8%*)



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## Challenging markets impacted returns

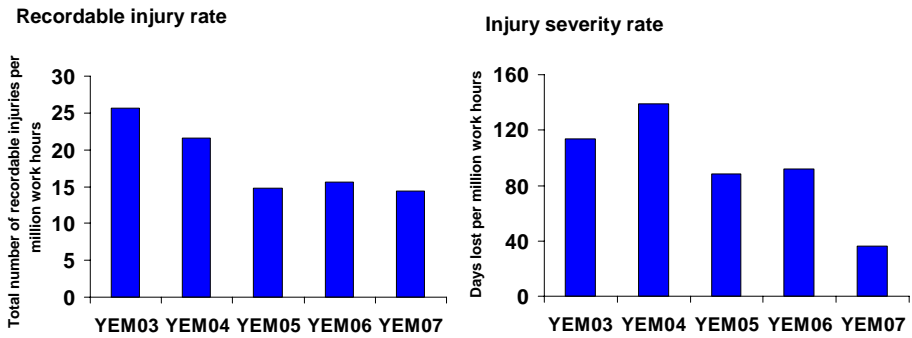
Year ended 31 March [\$ million unless stated]			
	<u>2007</u>	<u>2006</u>	<u>change</u>
Sugar <sup>(1)</sup>	130.1	123.7	5.2%
Building Products	84.5	101.5	-16.7%
Less one-off plant closure costs		-20.6	
	<b>84.5</b>	80.9	4.4%
Aluminium	141.9	156.1	-9.1%
Property	69.7	75.6	-7.8%
Business segment total	<b>426.2</b>	<b>436.3</b>	-2.3%
Corporate costs	-20.3	-18.9	
Restructure and provisions <sup>(2)</sup>	0.2	-0.6	
<b>Total EBIT</b>	<b>406.1</b>	416.8	-2.6%

1. The 2006 amount includes \$10 million which is the CSR group's allocation of a "sustainability grant" provided by the federal government
2. Includes product liability, certain defined benefit superannuation expense and other non-operating costs



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## Safety - a continuing focus for our business leaders



## Sugar

Ian Glasson  
CEO CSR Sugar



## Stronger raw sugar prices largely offset by lower crop and higher costs

- **Raw Sugar EBIT up 4.6% to \$96.8m**
  - Higher sugar prices
  - Unseasonable wet weather reduced production
- **Refined Sugar EBIT down 2.5% to \$31.5m**
  - Gains in retail market and cost focus offset volume impact of high sugar prices
- **Ethanol EBIT up 45.1% to \$7.4m**
  - Improved volumes and prices

Year ended 31 March [\$ million unless stated]			
	2007	2006	change
Trading revenue	1,544.7	1,367.8	12.9%
EBIT	130.1	123.7 <sup>(1)</sup>	5.2%
EBIT Margin	8.4%	9.0%	
EBIT by business			
Raw Sugar	96.8	92.5 <sup>(1)</sup>	4.6%
Refined Sugar	31.5	32.3	-2.5%
Ethanol	7.4	5.1	45.1%

1. The 2006 amount includes \$10 million which is the CSR group's allocation of a "sustainability grant" provided by the federal government

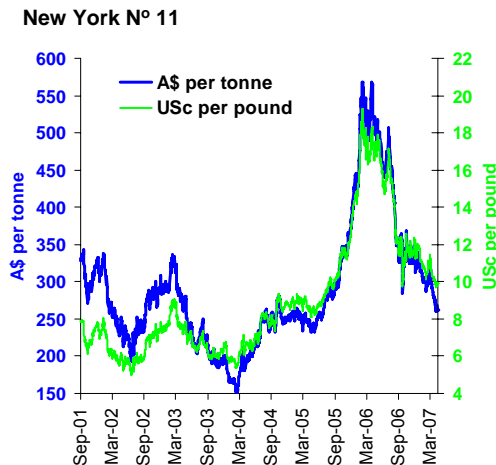
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## Achieved raw sugar price of A\$354 up from A\$316 per tonne

CSR achieved price A\$ per tonne			
	2007	2006	2005
Final full year price	354	316	255

