

# The quality of our management

James Hardie's performance is guided by a management structure that ensures global co-ordination of Operations, Research and 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 and Development, manufacturing, finance and legal. Team members (in alphabetical order) are:

### Louis Gries

*Executive Vice President Operations*

Louis 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 our pipes and fibre cement businesses 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.

### Peter Macdonald

*Chief Executive Officer*

Peter joined James Hardie Industries Limited in 1993 as General Manager of the company's Australian fibre cement business and was appointed President of the USA operations in 1994.

He was appointed Chief Operating Officer in September 1998 and Managing Director and Chief Executive Officer of James Hardie Industries Limited in November 1999 and retains that role with James Hardie Industries NV. Peter is Chairman of the company's Managing Board and a member of the Joint Board.

His career includes more than 20 years' experience in building and construction markets in the Americas, Asia and Australia. Peter holds a Bachelor of Commerce and

Administration degree from Victoria University, Wellington, New Zealand and an MBA from Pepperdine University, California, USA.

### Dave Merkley

*Executive Vice President Manufacturing and Engineering*

Dave 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 and Engineering, with global responsibility. He has a Bachelor of Science in Construction from Arizona State University, USA.



LOUIS GRIES



PETER MACDONALD



DAVE MERKLEY

**Don Merkley**

*Executive Vice President  
Research and Development*

Don 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 and Development and in January 2003 his role was expanded to give him responsibility for 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, retired*

Phillip joined James Hardie as Chief Accountant in October 1984. He worked as Financial Controller from 1988 to 1995, Executive General Manager Building Services from 1995 to 1997, and was appointed Chief Financial Officer in 1997. He retired from this position on 31 May 2004.

Phillip is a Chartered Accountant and has a Bachelor of Economics and an MBA from Sydney University.

**Peter Shafron**

*Senior Vice President Legal  
and Chief Financial Officer*

Peter 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 and in February 2004 was named as the company's new Chief Financial Officer, taking over after Phillip Morley's retirement from the position. Peter has a Bachelor of Arts from the Australian National University, a Bachelor and Master of Laws from the University of Sydney; and an MBA from Pepperdine University, USA.



DON MERKLEY



PETER SHAFRON



PHILLIP MORLEY