# Investment Conference Discussion Pack 

Citi Investor Conference London March 2011


Wesfarmers

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## Wesfarmers at a glance

- Commercially focused culture with primary objective of achieving satisfactory returns for shareholders
- Focus on four core values: integrity; openness; accountability; \& boldness
- Strength of diversified operations with strong portfolio of growth \& cash generating businesses
- Australia's largest private sector employer, with 200,000 employees
- One of Australia's largest companies as ranked by market capitalisation

$\wedge$ Source: IRESS (capital adjusted price, assumes $100 \%$ reinvestment of dividends)


## The Wesfarmers Way



Ensure sustainability through responsible long-term management

## Empowering Culture

Robust Financial Capacity


## Recent evolution of Wesfarmers

Acquisition Events \| Divestment Events | Growth Events $\begin{gathered}\text { FYO7 }\end{gathered}$

August 2007: Australian Vinyls A\$142m
North conveyor \& coal handling handiling A\$360n



## April 2001

## Westralian Farmers Co-

 operative \&Franked Income Fund dissolved J anuary 2003
Curragh North
Development
Girrah Coal
Deposit J anuary 2003
Curragh North
Development
Girrah Coal
Deposit J anuary 2003
Curragh North
Development
Girrah Coal
Deposit J anuary 2003
Curragh North
Development
Girrah Coal
Deposit J anuary 2003
Curragh North
Development
Girrah Coal
Deposit

##  A\$83m*

N
August 2001 Howard Smith A\$2.0bn



FY01
FY02
FY03
FY05
FY06
FY07
FY08
FY09
FY10
FY11

* proceeds on disposal ^ net of cash acquired A\$577m


## Portfolio of leading brands



## Strength of unique network coverage



| Big Box Retail | BUNNINGS Officeworks? |
| :---: | :---: |
| Discount Dept. Stores | OTarget. |
| Consumer Staples Retail | coles |
| Industrial | Wesfarmers Chemicals, Wesfarmers Resources Energy \& Fertilisers Industrial and Safety |
| Insurance* | Wesfarmers Insurance |



## Management team

```
Managing Director
Finance Director
Finance Director
```


## Richard Goyder

Terry Bowen

| Food \& Liquor Retailing | Coles | Ian McLeod |
| :--- | :--- | :--- |
| Big Box Retailing | Home Improvement <br> \& Office Supplies | John Gillam |
| Discount Department | Target <br> Kmart | Launa Inman <br> Guy Russo |
| Insurance | Insurance | Rob Scott |
| Industrials | Resources <br> WES CEF <br> Industrial \& Safety | Stewart Butel <br> Tom O'Leary <br> Olivier Chretien |




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Financial summary

## Half-Year ended 31 December

2010
2009
\% Change

| Operating Results |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Revenue | A\$m | 28,074 | 26,533 | 5.8 |
| EBITDA | A\$m | 2,378 | 1,996 | 19.1 |
| Earnings before interest and tax | A\$m | 1,917 | 1,547 | 23.9 |
| Net profit after tax (pre significant items) | A\$m | 1,173 | 918 | 27.8 |
| Net profit after tax | A\$m | 1,173 | 879 | 33.4 |
| Operating cash flows | A\$m | 1,960 | 2,083 | 5.9 |
| Financial Position |  |  |  |  |
| Total assets | A\$m | 40,644 | 39,889 | 1.9 |
| Net borrowings | A\$m | 3,742 | 3,824 | 2.1 |
| Shareholders' equity | A\$m | 25,242 | 24,626 | 2.5 |
| Capital expenditure on PPE (cash basis) | A\$m | 992 | 891 | 11.3 |
| Depreciation and amortisation | A\$m | 461 | 449 | 2.7 |
| Financial Performance |  |  |  |  |
| Basic earnings per share | Au cents | 101.7 | 76.3 | 33.3 |
| Dividends per share | Au cents | 65.0 | 55.0 | 18.2 |
| Operating cash flow per share | Au cents | 169.4 | 180.0 | 5.9 |
| Return on average shareholders' equity (R12) | \% | 7.6 | 6.5 | 1.1pt |
| Gearing (net debt to equity) | \% | 14.8 | 15.5 | 0.7pt |
| Fixed charges cover (R12) | times | 2.6 | 2.2 | $0.4 x$ |



|  | 1H FY11 | 1H FY11 | 1H FY11 |
| :---: | :---: | :---: | :---: |
|  | Revenue <br> (A\$m) | $\begin{aligned} & \text { EBIT } \\ & (\mathrm{ASm}) \end{aligned}$ | $\begin{gathered} \text { EBIT } \\ \text { Contribution¹ } \end{gathered}$ |


| Coles | The division comprises one of Australia's largest <br> supermarket businesses, liquor retailing outlets, <br> fuel \& convenience outlets. |
| :--- | :--- | :--- | :--- |
| Home |  |
|  |  |
| Office Supplies |  | | Australia \& New Zealand's leading supplier of home |
| :--- |
| improvemen \& outdoor living products, office |
| products \& a major supplier of building materials. |