- **Higher than normal world sugar price volatility during the last 12 months**
- **Higher A\$ also lowered returns**
  - Start year ~US18.0c per pound (~A\$500 per tonne)
  - Ended ~US10c per pound (~A\$270 per tonne)



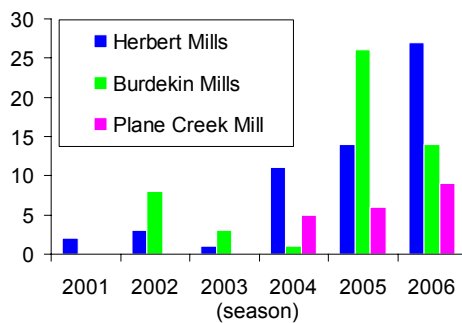
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## Substantially higher costs due to weather and operational issues

Year ended 31 March		2007	2006	2005
Cane crushed	[million tonnes]	14.3	15.4	15.0
Raw sugar produced	[million tonnes]	2.1	2.2	2.2
CCS	[sugar content]	14.1%	14.0%	14.5%

### Days of crushing lost to wet weather



- **Unseasonable wet weather extended the milling season**

- 26 days in the Herbert; 14 in the Burdekin and 9 in Plane Creek
- Higher costs due to wet weather and operational issues at several mills

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## Mills capital upgrade program

- Last year's difficult conditions highlighted shortcomings of older equipment in several mills
- Launching a three year program to upgrade critical equipment, improve cost position and increase sugar recovery
- Scope and timing reviewed each year taking into account crop size, profit levels and medium-term outlook for sugar prices
- Program will ensure CSR maintains its competitive position in the global raw sugar market



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## Refined sugar profits improving

- Recovery in market activity with lower sugar prices
- Investing \$56 million for major upgrade of the Yarraville refinery in Melbourne
  - Replaces very old equipment
  - Improves sustainability of operations
- Retail market share continues to grow with specialised products and new packaging
- Expanded into sweetening solutions following distribution deal to market Equal® in retail and food service markets in Australia/NZ



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## Ethanol continues to grow strongly

- \$15m Sarina expansion of fuel ethanol plant installed on time and within budget
- Sales volumes and prices increased – especially in fuel market
- Fertiliser by-product sales also improved
- Further options to expand capacity under review
  - Increases in feedstock prices are impacting viability of potential grain based projects
  - Additional molasses production



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## Substantial renewable electricity potential

- CSR currently has approximately 100 megawatt (MW) cogeneration capacity available to the power grid in North Queensland
- Production from sugarcane waste (bagasse) provides a constant base load supply of electricity, unlike most other forms of renewable power generation
- CSR has capacity to add another 300MW through additional cogeneration facilities at its sugar mills – about 50% of North Queensland's power requirements

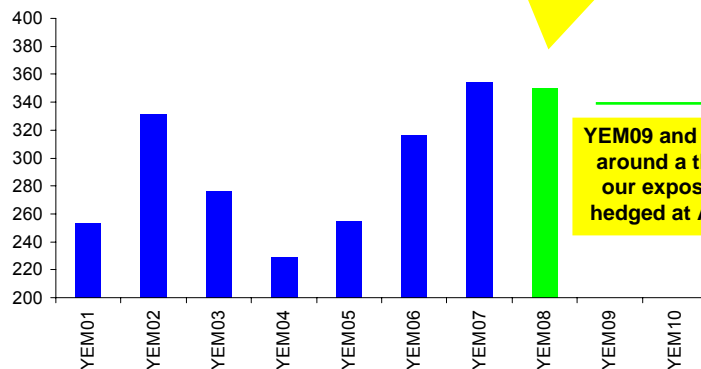


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## YEM08 raw sugar— around 60% priced at A\$350/t

