## 2009 Full Year Results Teleconference

20 August 2009

## Presentation Outline

| Group Performance Highlights | Richard Goyder |
| :---: | ---: |
| Coles | Ian McLeod |
| Home Improvement \& Office Supplies | John Gillam |
| Target | Launa Inman |
| Kmart | Guy Russo |
| Resources | Stewart Butel |
| Insurance | Rob Scott |
| Industrial \& Safety, Chemicals \& Fertilisers, Energy | Keith Gordon |
| Other Businesses \& Capital Management | Richard Goyder |
| Outlook |  |

# Group Performance Highlights 

## Richard Goyder

Managing Director, Wesfarmers Limited


## Group Performance Highlights

- Significant increases in revenue and earnings
- Record Resources earnings
- Inclusion of full period of Coles, Target, Kmart and Officeworks
- Strong Retail performance
- Operating revenue of $\$ 51.0$ billion
- Group profit after tax of $\$ 1.5$ billion, up $44 \%$
- After net $\$ 106$ million of non-trading and significant costs
- Strong cash generation with operating cash flow of $\$ 3.0$ billion
- Earnings per share of 160 cents, down 8\%
- Final dividend of \$0.60 per share (fully franked), ahead of guidance


## Group Performance Highlights (cont)

- Coles turnaround continues to meet Wesfarmers' expectations
- Bunnings and Target delivered strong performances
- Officeworks and Kmart transformations progressing well
- Kmart still at an early stage
- Record Resources production and sales
- Other Industrial and Insurance divisions impacted by external factors and a slowing economy
- Balance sheet strengthened with closing Net Debt to Equity of 18.3\%


## Group Performance Summary

| Year ended 30 June (\$m) | 2009 | $2008^{*}$ | $\%$ |
| :--- | ---: | ---: | ---: |
| Revenue | $\mathbf{5 0 , 9 8 2}$ | 33,584 | 51.8 |
| EBITDA | $\mathbf{4 , 0 0 1}$ | 2,889 | 38.5 |
| EBIT | $\mathbf{2 , 9 7 7}$ | 2,229 | 33.6 |
| Net profit after tax (pre significant items) | $\mathbf{1 , 6 4 1}$ | 1,132 | 45.0 |
| Net profit after tax (post significant items) | $\mathbf{1 , 5 3 5}$ | 1,063 | 44.4 |
| Operating cash flow | $\mathbf{3 , 0 4 4}$ | 1,451 | 109.8 |
| Earnings per share (ex. employee res. shares)^ | $\mathbf{1 6 0 . 0}$ | 174.2 | (8.2) |
| Earnings per share (inc. employee res. shares)^ | $\mathbf{1 5 9 . 0}$ | 172.5 | (7.8) |
| Cash flow per share (inc. employee res. shares) | $\mathbf{3 2 4 . 8}$ | 247.2 | 31.4 |
| Dividends per share | $\mathbf{1 1 0}$ | 200 | $\mathbf{( 4 5 . 0 )}$ |
| Return on shareholders' funds (R12 \%) | $\mathbf{7 . 4}$ | 8.6 | $\mathbf{( 1 . 2 ) p t}$ |

[^0]^2008 restated for equity raising in accordance with AIFRS

## Earnings Per Share

- 2009 EPS reflects growth in NPAT and impact of equity raising
- Full impact of equity raising to flow into 2010


Excludes sale of ARG in 2006. Adj usted for equity raisings in FY08 and FY09.

## Cash Flow Per Share

- Cash flow strengthened in 2009
- Continued focus on cash management and working capital initiatives


Excludes the sale of ARG in 2006 and based on WANOS including employee reserved shares