1. Based on operating divisional EBIT


## Divisional summary (cont.)

Activities

| $1 H$ FY11 $1 \mathrm{HFY11}$ | 1 HFY 11 |
| :--- | :---: |
| Revenue EBIT | EBIT | (A\$m) (A\$m)

## Contribution ${ }^{1}$

Provider of underwriting, broking, premium funding \& financial services activities in Australia, New Zealand \& the UK.

Mining of metallurgical \& steaming coal to domestic \& export markets.

Operates chemical, gas, power generation and fertiliser businesses servicing customers domestically \& internationally.

Australia \& New Zealand's market leaders in the supply of maintenance, repair \& operating products \& safety products.

50\% interest in Gresham Partners; Gresham Private Equity investments; 50\% interest in Wespine; \& 23\% interest in BWPT




4\%

1. Based on operating divisional EBIT
2. Reflects restructured division which commenced on 1 July 2010
3. EBIT includes Group overheads expense of $A \$ 47 m$



## (1)

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## 2011 Half-year results Group performance

## Group Financial Highlights

- First half profit after tax of $A \$ 1,173$ million, up 33.4\%
- Operating revenue of $A \$ 28,074$ million, up $5.8 \%$
- Group EBIT result of A\$1,917 million, up 23.9\%
- Growth in earnings across most divisions
- Solid retail performance in challenging trading conditions, up 5.6\%
- Strong growth in industrial businesses with significant improvement in Resources' result
- Improved Insurance performance up 12.1\%
- Earnings per share of $A \$ 1.02$, up $33.3 \%$
- Cash realisation of $120.0 \%$ on solid operating cash flows of A\$1,960 million
- Strong liquidity position, fixed charges cover (R12) of 2.6 times, up from 2.2 times
- Increased capital investment in the business up 11.3\% to A\$992 million
- Interim dividend per share of $A \$ 0.65$, fully franked, up 18.2\%

| Half Year ended 31. December (ASm) | 2010 | 2009 | $\mathbf{1}$ |
| :--- | ---: | ---: | ---: |
| Operating revenue | $\mathbf{2 8 , 0 7 4}$ | 26,533 | 5.8 |
| EBITDA | $\mathbf{2 , 3 7 8}$ | 1,996 | 19.1 |
| EBIT | $\mathbf{1 , 9 1 7}$ | 1,547 | 23.9 |
| Finance costs | $\mathbf{( 2 7 2 )}$ | $(319)$ | 14.7 |
| Tax expense | $\mathbf{( 4 7 2 )}$ | $(349)$ | $(35.2)$ |
| Net profit after tax | $\mathbf{1 , 1 7 3}$ | 879 | 33.4 |
| Operating cash flow | $\mathbf{1 , 9 6 0}$ | 2,083 | $\mathbf{( 5 . 9 )}$ |
| Earnings per share (excl. employee res. shares) (Au. cps) | $\mathbf{1 0 1 . 7}$ | 76.3 | 33.3 |
| Earnings per share (incl. employee res. shares) (Au. cps) | $\mathbf{1 0 1 . 4}$ | 76.0 | 33.4 |
| Operating cash flow per share (incl. employee res. shares) (Au. cps) | $\mathbf{1 6 9 . 4}$ | 180.0 | $\mathbf{( 5 . 9 )}$ |
| Fully franked dividends per share (Au. cps) | $\mathbf{6 5}$ | 55 | $\mathbf{1 8 . 2}$ |
| Return on shareholders' funds (R12) (\%) | $\mathbf{7 . 6}$ | 6.5 | $\mathbf{1 . 1 p t}$ |