Raw sugar price  
A\$ per tonne

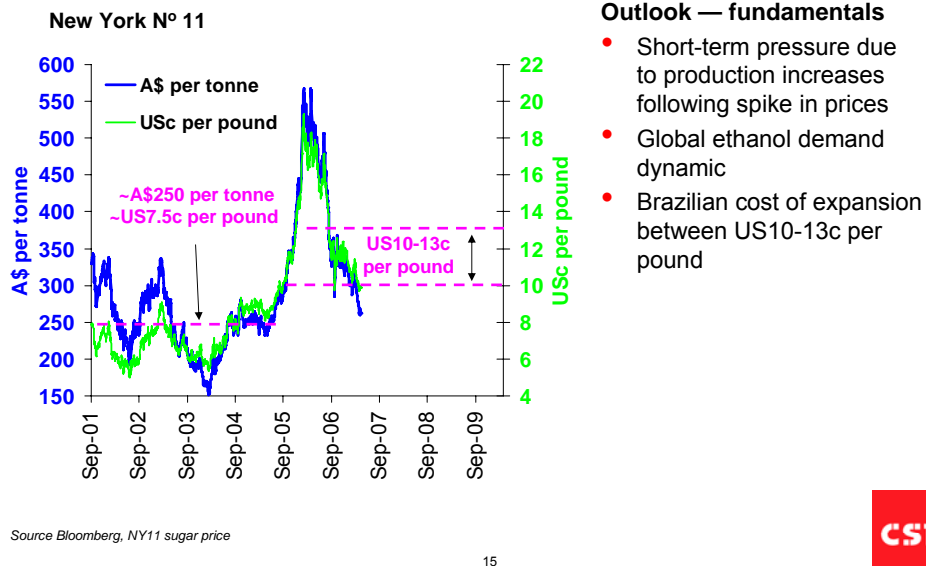


Source CSR

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## Fundamentals should underpin a better medium to longer term sugar price



### Outlook — fundamentals

- Short-term pressure due to production increases following spike in prices
- Global ethanol demand dynamic
- Brazilian cost of expansion between US10-13c per pound

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## Sugar strategy

- **Operational efficiency** – maintaining our competitive cost position in the global market
  - Short term price/fx volatility
  - Sugar mills are capital intensive - need adequate re-investment, monitored carefully to ensure value creation
- **Growth and innovation** - substantial global and regional opportunities:
  - CSR optimistic about upstream and downstream opportunities
  - Early stage biotech has considerable potential to improve sugar yields, but still early days
  - Product innovation in the sugar and sweeteners markets
  - Substantial opportunities in renewable fuel and electricity
  - Industry deregulation continuing throughout YEM08/09

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## Sugar outlook

- Crop down - wet weather last year delayed planting
- Sugar recovery should be higher – raw sugar volume similar to YEM07
- 60% of net exposure in YEM08 hedged for commodity and currency at \$350 per tonne
- Current sugar price and exchange rate indicates final outcome \$300 - \$330 per tonne.
- Mills renewal program will incur \$10 million of additional operating costs plus depreciation from higher capex
- Net result for YEM08 will be materially lower than YEM07 on current sugar price/fx forecasts

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## Building Products well positioned for the rebound in the cycle

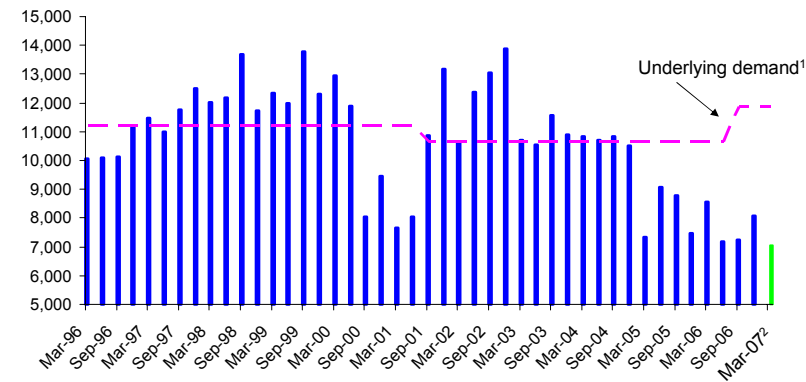
Greg Rough  
EGM, Gyprock™ and Cemintel™



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## YEM07 NSW residential market at 60 year lows - build up of latent demand

