

## Five year history – financial performance and key metrics

### Group financial performance

Half-year ended 31 December (\$m)	Post-AASB 16			Pre-AASB 16		
	2021	2020	2019	2019	2018	2017
<b>Summarised income statement</b>						
Revenue	17,758	17,774	15,249	15,249	31,152	35,903
EBIT (after interest on lease liabilities)	1,796	2,023	1,615	1,637	5,482	1,113
Other finance costs	(48)	(60)	(69)	(69)	(97)	(114)
Income tax expense	(535)	(573)	(336)	(343)	(847)	(787)
Profit after tax from discontinued operations	-	-	83	83	3,458	(466)
NPAT (including discontinued operations)	1,213	1,390	1,210	1,225	4,538	212
<b>Summarised balance sheet</b>						
Total assets	25,231	25,518	26,079	19,188	20,585	40,467
Total liabilities	17,488	15,907	16,355	8,931	9,293	17,638
Net assets	7,743	9,611	9,724	10,257	11,292	22,829
Net debt / (cash) <sup>1</sup>	2,863	(529)	2,666	2,666	731	4,401
<b>Summarised cash flow statement</b>						
Operating cash flows	1,556	2,216	2,131	1,666	1,987	2,897
Add/(less): Net capital expenditure	(405)	(243)	(207)	(207)	(678)	(686)
Add/(less): Other investing cash flows	(202)	(9)	(885)	(885)	1,084	17
Add/(less): Total investing cash flows	(607)	(252)	(1,092)	(1,092)	406	(669)
Free cash flows	949	1,964	1,039	574	2,393	2,228
Add/(less): Financing cash flows	(3,349)	(2,197)	(1,398)	(933)	(134)	(1,399)
Net increase/(decrease) in cash	(2,400)	(233)	(359)	(359)	2,259	829
<b>Distributions to shareholders (cents per share)</b>						
Interim ordinary dividend	80	88	75	75	100	103
Special dividend	-	-	-	-	100	-
<b>Key performance metrics</b>						
Earnings per share (cents per share)	107.3	122.9	106.9	108.3	401.2	18.7
Earnings per share from continuing operations excluding sig. items (cents per share)	107.3	125.0	99.6	101.0	95.5	86.4
Operating cash flow per share <sup>2</sup> (cents per share)	137.5	195.9	188.4	147.3	175.4	255.7
Cash realisation ratio (excluding sig. items) <sup>3</sup> (%)	79	102	114	117	99	133
Return on equity (R12, %)	24.8	19.9	23.3	22.2	26.9	6.4
Return on equity (R12, %) (excluding sig. items)	24.8	24.7	21.4	20.4	13.5	12.0
Net tangible asset backing per share (\$ per share)	3.35	5.08	4.81	5.28	6.41	4.31

<sup>1</sup> Total interest-bearing loans and borrowings less cash. Excludes cash in transit and lease liabilities.

<sup>2</sup> For the purposes of this calculation, reserved shares have been included.

<sup>3</sup> Operating cash flows as a percentage of net profit after tax, before depreciation and amortisation.