Earnings per share performance



## 2011 Half-year results Divisional performance

## Divisional Performance Overview

- Coles' performance was pleasing with revenue up 5.9\% \& EBIT up 18.3\%; good progress continues to be made on the turnaround
- Bunnings' result was solid with operational improvements across its three strategic pillars: widest range; lowest price; \& best service
- Kmart \& Officeworks reported strong results with growth in customer transactions, revenue \& earnings
- Target's performance was down from last year's record result due to strong price deflation \& wet \& cool weather affecting sales of seasonal apparel
- Insurance earnings improvement following remediation work in underwriting \& solid broking results
- Resources earnings were significantly up on increased coal prices despite higher than average rainfall affecting production \& increasing mining costs
- WES CEF \& WIS recorded strong results driven by increased resource sector activity, good operational performances, improved fertiliser margins \& insurance proceeds
- Other businesses negatively affected by non-cash revaluations associated with the Gresham Private Equity Funds \& increased provisions for assets damage \& writedowns following major weather events


## Half Year ended 31 December (A\$m) <br> 2010 <br> 2009

| Coles | $\mathbf{5 7 5}$ | 486 | 18.3 |
| :--- | ---: | ---: | ---: |
| Home Improvement | 457 | 422 | 8.3 |
| Office Supplies | $\mathbf{3 2}$ | 27 | 18.5 |
| Target | $\mathbf{2 0 6}$ | 279 | $(26.2)$ |
| Kmart | $\mathbf{1 7 5}$ | 154 | 13.6 |
| Insurance | $\mathbf{6 5}$ | 58 | 12.1 |
| Resources | $\mathbf{2 5 0}$ | 2 | n.m. |
| Chemicals, Energy \& | $\mathbf{1 5 1}$ | 69 | 118.8 |
| Fertilisers $^{1}$ | $\mathbf{7 9}$ | 65 | 21.5 |
| Industrial \& Safety $^{1}$ | $\mathbf{1 , 9 9 0}$ | 1,562 | 27.4 |
| Divisional EBIT | $\mathbf{( 2 6 )}$ | 31 | $n . m$. |
| Other | $\mathbf{( 4 7 )}$ | $\mathbf{( 4 6 )}$ | $\mathbf{( 2 . 2 )}$ |
| Corporate overheads $^{\text {Group EBIT }}$ | $\mathbf{1 , 9 1 7}$ | $\mathbf{1 , 5 4 7}$ | 23.9 |

n.m. Not meaningful


## 2011 Half-year results <br> Return on capital performance

- ROC underpins long standing culture of financial discipline
- Divisional focus on growth in ROC through earnings growth \& improvements in capital efficiency

| Rolling 12 months to | 2010 |  |  |  | 2009 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| 31 December | EBIT | Cap Emp | ROC | ROC |  |
| Coles | ASm | ASm | $\%$ | $\%$ |  |
| Home Improvement | 1,051 | 14,868 | $\mathbf{7 . 1}$ | 5.9 |  |
| Office Supplies | 763 | 2,617 | $\mathbf{2 9 . 2}$ | 31.2 |  |
| Target | 78 | 1,191 | $\mathbf{6 . 6}$ | 5.8 |  |
| Kmart | 308 | 3,287 | $\mathbf{9 . 4}$ | 12.6 |  |
| Insurance | 217 | 815 | $\mathbf{2 6 . 6}$ | 19.8 |  |
| Resources | 129 | 1,333 | $\mathbf{9 . 7}$ | 6.3 |  |
| Industrial \& Safety ${ }^{1}$ | 413 | 1,205 | $\mathbf{3 4 . 3}$ | 20.6 |  |
| Chemicals, Energy \& Fertilisers ${ }^{1}$ | 152 | 1,287 | $\mathbf{1 1 . 8}$ | 9.5 |  |

[^0]
## 2011 Half-year results Other businesses performance

| Half-Year ended 31 December <br> (A\$m) | Holding <br> $\%$ | $\mathbf{2 0 1 0}$ | 2009 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: | ---: |
| Associates share of profit/(loss): |  |  |  |  |
| Gresham Private Equity Funds | Various | $\mathbf{( 2 8 )}$ | 29 | n.m. |
| Gresham Partners | 50 | $\mathbf{( 1 )}$ | 2 | $n . m$. |
| Wespine | 50 | $\mathbf{5}$ | 4 | 25.0 |
| Bunnings Warehouse Property Trust | 23 | $\mathbf{1 2}$ | 10 | 20.0 |
| Associates sub-total |  | $\mathbf{( 1 2 )}$ | 45 | n.m. |
| Interest revenue | $\mathbf{2 3}$ | 29 | $(20.7)$ |  |
| Non-trading items | $\mathbf{-}$ | $(39)$ | $n . m$. |  |
| Other |  | $\mathbf{( 3 7 )}$ | $(4)$ | $n . m$. |
| Other business sub-total | $\mathbf{( 2 6 )}$ | 31 | $n . m$. |  |
| Group overheads | $\mathbf{( 4 7 )}$ | $\mathbf{( 4 6 )}$ | 2.2 |  |
| Total Other | $\mathbf{( 7 3 )}$ | $\mathbf{( 1 5 )}$ | n.m. |  |

n.m. Not meaningful



## (1)

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## Balance sheet \& dividend