NSW - Demand & Residential Building Activity  
Commencements



Source ABS, BIS Shrapnel

1. Underlying demand (source: BIS Shrapnel) is based on population growth and household formation
2. Mar-07 is a forecasted number (source: BIS Shrapnel)

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## Low building activity impacted earnings

- **Revenue up 3% to \$1 billion**

- Growth in Performance Systems and from new products and services

- **EBIT of \$84.5 million**

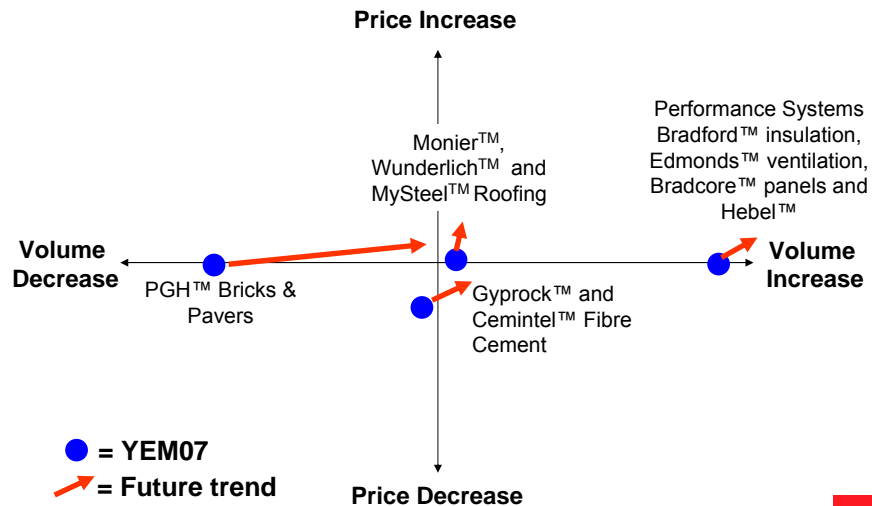
- Lower factory utilisation due to slow residential building
- Increasing fuel and energy costs
- 16.7% below last year excluding one-off write-down

Year ended 31 March [\$ million unless stated]			
	2007	2006	change
Performance Systems (includes Bradford Insulation)	279.9	247.1	13.3%
Gyprock and Cemintel	395.0	393.7	0.3%
PGH Bricks and Monier Roofing	317.9	318.4	-0.2%
Other	11.2	15.0	-25.3%
Total trading revenue	1,004.0	974.2	3.1%
EBIT	84.5	101.5	-16.7%
Less write-off of plant		-20.6	
EBIT	84.5	80.9	4.4%
EBIT Margin	8.4%	8.3%	

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## YEM08 volumes likely to increase slowly with modest price gains



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## Building Products strategy

- **Below median delivered costs** – re-investment and operational programs improving manufacturing and supply chain management
- **Systems and solutions** – development of innovative systems, particularly around existing portfolio of energy efficient solutions
- **Brand** – ensure CSR brands are #1 or #2 in their segment, leveraging off CSR master brand. Improve margins through differentiated product offerings.
- **Growth from Australasian/Asian network** — progressively increase geographic markets (Asia/Middle East) supplied from our five Asian plants
- **Broaden portfolio** — Exploring growth opportunities in adjacent segments to broaden portfolio offering to existing customer base

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## Investment to improve cost position and augment supply



### Performance Systems

(includes Bradford™ insulation, Edmonds™ ventilation systems, Bradcore™ panels and Hebel™)

- Completed \$27m expansion of Bradford™ plant at Ingleburn (NSW), with new packaging equipment
- \$44m Guangzhou rockwool plant under construction – 45,000 tonnes
- Acquired Phoenix Insulation in southern China



### Gyprock™ and Cemintel™ Fibre Cement

- \$140m investment to replace and expand Yarraville, Melbourne plant into a world class operation
- Rationalising warehouse and distribution facilities
- Maintains lowest through-the-cycle delivered cost for Gyprock™ plasterboard in our major markets



### PGH™ Bricks and Monier™ Wunderlich™ Roofing

- Completed \$30m upgrade of brick plant at Oxley (Qld)
- Network restructuring and rationalisation to produce cost savings approaching \$20 million per year
- Restructuring charge detailed later