## Divisional EBIT

| Year ended 30 June (\$m) | 2009 | $2008^{*}$ | $\%$ |
| :--- | ---: | ---: | ---: |
| Coles | $\mathbf{8 3 1}$ | 475 | $n . m$. |
| Home Improvement | 659 | 589 | 11.9 |
| Office Supplies | 65 | 36 | $n . m$. |
| Target | 357 | 221 | $n . m$. |
| Kmart | 109 | 111 | $n . m$. |
| Resources | 915 | 423 | 116.3 |
| Insurance | 91 | 122 | $(25.4)$ |
| Industrial \& Safety | $\mathbf{1 1 4}$ | 130 | $(12.3)$ |
| Chemicals \& Fertilisers | $\mathbf{5 2}$ | 124 | $(58.1)$ |
| Energy | $\mathbf{7 5}$ | 90 | $(16.7)$ |
| Other (including non-trading items) | $\mathbf{( 1 9 0 )}$ | $(4)$ | $n . m$. |
| Divisional EBIT^ | $\mathbf{3 , 0 7 8}$ | 2,317 | 32.8 |
| Corporate overheads | $\mathbf{( 1 0 1 )}$ | $(88)$ | $(14.8)$ |
| Group EBIT^ | $\mathbf{2 , 9 7 7}$ | 2,229 | 33.6 |

* Coles, Kmart, Officeworks and Target included for period of 23 Nov 07 to 30 J un 08
^After amortisation of intangibles of \$83m (2008: \$53m)
n. m. $=$ not meaningful given acquisition date of 23 Nov 2007


## Divisional Return on Capital

- Insurance and industrial businesses (excl Resources) impacted by significant events eg Varanus, adverse weather and slowing economy
- All businesses focused on improving ROC

| Year ended 30 June | 2009 |  |  | 2008 |
| :---: | :---: | :---: | :---: | :---: |
|  | EBIT \$m | R12 Capital Employed \$m | ROC $\%$ | ROC $\%$ |
| Coles | 831 | 15,163 | 5.5 | n.m. |
| Home Improvement | 659 | 2,185 | 30.2 | 31.2 |
| Office Supplies | 65 | 1,145 | 5.7 | n.m. |
| Target | 357 | 3,441 | 10.4 | n.m. |
| Kmart | 109 | 1,038 | 10.5 | n.m. |
| Resources | 915 | 1,072 | 85.4 | 43.0 |
| Insurance | 91 | 1,337 | 6.8 | 11.5 |
| Industrial \& Safety | 114 | 808 | 14.1 | 16.8 |
| Chemicals \& Fertilisers | 52 | 1,214 | 4.3 | 13.1 |
| Energy | 75 | 808 | 9.2 | 11.6 |

n. m. =not meaningful given acquisition date of 23 November 2007

## Coles

Ian McLeod
Managing Director

##  <br> GId BTE Vintage Cellars Coles <br> Liquor Superstore

Wesfarmers

## Coles Performance Summary

| Year ended 30 June (\$m) |  | 2009 | 2008* |
| :---: | :---: | :---: | :---: |
| Revenue |  | 28,799 | 16,876 |
| EBIT ${ }^{1}$ |  | 831 | 475 |
| Food \& Liquor | Revenue ${ }^{3}$ | 22,506 | 12,825 |
|  | Total store sales growth \% | 6.2 | 4.2 |
|  | Comp store sales growth \% | 4.6 | 2.8 |
|  | Trading EBIT ${ }^{\text {1,3}}$ | 743 | 422 |
|  | EBIT Margin | 3.3 | 3.3 |
| Convenience | Revenue ${ }^{3}$ | 6,273 | 4,038 |
|  | Total store sales growth \% ${ }^{2}$ | 8.0 | 8.9 |
|  | Comp store sales growth \% ${ }^{2}$ | 6.4 | 5.7 |
|  | Trading EBIT ${ }^{3}$ | 67 | 42 |

*Ownership period 23 November 2007 to 30 J une 2008

1. Excludes non-trading items. Refer slide 53. 2. Excl. fuel 3. Excl. property

## Coles Performance - 2H09 vs 2H08

| (\$m) |  | 2H09 | 2H08 | $12 \%$ |
| :---: | :---: | :---: | :---: | :---: |
| Revenue |  | 14,173 | 13,957* | 1.5 |
| $E B I T{ }^{1}$ |  | 400 | 345 | 15.9 |
| Food \& Liquor | Revenue ${ }^{3}$ | 11,315 | 10,554* | 7.2 |
|  | Comp store sales growth \% | 6.9 | 3.0 | 3.9pt |
|  | Trading EBIT ${ }^{1,3}$ | 362 | 304 | 19.1 |
|  | EBIT Margin | 3.2 | 2.9 | 0.3pt |
| Convenience | Revenue ${ }^{3}$ | 2,848 | 3,390* | (16.0) |
|  | Comp store sales growth \% ${ }^{2}$ | 7.4 | 5.4 | $2.0 p t$ |
|  | Trading EBIT ${ }^{3}$ | 31 | 30 | 3.3 |