- Strong balance sheet provides financial flexibility
- Operating cash flows continue to provide balance sheet support
- Working capital focus remains
- Seasonally stronger working capital cash flows in the first half
- Credit ratings maintained
- Standard \& Poor's BBB+ (positive)
- Moody's Baa1 (stable)
- Interim dividend of A\$0.65 per share, fully-franked
- Dividend investment plan; no underwrite; shares to be purchased on market
- Dividend record date 28 February; interim dividend payable 31 March



## Working capital management

- Slow down in working capital improvement as foreshadowed
- 1H FY10 cash flows reflect supplier reset work, Kmart off-site closures, strong seasonal stock sell through \& significant fertiliser price declines at CSBP
- Overall net working capital days improvement for retail operations
- Pleasing reduction in Coles' net working capital days
- Working capital investment due to Bunnings \& Officeworks network expansion
- Inventory well controlled \& good quality due to proactive clearance activity where required
- WES CEF affected by commodity price increases \& inventory build ahead of anticipated second half sales

| Inflow/(Outflow) <br> 1 <br> (A\$m) | 1H FY11 | 1H FY10 |
| :--- | ---: | ---: |
| Retail | $\mathbf{1 1 3}$ | 578 |
| All other businesses | $\mathbf{( 1 3 5 )}$ | $(1)$ |
| Total | $\mathbf{( 2 2 )}$ | 577 |

1. Cash movement relating to inventories, trade \& other receivables, prepayments \& trade \& other payables. Note: Further detail in relation to working capital movements included on slide 48 of the FY11 first half results supplementary pack.


## Portfolio of strong cash generating assets

- Cash realisation ratio remained strong at $120.0 \%$
- Seasonally stronger first half cash flows

* 1H FY07-1H FY08 adjusted for Stanwell. 1H FY07 - 1H FY11 adjusted for significant non-cash, non-trading items



## Investment expenditure (cash basis)

- Continued investment to drive future growth, including $A \$ 345$ million on land \& buildings
- FY11 capital expenditure estimate $A \$ 2.2$ to $\mathrm{A} \$ 2.4$ billion, subject to changes in freehold property activity



## Debt financing

- Further strengthening of the Group's liquidity position
- Cash interest cover (R12) improved to 7.7 times
- Fixed charges cover (R12) improved to 2.6 times
- Net debt to equity reduced to $14.8 \%$
- Gross debt of $A \$ 5.0$ billion, net debt of $A \$ 3.7$ billion
- Established new syndicated facility in 1H FY11
- Total liquidity at 31 December of $A \$ 2.9$ billion provides balance sheet capacity for divisional growth \& development
- Weighted average cost of debt, including margins \& fees, for 1H FY11 approximately $8.8 \%$
- Forecast weighted average cost of debt for FY11 8.8\% to 9.0\%
- 68\% of gross debt hedged to December 2011



## Extension of debt tenor

- Further lengthening of Group's debt maturity profile
- Established A\$2.5 billion revolving syndicated facility with equal maturities in December 2013 \& December 2014
- Proceeds used to repay A $\$ 2.5$ billion of syndicated debt facility maturing in December 2011 (A\$1.8 billion) \& December 2012 (A\$0.8 billion)
- Weighted average term of maturity for debt extended from 2.8 years to 3.3 years ${ }^{1}$
- Debt restructure provides greater flexibility
- Continued pro-active management of Group's liquidity position





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## Flood \& storm events <br> (Post 31 December 2010)