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## Building Products outlook

- Residential:
  - NSW key to significant East Coast upturn – no sign of imminent upturn
  - QLD likely to improve slightly
  - VIC and NZ stable
  - WA lower, but still at high levels
- Commercial
  - Strong demand continuing
- Drive to optimise production and distribution network continues
- Building Products YEM08 EBIT expected to be higher than YEM07
- Medium term growth expected to be substantial due to cyclical upturn in Australia, organic growth from new systems and solutions, progressive Asia/Middle East network expansion and acquisitions

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# Aluminium, Property, Finance

**Anne Brennan**  
**CFO CSR Limited**

**CSR**

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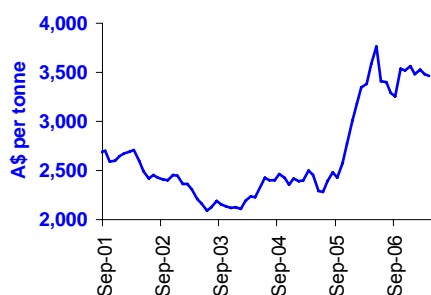
## Aluminium — Profit down from previous year

Year ended 31 March [\$ million unless stated]			
	2007	2006	change
Sales ('000 tonnes)	185.4	185.7	-0.1%
Trading revenue	561.4	523.5	7.2%
EBIT	141.9	156.1	-9.1%
EBIT Margin	25.3%	29.8%	
Net profit after minority interests	70.0	76.9	-9.0%

Market data			
	2007	2006	2005
LME US\$/tonne	2,670	2,039	1,776
US\$/A\$ average rate	0.765	0.753	0.740
LME A\$/tonne	3,490	2,708	2,400

- EBIT down 9.1% due to lower prices for aluminium hedged in previous years and higher production costs

Aluminium price - LME

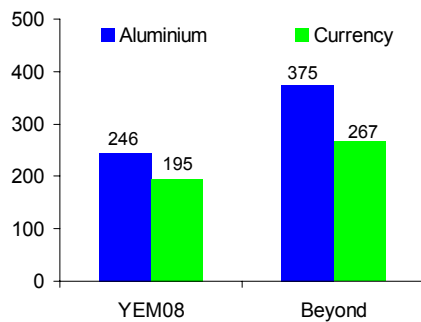


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## Increased forward hedging levels following higher prices

### Aluminium Hedge Book US\$ millions



- Significant hedging undertaken for YEM08 and beyond
  - Around 87% of net aluminium exposure<sup>1</sup> now hedged for YEM08
- YEM08 earnings are expected to rise as a result of higher hedged prices

0.711	0.726	Average currency rate in US cents
US\$2,103	US\$2,211	Average hedged aluminium price US\$ per tonne
A\$2,958	A\$3,045	Average hedged aluminium price A\$ per tonne

1. CSR hedges net aluminium exposure which takes into account the natural hedge involved in alumina purchases. Net aluminium exposure equates to around three quarters of metal production.

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## Property continues to make significant returns