1. Excludes non-trading items 2. Excl. fuel 3. Excl. property

* Includes 1 additional trading day due to the re-alignment of the Coles and Wesfarmers reporting calendars


## Coles Highlights 4Q

- Food \& Liquor 4Q sales
- 4Q headline sales growth $9.4 \%$ *

Easter adjusted 8.8\%**

- 4Q comparative stores sales growth 7.7\%*
Easter adjusted 7.3\%**
- Increasing customer transactions
- Basket value growth
- Positive volume growth

Coles Food \& Liquor
Comp Sales by Quarter (FY09)\#


* 13 weeks, 30 March to 28 J une 2009
** Easter adj usted, 11 weeks 14 April to 28 J une 2009
\# Excluding property. Easter adjusted.


## Coles Highlights



- Food
- Supply chain transformation
- DC modernisation complete
- Improved service to stores
- A 5 day reduction in net working capital
- Optimising our store network
- \$600 million in committed capital expenditure
- Ongoing refurbishment of existing stores
- Encouraging response to renewal stores
- Transfer of 45 supermarkets and 8 liquor stores to FoodWorks



## Coles Highlights

- Building a solid foundation
- Focus on store standards
- Fresh food quality improved
- Better focus on service
- Further availability improvement
- Rising customer satisfaction levels
- Easy ordering rollout commencing
- Self check-out trials in progress


## Gaps on shelf



## Coles Highlights



- Liquor
- New management driving change
- Improving our operating model
- Improving our value proposition
- Better brand definition
- Ongoing investment in store network
- Convenience
- Fuel volumes

- Q4 comparable fuel volumes 2.7\%* (Easter adjusted 3.2\%**)
- Store sales (ex-fuel)
- Q4 comparative growth of 8.2\%* (Easter adjusted 6.7\%**)
- Improving customer service
- Launch of new 'food to go' range
- Ongoing network optimisation

* 13 weeks, 30 March to 28 J une 2009
** Easter adj usted, 11 weeks 14 April to 28 J une 2009


## Coles Outlook

- Economic conditions remain fragile
- Coles will help customers stretch their dollar further
- Focus on quality, service \& value
- Five year turnaround program to continue at pace
- Renewal store evolution to continue
- Scale of change remains significant



## Home Improvement

 \& Office SuppliesJ ohn Gillam
Managing Director


Home Improvement \& Office Supplies Performance Summary

| Year ended 30 June (\$m) |  | 2009 | 2008* | 1\% |
| :---: | :---: | :---: | :---: | :---: |
| Revenue | Home Improvement | 5,845 | 5,359 | 9.1 |
|  | Office Supplies | 1,306 | 802 | n.m |
|  |  | 7,151 | 6,160 | n.m |
| EBIT | Home Improvement | 659 | 589 | 11.9 |
|  | Office Supplies | 65 | 36 | n.m |
|  |  | 724 | 625 | n.m |

*Officeworks ownership period of 23 November 2007 to 30 J une 2008
$\mathrm{n} . \mathrm{m}=$ not meaningful given mis-aligned periods

## Home Improvement Performance Summary

| Year ended 30 June (\$m) | 2009 | 2008 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Revenue | $\mathbf{5 , 8 4 5}$ | 5,359 | 9.1 |
| EBIT | 659 | 589 | 11.9 |
| ROC (R12 \%) | 30.2 | 31.2 | $(1.0) p t$ |
| Safety (R12 LTIFR) | $\mathbf{1 4 . 4}$ | 13.5 |  |
| Trading Revenue (excl. property \& non-trading items) | $\mathbf{5 , 8 0 8}$ | 5,265 | 10.3 |
| Net property contribution | 11 | 26 |  |
| Trading EBIT (excl. property \& non-trading items) | $\mathbf{6 4 8}$ | 569 | 13.9 |
| Trading EBIT / Trading Revenue (\%) | $\mathbf{1 1 . 2}$ | 10.8 | $0.4 p t$ |

