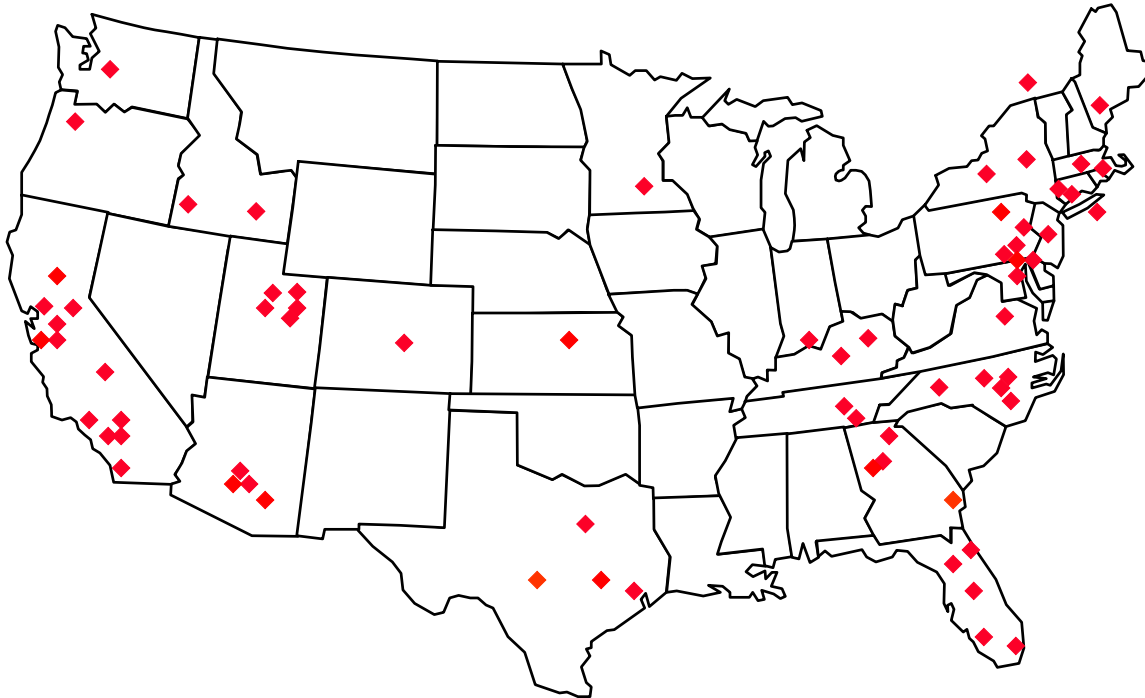


# Oldcastle Precast

**Jim Schack**  
**CEO**



# Overview



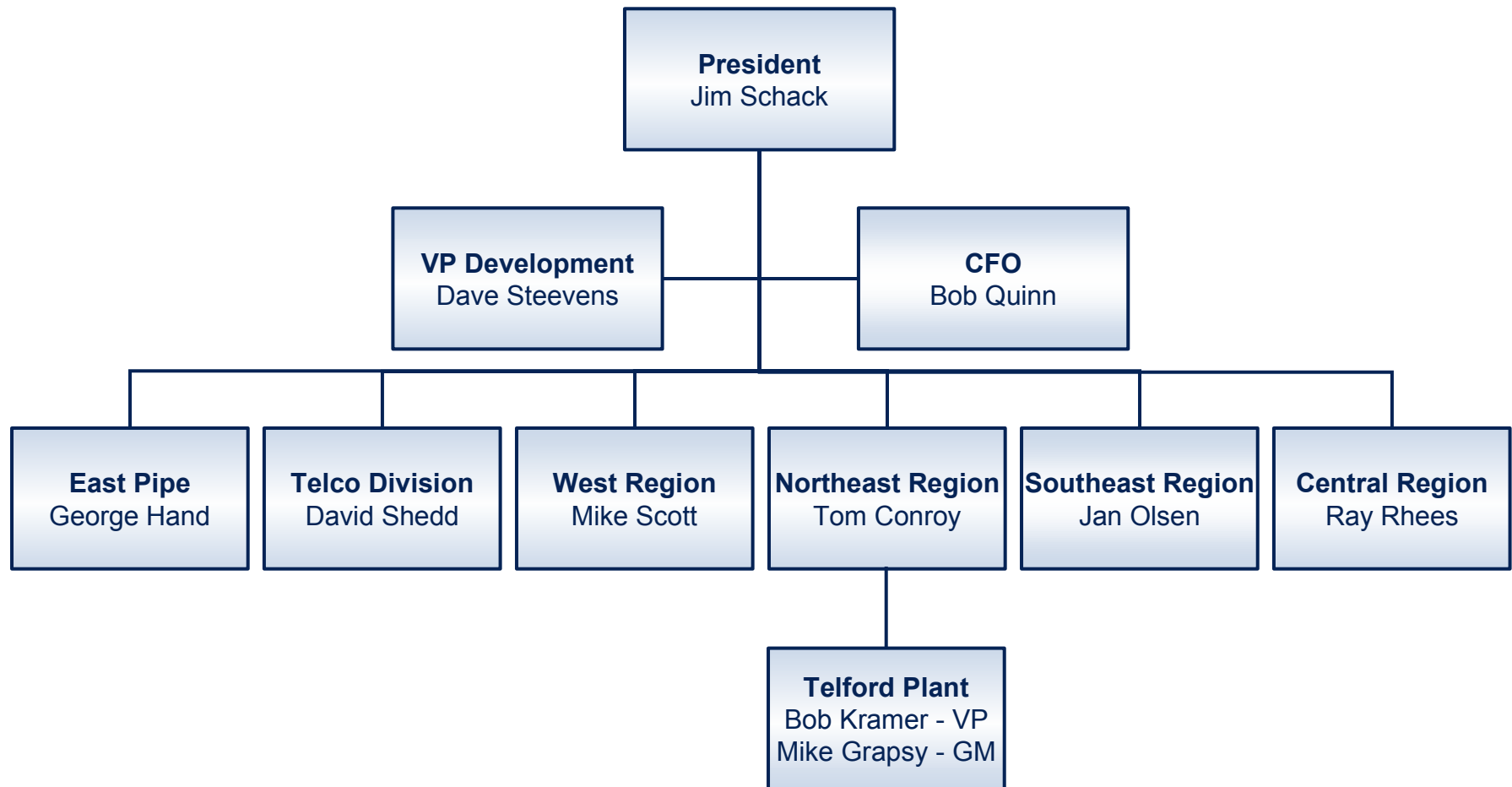
**\$0.7bn** Sales (2004)  
**12%** 5-yr Sales CAGR  