### Year ended 31 March [\$ million]

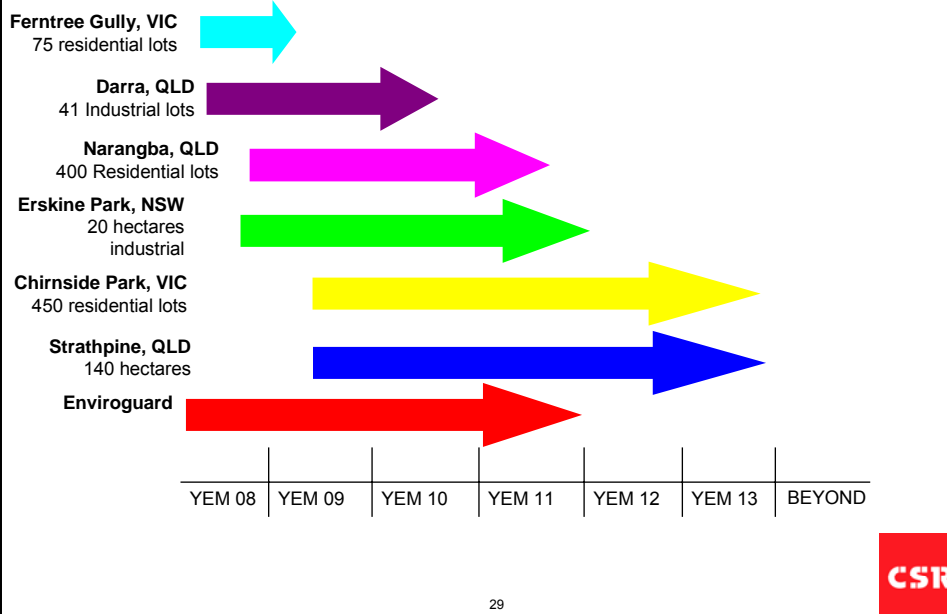
	<u>2007</u>	<u>2006</u>	<u>change</u>
EBIT	<b>69.7</b>	75.6	-7.8%
Capital investment	<b>59.1</b>	54.2	9.0%

- Property's earnings are based on a small number of large transactions - potential for sizeable swings from year to year
- The major driver YEM07 was sale of two major sites at the Erskine Park industrial development in Sydney's west

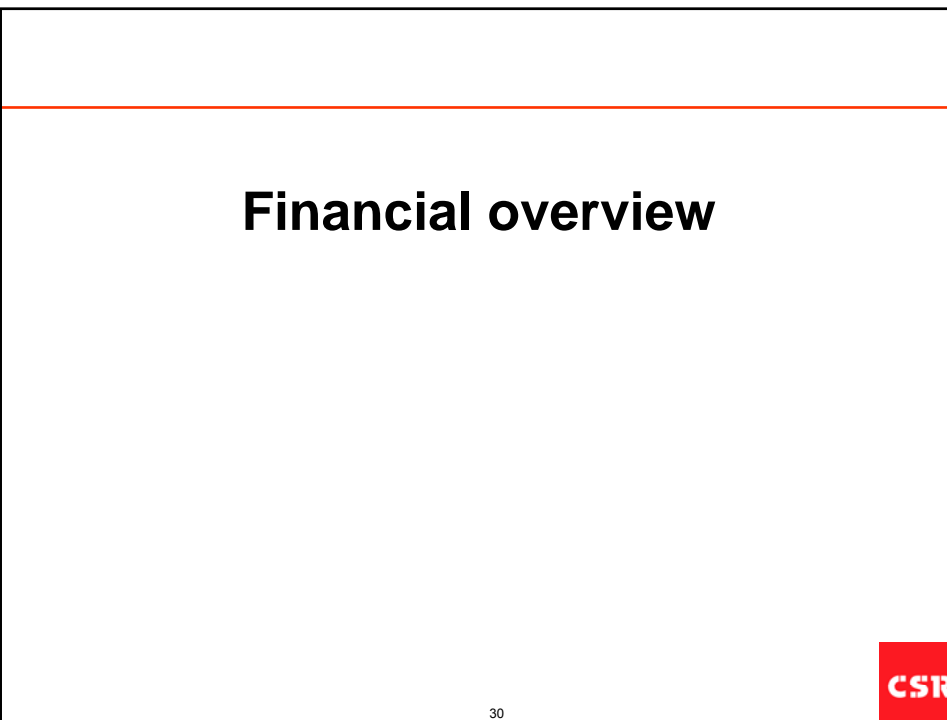
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## Property returns sustainable over long term



## Financial overview



## Financial results

**Year ended 31 March 2007**  
[\$ million unless stated]

	<u>2007</u>	<u>2006</u>	<u>change</u>
Trading revenue	3,111.0	2,866.9	8.5%
EBITDA	531.9	533.1	-0.2%
EBIT	406.1	416.8	-2.6%
Net finance expense	-56.9	-50.8	12.0%
Tax expense	-74.0	-78.1	-5.2%
Outside equity interest	-34.7	-38.1	-8.9%
<b>Net profit before sig items</b>	<b>240.5</b>	<b>249.8</b>	<b>-3.7%</b>
Effective tax rate	21.2%	21.3%	
Earnings per share (cents) <sup>(1)</sup>	27.4	27.4	
Total dividends per share (cents)	15.0	15.0	
Dividend payout ratio	54.7%	54.7%	