## Home Improvement Highlights

- FY cash sales growth of $13 \%$
- FY store-on-store cash sales growth of 10.1\%
- 1 Jan to 30 June 2009 12.9\%
- $2.8 \%$ decline in trade sales in challenging markets
- Good progress in enhancing the trade offer
- Opened 10 warehouse stores, 3 smaller format stores \& 10 trade centres
- Continued investment in store upgrades and category enhancements
- Pleasing improvements in our offer: value, service \& range
- Good gains in team development; business efficiency \& effectiveness


## Home Improvement Outlook

- Cash sales growth
- Tempered for impact of recent Australian government stimulus actions
- Positive trade contribution as economy recovers
- Maintain strength of focus on customer and business improvements
- Network expansion
- open 10 to 14 warehouse stores \& more trade centres


## Office Supplies - Performance Summary

| Year ended 30 June (\$m) | 2009 | 2008* |
| :--- | ---: | ---: |
| Revenue | 1,306 | 802 |
| EBIT | 65 | 36 |
| ROC (R12 \%) | 5.7 | n.m. |
| Safety (R12 LTIFR) | 12.3 | n.m. |
| EBIT / Revenue (\%) | 5.0 | 4.5 |

* ownership period of 23 Nov 07 to 30 J une 2008
n.m. = not meaningful given mis-aligned periods


## Office Supplies Highlights

- 7.7\% sales growth in Officeworks stores
- 11.1\% growth in 2H09
- $10.6 \%$ lift in transactions across the full year
- Normalised EBIT growth of 10.5\% in 2H09
- \$40m vs \$29m in pcp; normalised to exclude one-off items
- Adverse sales trends in Officeworks Business \& Harris Technology
- Core SME customer spend impacted by economic pressures
- Elimination of customer-facing channel conflicts
- Continued traction from reset strategic agenda


## Office Supplies Outlook

- Moderate sales growth in retail stores
- Small business sector sentiment to remain volatile
- Pressures on margin and costs
- Focus on executing strategic agenda to reinvigorate the business
- Improved customer offer
- Network expansion
- Eliminate operational costs \& complexity


Target
Launa Inman
Managing Director


## OTarget. 100 happy

## Target Performance Summary

| Year ended 30 June (\$m) | 2009 | $2008^{*}$ |
| :--- | ---: | ---: |
| Revenue | 3,788 | 2,198 |
| EBIT | $\mathbf{3 5 7}$ | 221 |
| EBIT margin (\%) | $\mathbf{9 . 4}$ | 10.0 |
| ROC (R12 \%) | $\mathbf{1 0 . 4}$ | n.m. |
| Safety (R12 LTIFR) | $\mathbf{9 . 1}$ | n.m. |
| Total revenue growth (\%) | $\mathbf{7 . 2}$ | 7.4 |
| Comp. store sales growth (\%) | $\mathbf{4 . 2}$ | 3.3 |
| Store numbers | $\mathbf{2 8 6}$ | 277 |

*Ownership period 23 Nov 07 to 30 J une 2008. Incl. adj. for finalisation of acquisition accounting.

## Target Highlights

- EBIT margin strength maintained at $9.4 \%$
- Overall margins maintained across product ranges
- FY09 comp store sales growth of $4.2 \%$
- All departments increased sales over last year
- 2 H 09 comp store sales growth of $4.4 \%$ (Q4 growth $6.4 \%{ }^{*}$ )
- Toys and Leisure, and Baby products performed well
- Cost control continued in a difficult environment
- Inventory fresh and at similar levels to last year despite new stores
- Sixteen new store openings taking the total number of stores to 286
- 33 refurbishments during the year
* 11 weeks, Apr 14 to 28 J une 09 (Easter adj usted)


## Target Outlook

- More subdued conditions expected following the recent Government stimulus packages
- Careful management of margins and costs will be a key focus
- Absolute focus on the customer and delivering what they demand - volume selling of wanted items at critical price points
- Ongoing leverage of major expenses - supply chain costs, advertising costs and wages
- Ongoing store rollouts and refurbishments - ready for the upturn
- 7 new stores, 20 refurbs



