Thankyou Chairman, and good morning everyone.

My name is Rob Sindel and I am Boral's Lead Independent Director, Chairman of the Independent & Related Party Committee, and Chairman of the Remuneration & Nominations Committee.

Before I talk about Board independence and governance matters, let me cover some key remuneration matters that I think are important to shareholders. Specifically,

- the significant changes and challenges faced by the Company during FY2021,
- the refinements to our remuneration framework in FY22, and
- changes to the CEO remuneration arrangements from the first of July this year.

FY2021 CHANGES AND CHALLENGES

It is an understatement to say that this was a year of significant change at Boral, coupled with unprecedented external pressures faced by the team.

Our new CEO and Chief Finance & Strategy Officer (CFSO) both joined Boral during the year and have successfully re-focused our portfolio, reorganised the operating model of the Company, as well as implemented changes in leadership roles and appointed new executives.

Boral's FY21 results were delivered against mixed market conditions, and great uncertainty from the ongoing impacts of COVID-19. Many of the remuneration decisions taken in response to COVID-19 last year, were maintained in FY21. These actions included:

- a salary freeze for executives and salaried employees
- a freeze on Non-executive Director fees, and
- suspension of the Short-Term Incentive (STI) plan for senior executives and participating employees.

On a positive note, we continued to support our employees through the pandemic with flexible working arrangements, and for those employees unable to work due to lockdowns and mandated restrictions, we offered five days of pandemic leave.

Our FY22 focus areas include strategy, customers, sustainability, safety and employee engagement. We have also increased the STI deferral proportion from 20% to 50% for senior executives, to help re-balance short- and long-term focus.

Another refinement to our remuneration framework includes the expansion of the minimum shareholding requirements to apply to all executives. We are now requiring executives to build a minimum shareholding equivalent to 50% of their fixed annual remuneration within five years.

We also undertook an analysis of Boral's Board and Committee fees against relevant market benchmarks. The Board determined that base fees would remain at current levels, however Committee fees would be increased to align with the market. These changes are noted in the Remuneration Report.

Ryan Stokes and Richard Richards – as nominees of Seven Group Holdings – have made the decision not to receive any remuneration for their roles on the Board.

In addition, during the most recent construction lockdowns the CEO and CFSO, together with a number of Executive Committee members, voluntarily reduced their salary by up to 20% during August and September 2021. Non-executive Directors also resolved to reduce their fees by 20% during the same period.

CHANGES TO CEO REMUNERATION

As announced on 28 September, the CEO's fixed annual remuneration for FY2022 remains unchanged. However, certain remuneration arrangements for the CEO have been updated to reflect the link between short-term priorities and long-term goals, and importantly align with the objectives of the wider Boral leadership team.

From 1 July 2021, the CEO's fixed annual remuneration (FAR) no longer includes a fixed equity component. This recognises that Zlatko has, through on market self-funded purchases, built up a significant shareholding in Boral, on track with the requirement for the CEO to accumulate a minimum shareholding equivalent to 100% of FAR within five years.

Reinforcing the need to balance short- and long-term objectives, the CEO's incentive opportunity has both a short-term and a long-term component. The long-term component is 120% of FAR. The short-term component is 90% of FAR at Target and 120% of FAR at Maximum.

Any future STI that is awarded will have 50% delivered as deferred equity after two years, effectively connecting the STI to longer term performance.

Importantly, both the short- and long-term incentives remain subject to well defined performance hurdles, strongly aligned with the interests of all shareholders.

As announced in June this year, Boral's independent directors agreed to strengthen the employment arrangements for Boral's CEO and the CFSO. These changes reflect the importance of completing key initiatives under Boral's Transformation program, including the sale of Boral's North American Building Products business which is now completed.

Boral agreed it would not terminate their employment without cause before 1 July 2022 and would treat their existing LTI awards (those awards granted in 2020) as being on foot and capable of vesting, subject to the performance conditions being satisfied at the end of the performance period (that is, 1 July 2023).

Again, it is important to recognise that the incentives remain fully performance tested under