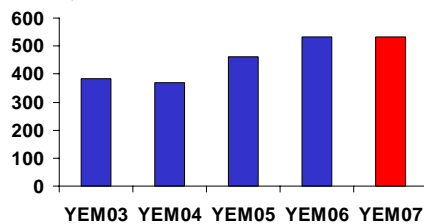
1. Excluding significant items. Based on the number of shares outstanding at 31 March.

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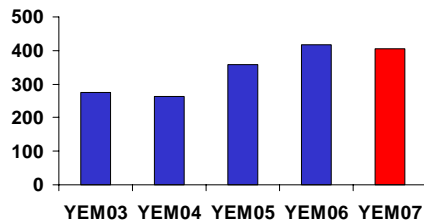
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## Five year performance

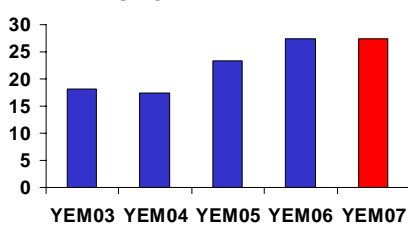
EBITDA - \$ m



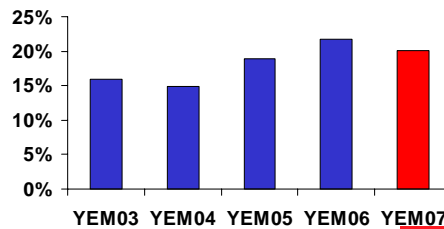
EBIT - \$ m



EPS excluding significant items - cents



Return on shareholders funds



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## Balance sheet remains flexible for future growth

- **5% share buyback announced in July 2006**  
\$114.5 million spent to date to purchase 4% of shares. Average price of \$3.06 per share
- **Gearing of 25%** reduced from last year
- **Strong cash flow** provides flexibility for future growth
- **Further capital management opportunities under review**

Year ended 31 March [\$ million unless stated]		
	<u>2007</u>	<u>2006</u>
Gearing – net debt / net debt + equity <sup>(1)</sup>	<b>25.3%</b>	30.5%
Net debt	<b>448.6</b>	558.5
Interest cover	<b>15.4</b>	17.2
EBITDA	<b>531.9</b>	533.1

1. Excludes fair value adjustments for hedges from equity and product liability provision.

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## Significant items

Year ended 31 March [\$ million unless stated]			
	<u>2007</u>	<u>2006</u>	<u>change</u>
Net profit before significant items	<b>240.5</b>	249.8	-3.7%
Significant items	<b>32.8</b>	55.2	-40.6%
Net profit after tax	<b>273.3</b>	305.0	-10.4%
Significant items (after tax)			
Settlement of insurance litigation	<b>102.9</b>	93.0	
Increase in product liability provision	<b>-21.0</b>	-37.8	
Building Products plant closure and rationalisation costs	<b>-49.1</b>		
Total	<b>32.8</b>	55.2	

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## Restructure of Bricks and Roofing

- PGH Bricks & Pavers and Monier Roofing merged in late 2006. New developments include:
  - Closure of Strathpine, near Brisbane releasing 140 hectare site for development
  - Paver production transferred to Cooroy (QLD)
  - Closure of Bathurst
  - Simplification of product range, inventory write downs
  - Reduction in support costs
- Provision of \$49.1 million after-tax, significant item for YEM07
- 6 out of 14 kilns now mothballed, modest additional capex in Cooroy and Springvale to position CSR well for supply through the cycle
- Potential cost savings of up to \$20 million in a full year

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## Looking forward

**Jerry Maycock**  
**Managing Director**

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## Some observations on CSR's businesses