## Kmart <br> Guy Russo <br> Managing Director



## Kmart Performance Summary



| Year ended 30 June (\$m) | 2009 | $2008^{*}$ |
| :--- | :---: | :---: |
| Revenue | 3,998 | 2,454 |
| EBIT^ | 109 | 111 |
| EBIT margin (\%) | 2.7 | 4.5 |
| ROC (R12 \%) | 10.5 | n.m. |
| Safety (R12 LTIFR) | 11.3 | n.m. |
| Total revenue growth (\%) | 0.5 | 2.4 |
| Comparative store sales growth (\%) | 0.2 | 2.2 |
| Store numbers (incl. Kmart Tyre \& Auto) | 439 | 445 |

*Ownership period 23 Nov 07 to 30 June 2008. Incl. adj. for finalisation of acquisition accounting.
${ }^{\wedge}$ Excludes non-trading items. Refer slide 53.
n.m. = not meaningful given ownership period

## Kmart Highlights

- Profitability improving through Renewal
- Exiting unprofitable categories
- Margin improvement with reduced discounting
- Supply chain rationalisation commenced; one-off non-trading costs incurred
- Savings in above store costs
- Comparative store sales in line with last year (+0.2\%)
- 4Q decline of 0.1\% (11 weeks, 14 Apr to 28 June 09 (Easter adjusted))
- Inventory healthy and $\$ 100$ million below last year
- Strong sales and profit performance from Kmart Tyre \& Auto


## Kmart Outlook

- Focus on improving profitability
- Drive profitable sales growth
- Exit unproductive discounting
- Continue investment in supply chain rationalisation
- Leverage benefits of reduced cost base
- Ongoing improvements to Customer experience and in store execution
- Friendly and fast service with clean \& tidy stores
- Strategic changes beginning with Product, Price and Promotion
- Focus on establishing low price credentials
- Simplify customer choice and improve in stock position
- Improve profitability of events
- Expecting 2 new stores in Place for FY10
- New People incentive plans to drive performance culture
- Rebuilding for sustainable growth will take time



## Resources

Stewart Butel
Managing Director


Wesfarmers

## Resources Performance Summary

| Year ended 30 June (\$m) | 2009 | 2008 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Revenue $^{1}$ | 2,411 | 1,311 | 83.9 |
| EBITDA | $\mathbf{1 , 1 8 8}$ | 571 | 108.1 |
| Depreciation \& Amortisation |  |  |  |

1. Includes traded coal of $\$ 170 \mathrm{~m}$ in 2009 (2008: $\$ 42 \mathrm{~m}$ ) and locked-in exchange rate losses of $\$ 88 \mathrm{~m}$ in 2009
2. Includes Stanwell rebate amortisation of \$170m in 2009 (2008: \$58m)
3. 2009 includes Royalties of $\$ 208 \mathrm{~m}$ (2008: $\$ 73 \mathrm{~m}$ ) and $\$ 8 \mathrm{~m}$ Char Plant write-down
4. Curragh and Premier only

## Resources Highlights

- Record full year production, sales and earnings
- Highest achieved prices for metallurgical and steaming coal (up to March 2009)
- Strong operational performance through global financial crisis
- Curragh remains a lowest quartile cost producer despite industry-wide cost increases
- Dragline 302 boom repair completed ahead of schedule
- Blackwater Creek Diversion on schedule and budget
- Feasibility studies to expand Curragh and Bengalla mines continue


## Resources Outlook

- Positive signs of global steel production recovery
- 2009/10 price negotiations with major customers concluded
- Price relativity maintained
- Forecast Curragh metallurgical sales of $6.2-6.7 \mathrm{mt}$ in FY10
- Estimated sales mix (Hard 47-50\%; Semi-Hard 20\%; PCI 30-33\%)
- Significantly reduced earnings in 2009/10
- Stanwell rebate estimate A\$160-\$180 million for FY10 assuming AUD:USD of \$0.80 (A\$110-A\$120m in 1H10)
- Locked-in hedge losses of $A \$ 85 m$ in FY10 (A\$65m in 1H10)
- Aggressive cost reduction programs in place; lower mine cash costs in FY10
- Timing of expansion projects subject to market conditions