## Divisional key performance metrics

Half-year ended 31 December (\$m)	Post-AASB 16			Pre-AASB 16		
	2021	2020	2019	2019	2018	2017
<b>Bunnings</b>						
Revenue	9,209	9,054	7,276	7,276	6,909	6,566
EBITDA <sup>1</sup>	1,677	1,669	1,316	1,059	1,027	953
Depreciation and amortisation	(362)	(337)	(321)	(98)	(95)	(89)
Interest on lease liabilities	(56)	(58)	(57)	-	-	-
EBT <sup>1</sup>	1,259	1,274	938	961	932	864
EBT margin <sup>1</sup> (%)	13.7	14.1	12.9	13.2	13.5	13.2
ROC <sup>1</sup> (R12, %)	79.0	76.6	51.5	52.2	50.2	47.0
Capital expenditure (cash basis)	196	219	269	269	240	275
Total sales growth (%)	1.7	24.3	5.3	5.3	5.5	10.0
Total store sales growth <sup>2</sup> (%)	1.0	24.8	5.8	5.8	5.5	10.1
Store-on-store sales growth <sup>2</sup> (%)	1.5	27.7	4.7	4.7	4.0	9.0
Online penetration (%)	4.3	3.1	0.4	0.4	n.r.	n.r.
Safety (R12, TRIFR)	12.5	10.0	10.4	10.4	12.0	15.8
Scope 1 and 2 emissions, Mkt-Based (kt)	54	54	n.r.	n.r.	n.r.	n.r.
Scope 1 and 2 emissions, Location-Based (kt)	107	115	130	130	n.r.	n.r.
<b>Kmart Group</b>						
Revenue <sup>3</sup>	4,917	5,441	4,990	4,990	4,754	4,769
EBITDA <sup>3,4</sup>	483	818	687	453	492	518
Depreciation and amortisation <sup>3</sup>	(260)	(283)	(292)	(108)	(99)	(103)
Interest on lease liabilities	(45)	(48)	(52)	-	-	-
EBT <sup>3,4</sup>	178	487	343	345	393	415
EBT margin <sup>3,4</sup> (%)	3.6	9.0	6.9	6.9	8.3	8.7
ROC <sup>3,4,5</sup> (R12, %)	24.5	35.5	25.1	25.2	34.4	26.2
Capital expenditure <sup>3</sup> (cash basis)	81	81	80	80	121	201
Safety (R12, TRIFR)	8.6	10.6	16.0	16.0	21.0	24.2
Scope 1 and 2 emissions, Market-Based (kt)	121	132	n.r.	n.r.	n.r.	n.r.
Scope 1 and 2 emissions, Location-Based (kt)	136	143	154	154	n.r.	n.r.
<b>Kmart (excludes KTAS from 2018)</b>						
- Total sales growth <sup>6</sup> (%)	(4.7)	7.1	7.6	7.6	1.0	8.6
- Comparable sales growth <sup>6</sup> (%)	(6.4)	9.1	5.5	5.5	(0.6)	5.4
- Online penetration (%)	14.3	8.7	3.7	3.7	n.r.	n.r.
<b>Target</b>						
- Total sales growth <sup>6</sup> (%)	(23.6)	2.3	(4.3)	(4.3)	0.3	(6.2)
- Comparable sales growth <sup>6</sup> (%)	6.0	13.0	(2.3)	(2.3)	0.5	(6.5)
- Online penetration (%)	26.9	15.9	6.9	6.9	n.r.	n.r.
<b>Catch</b>						
- Gross transaction value growth (%)	1.0	95.6	21.4	21.4	n.r.	n.r.

n.r. = not reported

<sup>1</sup> Includes net property contribution for 2021 of \$41 million; 2020 of \$1 million; 2019 of \$22 million post-AASB 16 (\$42 million pre-AASB 16); 2018 of \$51 million; and for 2017 of \$30 million.

<sup>2</sup> Includes cash, trade and online sales, excludes property income and sales related to Trade Centres, 'Frame and Truss', Adelaide Tools and Beaumont Tiles.

<sup>3</sup> 2017 and 2018 includes KTAS.

<sup>4</sup> Earnings excludes pre-tax restructuring costs and provisions in 2020 (\$34 million) and 2016 (\$13 million) and pre-tax non-cash impairments relating to Target in 2017 (\$306 million). 2019 includes \$9 million of payroll remediation costs relating to Target.

<sup>5</sup> ROC includes the impact of lower capital employed as a result of non-cash impairments relating to Target in 2017 (\$306 million).

<sup>6</sup> Based on retail periods (rather than Gregorian reporting).