**~9%** Op. Margin

**71** Locations  
**24** US States  
**1** Canadian Province  
**+3,500** Employees

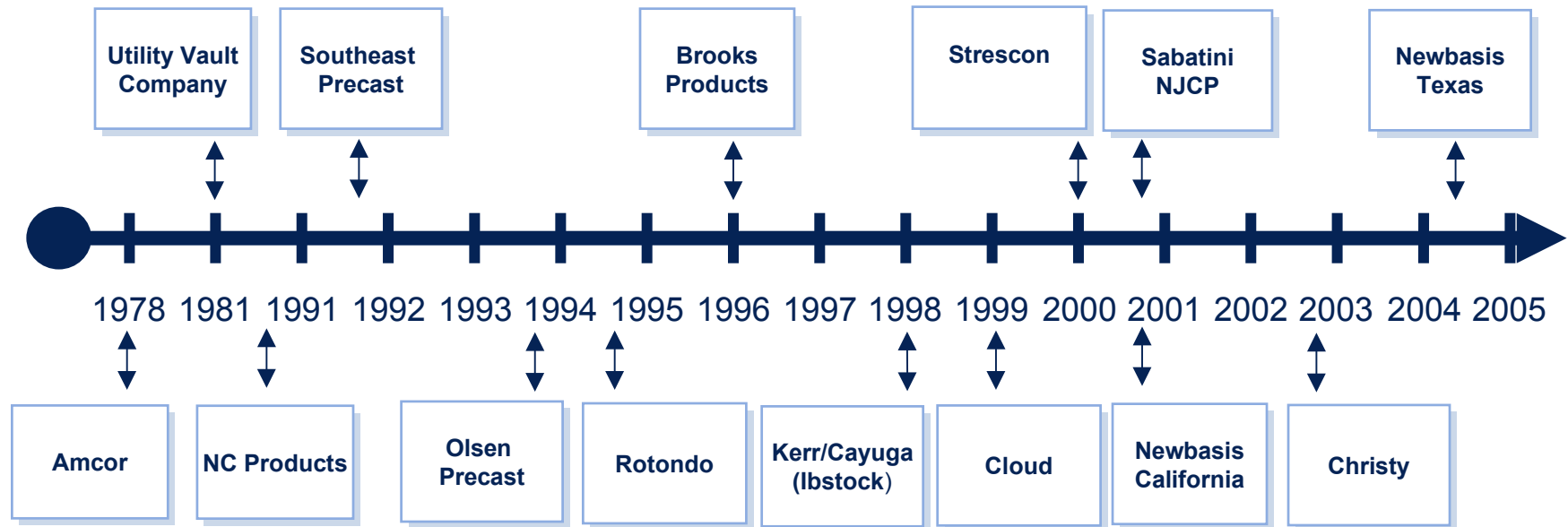
**10 : 30 : 60** Res/Non-res /Infra  
**85 : 15** New/RMI