## Insurance

Rob Scott
Managing Director


Wesfarmers

## Insurance Performance Summary

| Year ended 30 June (\$m) | 2009 | 2008^ | $1 \%$ |
| :---: | :---: | :---: | :---: |
| Gross Written Premium Underwritten | 1,358 | 1,328 | 2.3 |
| Total Revenue | 1,720 | 1,649 | 4.3 |
| EBITA Underwriting | 33 | 73 | (54.8) |
| EBITA Broking | 61 | 56 | 8.9 |
| EBITA Other | 9 | 6 | 50.0 |
| EBITA Insurance Division* | 103 | 135 | (23.7) |
| EBIT Insurance Division* | 91 | 122 | (25.4) |
| Net Earned Loss Ratio (\%) | 72.9 | 66.5 | (6.4) pt |
| Combined Operating Ratio (\%) | 103.2 | 99.1 | (4.1) $p t$ |
| EBITA Margin (Broking) (\%) | 27.9 | 26.7 | 1.2 pt |
| *Excludes non-trading items. Refer slide 53. <br> - Includes $\$ 10 \mathrm{mprior}$ year adjustment and $\$ 3 \mathrm{~m}$ red |  |  | - |

## Insurance Highlights/ Overview

- Frequency and severity of weather events affected underwriting claims and earnings (bushfires, storms and crop)
- Profit and margin growth in insurance broking
- Lumley NZ delivering on turnaround (A\$32m YoY profit improvement)
- Restructuring and management changes in Lumley Australia
- Consolidation of Australian underwriting licenses
- LAT grouping benefit partly offset by interest rates and deficit portfolios
- Prior year adjustment to non-reinsurance recoveries of $\$ 9.6 \mathrm{~m}$ in Lumley NZ
- Five bolt-on acquisitions in insurance broking


## Insurance Outlook

- Rate increases being achieved on renewal but competition for new business is constraining market hardening
- Higher reinsurance costs and lower industry reserves to place more upward pressure on rates
- Maintain business focus in selected market segments
- Strong focus on underwriting and claims disciplines
- Deliver on turnaround and repositioning of Lumley Australia in line with New Zealand experience
- Improvements in business processes and sales effectiveness
- Further bolt-on acquisitions in distribution anticipated



# Industrial Businesses 

Keith Gordon
Director Industrial Divisions


## Industrial \& Safety <br> Performance Summary

| Year ended $\mathbf{3 0}$ June (\$m) | 2009 | 2008 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Revenue | 1,294 | 1,309 | $(1.1)$ |
| EBITDA | $\mathbf{1 2 7}$ | 141 | $(9.9)$ |
| Depreciation \& Amortisation of PPE | $\mathbf{( 1 3 )}$ | $(11)$ | $(18.2)$ |
| EBIT | $\mathbf{1 1 4}$ | 130 | $(12.3)$ |
| EBIT margin (\%) | $\mathbf{8 . 8}$ | 9.9 | $(1.1) p t$ |
| ROC (R12 \%) | $\mathbf{1 4 . 1}$ | 16.8 | $(2.7) p t$ |
| Safety (R12 LTIFR) | $\mathbf{2 . 4}$ | 4.5 |  |

## Industrial \& Safety Highlights and Outlook

## Highlights

- Solid result, given challenging market conditions
- Business activity slowdown in 2H09
- Continued strong DIFOT and customer service performance
- WA operations and Bullivants performed strongly
- Operational improvements and cost focus


## Outlook

- Challenging market conditions and margin pressure expected to continue
- Ongoing expenses and capital management disciplines
- Strengthening capabilities for growth with a focus on increasing share of customers' spend and exposure to selected industries


## Chemicals \& Fertilisers Performance Summary

| Year ended 30 June (\$m) |  | 2009 | 2008 | $1 \%$ |
| :---: | :---: | :---: | :---: | :---: |
| Revenue | Chemicals | 615 | 464 | 32.5 |
|  | Fertilisers | 547 | 533 | 2.6 |
|  |  | 1,162 | 997 | 16.6 |
| EBITDA |  | 115 | 172 | (33.1) |
| Depreciation \& Amortisation |  | (63) | (48) | (31.2) |
| EBIT |  | 52 | 124 | (58.1) |
| Sales Volume ('000t): | Chemicals | 747 | 605 | 23.5 |
|  | Fertilisers | 739 | 1,057 | (30.1) |
| ROC (R12 \%) |  | 4.3 | 13.1 | (8.8)pt |
| Safety (R12 LTIFR) |  | 3.0 | 3.0 |  |