- Cost positions below benchmarks, or credible plans to get there
- #1 or #2 product brand positions, (or price premiums achieved in commodity markets)
- Corporate brand very strong in Australia
- Critical mass to be regionally relevant, some businesses with international prospects
- Generally, structurally attractive markets
- Upgrades to most key assets completed or in progress
- Substantial renewable energy, energy efficient products, and carbon opportunities
- Real growth options – organic and acquisitive

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## Strategy needs a medium to longer term view

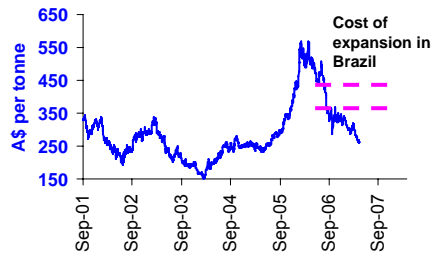
- Capital intensive
- Cyclical Building Products markets
- Sugar and Aluminium subject to global supply and demand cycles
- Foreign exchange fluctuations impact most businesses
- The CSR brand is a substantial intangible asset in Australia, with considerable opportunity to build on over time
- However - execution also needs a shorter term, more nimble and opportunistic edge

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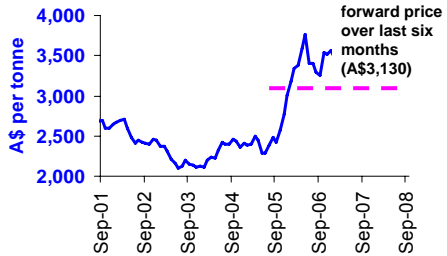
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## Fundamentals should underpin the medium term demand outlook for all CSR's businesses

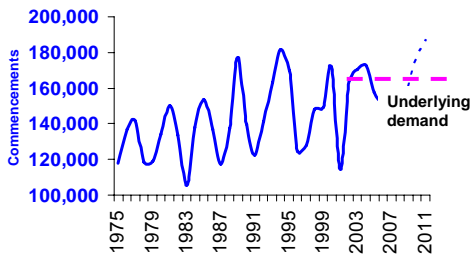
Sugar price – NY#11



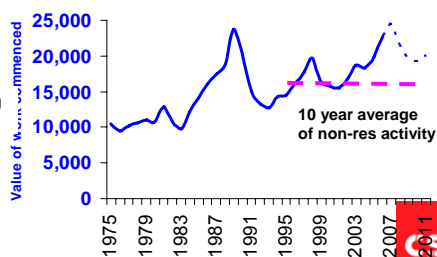
Aluminium price - LME



New dwelling construction



Non-residential construction



Source: BIS Shrapnel

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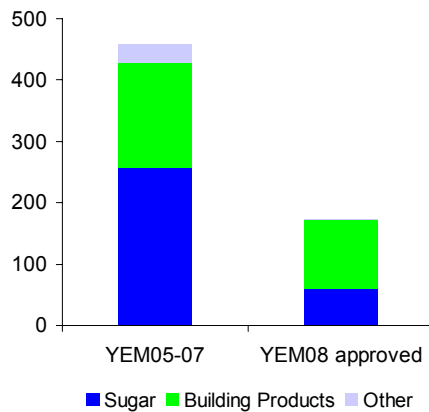
Source: BIS Shrapnel



## Investments to yield results over next 2 – 3 years

- Development capex of \$450 million between YEM05-07 (excl Property)
- Key projects for YEM08 include
  - Replacement/expansion of Gyprock factory in Melbourne (\$140m)
  - New rockwool plant in Guangzhou, China (\$43m)
  - Upgrade to Yarraville sugar refinery (\$56m)

Development capital expenditure  
A\$ millions



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## Summary and outlook

- In YEM08:
  - Aluminium and Building Products results will improve
  - FX and sugar price will pull down raw sugar earnings
  - Property earnings will reduce to 'sustainable' levels
  - Consolidated numbers unlikely to reach YEM07
- Sugar – potential to build on position as the 5<sup>th</sup> largest global raw sugar producer
- Building Products – well positioned for upturn in the residential market and continued strength in commercial construction
- Strategic review to consider options for growth within the businesses, as well as the broader portfolio

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CSR Limited Annual Full Year Results  
16 May 2007



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