## Divisional key performance metrics (continued)

Half-year ended 31 December (\$m)	Post-AASB 16			Pre-AASB 16		
	2021	2020	2019	2019	2018	2017
<b>Officeworks</b>						
Revenue	1,580	1,523	1,231	1,231	1,100	1,017
EBITDA	142	156	137	94	90	80
Depreciation and amortisation	(55)	(51)	(48)	(15)	(14)	(12)
Interest on lease liabilities	(5)	(5)	(7)	-	-	-
EBT	82	100	82	79	76	68
EBT margin (%)	5.2	6.6	6.7	6.4	6.9	6.7
ROC (R12, %)	19.6	23.4	17.2	16.9	17.2	15.7
Capital expenditure (cash basis)	28	26	22	22	20	11
Total sales growth (%)	3.7	23.6	11.5	11.5	8.2	9.8
Online penetration (%)	46.0	37.1	29.7	29.7	n.r.	n.r.
Safety (R12, TRIFR)	5.5	7.3	7.1	7.1	11.0	10.7
Scope 1 and 2 emissions, Market-Based (kt)	15	17	n.r.	n.r.	n.r.	n.r.
Scope 1 and 2 emissions, Location-Based (kt)	18	20	22	22	n.r.	n.r.
<b>Chemicals, Energy and Fertilisers</b>						
Chemicals revenue	642	489	510	510	502	439
Energy revenue <sup>1</sup>	252	206	219	219	233	223
Fertilisers revenue	183	135	160	160	139	102
Total revenue	1,077	830	889	889	874	764
EBITDA <sup>2</sup>	262	202	214	212	226	223
Depreciation and amortisation	(43)	(42)	(41)	(38)	(36)	(35)
Interest on lease liabilities	(1)	-	-	-	-	-
EBT <sup>2</sup>	218	160	173	174	190	188
ROC <sup>2</sup> (R12, %)	19.6	18.1	26.7	26.7	28.2	28.0
ROC <sup>2</sup> (R12, %) (excluding ALM)	32.2	29.0	32.0	32.0	28.2	28.0
Capital expenditure <sup>3</sup> (cash basis)	238	53	50	50	32	30
Safety (R12, TRIFR)	4.2	3.2	3.1	3.1	5.3	3.8
Scope 1 and 2 emissions, Market-Based (kt)	370	454	n.r.	n.r.	n.r.	n.r.
Scope 1 and 2 emissions, Location-Based (kt)	373	455	493	493	n.r.	n.r.
<i>Sales volumes<sup>4</sup> ('000 tonnes)</i>						
Chemicals	565	550	568	568	546	494
LPG & LNG	109	115	103	103	99	100
Fertilisers	286	274	324	324	301	253

n.r. = not reported

<sup>1</sup> Includes interest revenue from Quadrant Energy loan notes and excludes intra-division sales.

<sup>2</sup> 2017 and 2018 include Quadrant Energy.

<sup>3</sup> Includes WesCEF's share of Covalent Lithium's capital expenditure for 2021 of \$139 million; for 2020 of \$15 million; and for 2019 of \$11 million. 2021 also includes \$16 million of capitalised interest.

<sup>4</sup> External sales exclude AN volumes transferred between Chemicals and Fertilisers business segments.

## Divisional key performance metrics (continued)

Half-year ended 31 December (\$m)	Post-AASB 16			Pre-AASB 16		
	2021	2020	2019	2019	2018	2017
<b>Industrial and Safety</b>						
Revenue	944	898	858	858	876	869
EBITDA <sup>1</sup>	80	76	46	25	61	73
Depreciation and amortisation	(37)	(37)	(36)	(19)	(19)	(21)
Interest on lease liabilities	(2)	(2)	(3)	-	-	-
EBT <sup>1</sup>	41	37	7	6	42	52
EBT margin <sup>1</sup> (%)	4.3	4.1	0.8	0.7	4.8	6.0
ROC <sup>1</sup> (R12, %)	6.5	5.4	3.4	3.4	7.5	8.3
Capital expenditure (cash basis)	25	30	33	33	46	19
Safety (R12, TRIFR)	3.1	4.5	4.1	4.1	7.3	6.4
Scope 1 and 2 emissions, Market-Based (kt)	14	12	n.r.	n.r.	n.r.	n.r.
Scope 1 and 2 emissions, Location-Based (kt)	14	13	14	14	n.r.	n.r.

n.r. = not reported

<sup>1</sup> 2019 includes \$15 million of payroll remediation costs.