## Chemicals \& Fertilisers Highlights

- Ammonium nitrate sales volumes were up 52.1\%
- QNP expansion to 215,000 tpa was commissioned during February 2009
- Disruption of contracted gas supplies impacted production of sodium cyanide and ammonia
- Estimated EBIT impact (13 months) of $\$ 65$ million
- Fertiliser sales volumes lower due to late seasonal break and economic conditions
- AVC loss due to Distributed Control System implementation issues in 1H09 and impact of economic slowdown on PVC market


## Chemicals \& Fertilisers Outlook

- Sodium cyanide expansion expected to be commissioned by October 2009
- Demand for ammonium nitrate in WA and Qld remains strong
- Generally, winter rains across the WA agricultural region have been reasonable in July, assisting secondary nitrogen applications
- Gas restrictions ceased in early July 2009
- Return to more normal trading conditions at AVC
- Working capital release expected

Energy Performance Summary

| Year ended 30 June (\$m) | 2009 | 2008 | $1 \%$ |
| :--- | ---: | ---: | ---: |
| Revenue | 598 | 565 | 5.8 |
| EBITDA | $\mathbf{1 2 2}$ | 128 | $(4.7)$ |
| Depreciation \& Amortisation | $\mathbf{( 4 7 )}$ | $(38)$ | $(23.7)$ |
| EBIT | $\mathbf{7 5}$ | 90 | $(16.7)$ |
| ROC (R12 \%) | $\mathbf{9 . 2}$ | 11.6 | $(2.4 p t)$ |
| WLPG production (kt) | $\mathbf{1 7 0}$ | 168 | 1.2 |
| Safety (R12 LTIFR) | $\mathbf{2 . 2}$ | 6.3 |  |

## Energy Highlights and Outlook

## Highlights

- Reduced earnings largely due to a reduction in international LPG prices and the Varanus Island gas disruption ( $\sim$ 25m impact)
- Industrial gas EBIT growth despite weaker customer demand
- WA LNG project commissioned in September 2008


## Outlook

- Growth of LNG sales to the WA heavy duty vehicle market
- Coregas focus on business growth and operating efficiencies
- LPG earnings dependent on international LPG prices, LPG content and Western Australian gas market


# Other Businesses \& Capital Management 

Terry Bowen

Finance Director, Wesfarmers Limited

## Other Business Performance Summary



| Year ended 30 June (\$m) | Holding <br> $\%$ | 2009 | 2008 |
| :--- | :---: | ---: | ---: |
| Share of net profit/(loss) of associates: | Various | $\mathbf{( 5 7 )}$ | 16 |
| Gresham Private Equity Funds | 50 | $\mathbf{1}$ | 5 |
| Gresham Partners | 50 | $\mathbf{4}$ | 5 |
| Wespine | 23 | $\mathbf{( 8 )}$ | - |
| Bunnings Warehouse Property Trust | $\mathbf{( 6 0 )}$ | 27 |  |
| Sub-total | $\mathbf{5 7}$ | 34 |  |
| Interest revenue | $\mathbf{-}$ | 32 |  |
| Dividend income - April 07 Coles Stake | $\mathbf{( 1 3 7 )}$ | $\mathbf{( 1 0 2 )}$ |  |
| Non-trading items^ | $\mathbf{( 5 0 )}$ | 5 |  |
| Other* | $\mathbf{( 1 9 0 )}$ | $\mathbf{( 4 )}$ |  |
| Total |  |  |  |

[^1]
## Non-Trading \& Significant Items

| (\$m) | FY09 <br> Pre-tax | FY09 <br> Post-tax | Segment |
| :--- | ---: | ---: | :--- | ---: |$\quad$ Comment