**#1 Precast Concrete producer**

# Organization



# Development History



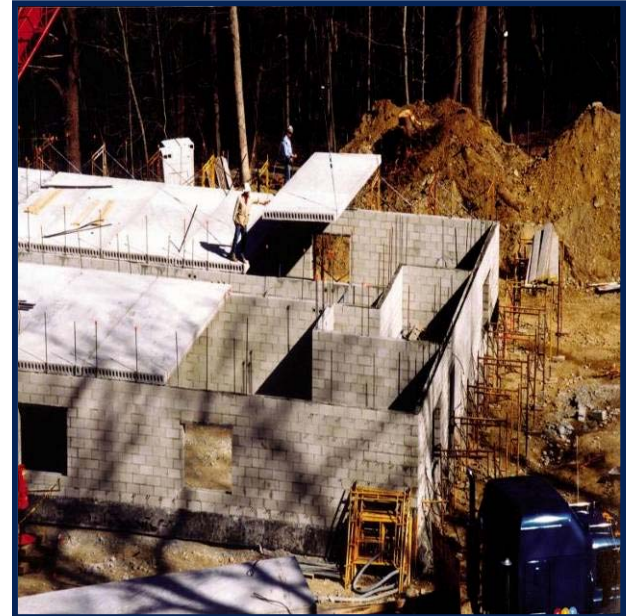
# Precast

- Precast Products - 60% of sales
- Products:
  - Underground Utility vaults
  - Storm and sewer manhole structures
  - Stormwater catch basins and inlets
  - Highway barrier and sound walls
  - **#1 Precast Company in USA**
- Customers:
  - Marketed direct to utility companies and their contractors
  - Electric, gas and water utilities
  - Telecom providers (Baby Bells, Long Distance)



# Building Products

- Building Products and Projects - 20% of sales
- Products:
  - Flooring plank
  - Wall Panels
  - Columns
  - Beams
  - Stairs
  - Modular prisons
- Customers:
  - General contractors
  - Construction managers
  - Developers





# Concrete Pipe

- Pipe - 10% of sales
- Products:
  - Stormwater
  - Sewer
  - Non-reinforced concrete pipe
- Customers:
  - General and civil contractors on private and state DOT projects



# Utility Boxes

- Utility Boxes - 5% of sales
- Products:
  - Concrete utility boxes and covers
  - Polymer utility boxes and covers
- Customers:
  - Waterworks
  - Electric and telecom distributors
  - Municipalities
  - Utilities





# Telecom Enclosures

- Telecommunications enclosures - 5%

## Products:

- Telecom enclosures
- Construction services (enclosure installation)

- Customers:

- Cellular providers
- Cable companies
- Telephone companies and their contractors and construction managers



# Telford, PA Precast Plant

- Rotondo Precast Plant acquired in 1994
  - 100 Employees
  - 62,000 annual tons of precast products
  - 73,000 sq feet building and 57 acres of land
- Market is PA, NJ



# Telford, PA Precast Plant

- Products:
  - Box culvert
  - Electrical and telephone vaults
  - Short span bridges
  - ConVault fuel storage
- Customers:
  - City, County and state road departments
  - Utility companies
  - Private developers



# Business Environment

- Star performer through the '90s
- Downturn 2001-2003 following Tech bubble burst and 9/11
- Growth plans on hold while focus was on operational performance
- Recent emphasis
  - Price Improvement
  - Improving Standard marginal contribution
  - Overhead reduction
  - Repositioning product mix away from lower margin projects
  - Developing National Marketing Program to generate internal growth
- Improving performance through 2004/2005

# Strategic Priorities

- Broaden customer base
- Internal growth through new product initiatives
- Reduce overhead, lower production costs, improve project management
- Marketing program for national products and brands
- Pursue geographical in-fill via bolt-on acquisitions
- Greenfield opportunities in large, high growth states/regions



# Compelling Business Proposition

- Significant non-residential exposure .... upturn emerged in 2004
- Improved opportunities in utility and hospitality sectors
- Key skills in engineered precast products
- Excellent reputation in utility sector
- Capitalizing on trends towards modular building methods

**Strong operational network  
+  
Lean business  
=  
Benefiting from ongoing non-residential pick-up**