## Capital Management

- Net Debt to Equity of $18.3 \%$ at 30 June 2009
- Gross debt $\$ 6.2 \mathrm{bn}$, Net debt $\$ 4.4 \mathrm{bn}$ (net of cash at bank and on deposit)
- Cash Interest Cover Ratio of 5.5 times (rolling 12 month basis)
- Net Debt to EBITDA of 1.11 times at 30 June 2009
- S\&P rating BBB+ (stable), Moody's Baa1 (stable)
- Final dividend $\$ 0.60$ per share (fully-franked), ahead of guidance
- Retain dividend investment plan with no underwrite
- DIP to be neutralised with shares purchased on-market
- Seek to deliver stable and growing dividends subject to cash/debt availability, capex requirements, retained earnings, franking credits and general market conditions


## Debt Maturity Profile

- Relatively low levels of debt going forward
- Cash to be used for funding upcoming dividends, seasonal working capital, debt repayments and potential growth opportunities
- \$4.6bn hedged in FY10 with all in cost of debt, including margins, of $\sim 8.5 \%$



## Cashflow

- Strong operating cash generation across most divisions
- Retail strategies delivered improvements in working capital during the year, partly offset by higher working capital levels in CSBP


[^2]
## Working Capital Cash Flows

- Retail strategies delivered improvements
- Growth-adjusted net working capital improvement of $\$ 450 \mathrm{~m}$
- CSBP working capital increased due to higher fertiliser levels and lower creditors following completion of AN2 and reduced commodity prices


## FY09 Inflowl(Outflow)* <br> Total

(\$m)
Retail 322
All other businesses
Total 141

* Cash movement relating to inventories, trade and other receivables, prepayments and trade and other payables


## Capital Expenditure

- Strong investment in organic growth opportunities across the Group
- Retail - Store roll outs and refurbishments
- Industrials - expansions incl. AN2 (2008), LNG (2008) and Blackwater Creek (2009/10)
- Strong returns focus maintained
- FY10 expected to be \$1.7-1.9bn
- Retail $~ \$ 1.3$ - \$1.5bn, depending on property development opportunities

| Year ended 30 June (\$m) | Actual <br> 2009 | Actual <br> 2008 |
| :--- | ---: | ---: |
| Home Improvement \& Office Supplies | $\mathbf{3 7 7}$ | 301 |
| Coles | 567 | 349 |
| Target | $\mathbf{9 2}$ | 47 |
| Kmart | $\mathbf{6 4}$ | 42 |
| Resources | $\mathbf{2 5 1}$ | 140 |
| Insurance | $\mathbf{2 6}$ | 17 |
| Industrial \& Safety | $\mathbf{2 6}$ | 21 |
| Chemicals \& Fertiliser | $\mathbf{4 4}$ | 201 |
| Energy | $\mathbf{3 9}$ | 118 |
| Other | $\mathbf{1 7}$ | 5 |
| Total | $\mathbf{1 , 5 0 3}$ | 1,241 |
| Capex/D\&A* (\%) | $\mathbf{1 7 6 \%}$ | $206 \%$ |
| Coles, Kmart, Officeworks and Target included from | 23 | Nov 07 |
| *Excl Stanwell Amortisation |  |  |

# Outlook 

Richard Goyder
Managing Director, Wesfarmers Limited


## Outlook

- Cautiously optimistic about the economic outlook in FY10 although cognisant of a degree of ongoing fragility
- Underlying retail trading conditions remain somewhat volatile and difficult to predict despite recent signs of growing consumer confidence
- Impact of cycling 2008/09 Government stimulus packages
- Focus on retail business turnarounds to continue
- Resources' FY10 earnings to reduce significantly due to lower export prices
- Remaining businesses expected to improve assuming more normalised conditions prevail
- Continued focus on growth in ROC, cash flows and balance sheet strength


## Questions



Wesfarmers

## N <br> Wesfarmers

For all the latest news visit www wesfarmers.com au


[^0]:    * Coles, Kmart, Officeworks and Target included for period of 23 Nov 07 to 30 J un 08 . Small adj ustments reflecting finalisation of Coles Group acquisition accounting and Insurance restatement.

[^1]:    * Incl. BPML, self insurance trading and investments. ^Refer slide 53

[^2]:    * Adj usted for Stanwell and significant non-cash NTIs and impairments