- Second half earnings will be negatively affected by severe flood \& storm events, including cyclone Yasi, experienced in Q3 FY11
- The financial impact, estimated to date, on the Group's retail businesses includes:
- Writedown of damaged plant, equipment \& inventory of $\mathrm{A} \$ 40$ to $\mathrm{A} \$ 50$ million
- Business interruption costs of A\$30 to A\$40 million
- Replacement of damaged assets \& additional costs associated with disruption to operations are subject to an insurance recovery process
- The Insurance division has experienced higher than expected claims associated with the severe flood \& storm events, with an expected cumulative impact of approximately $\mathrm{A} \$ 30$ to $\mathrm{A} \$ 35$ million
- As previously announced, Resources sales guidance for FY11 has been reduced to 5.8 to 6.2 million tonnes of export metallurgical coal, with production \& overburden costs expected to temporarily increase



## Outlook

- Strong first half result provides a solid foundation for the remainder of the financial year


## Retail

- The Group's retail businesses are well placed but performance is subject to any adverse impact to consumer confidence \& a competitive retail environment
- Coles will continue to implement its turnaround strategy
- Bunnings \& Officeworks are well positioned for growth, enhanced by a strong property pipeline
- Department store retailing is expected to remain challenging in the short term
- Target is focused on differentiating its product range around style, quality \& value
- Kmart is continuing to refine its repositioned product offer \& to deliver strong value for customers



## Outlook (cont.)

## Insurance

- Underwriting performance before one-off events is expected to continue to benefit from improved risk selection \& portfolio remediation

Industrials

- Strong demand \& increased price prospects for coal; tempered by difficult mining conditions, industry cost pressures \& carryover tonnage
- Industrial businesses are well positioned to take advantage of stronger conditions in industrial markets led by the resources sector

Group

- Continuing focus on ensuring all divisions are managed for long term sustainable growth




## (1)

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## Highlights

- Food \& Liquor comp. sales growth of $6.4 \%^{3}$; total sales growth 6.3\% ${ }^{3}$
- Strong EBIT growth of $18.3 \%$
- Seven consecutive quarters of industry outperformance
- Increased customer numbers \& growth in basket size driven by fresh food participation
- Efficiency gains from systems \& supply chain
- Easy ordering live in over 600 stores
- Price investment delivering value
- Continue to build trust in Coles value, quality \& service
- Scale roll-out of renewal \& new concepts
- 99 stores now live
- Health \& beauty in 677 stores
- Liquor continues to grow market share


## Outlook

- Turnaround progressing to plan
- Encouraging progress to date
- Significant work still to come
- Delivery challenge remains
- External challenges in relation to: flood \& cyclone supply challenges \& supplier impact; future inflation risks; \& strong competitive environment


## Financial Performance

| Half-Year ended 31 December (A\$m) |  | 2010 | 2009 | 1\% |
| :---: | :---: | :---: | :---: | :---: |
| Coles Division | Revenue | 16,059 | 15,161 | 5.9 |
|  | EBIT | 575 | 486 | 18.3 |
|  | ROC (R12 \%) | 7.1 | 5.9 |  |
|  | Safety (LTIFR YTD) | 12.0 | 12.2 |  |
| Food \& Liquor | Revenue ${ }^{1}$ | 12,804 | 12,028 | 6.5 |
|  | Total store sales growth \% ${ }^{\mathbf{3}, 4}$ | 6.3 | 7.1 |  |
|  | Comp store sales growth \% ${ }^{3,4}$ | 6.4 | 6.0 |  |
|  | Trading EBIT ${ }^{1,2}$ | 524 | 429 | 22.1 |
|  | EBIT margin \% | 4.1 | 3.6 |  |
| Convenience | Revenue ${ }^{1}$ | 3,244 | 3,121 | 3.9 |
|  | Total store sales growth \% ${ }^{3,5}$ | 1.9 | 6.6 |  |
|  | Comp store sales growth \% ${ }^{3,5}$ | 1.5 | 4.8 |  |
|  | Trading EBIT ${ }^{1}$ | 49 | 47 | 4.3 |

1. Excludes property. 2. Excludes non-trading items expense of 2010: nil
(2009: A\$6m). 3. 2010 for the 27 weeks 28 June 2010 to 2 January 2011, 2009 for the 27 weeks 29 June 2009 to 3 January 2010. 4. Includes hotels, excludes gaming revenue \& property. 5. Excludes fuel.


## Coles

Strategy on track

## Building a Solid Foundation

## 華

- Create a strong top team
- Cultural change
- Availability \& store standards
- Value \& customer trust
- Store renewal development
- Liquor renewal
- IT \& supply chain infrastructure
- Efficient use of capital


## Delivering Consistently Well

- Embed the new culture
- Team member development
- Improved customer service
- Appealing Fresh food offer
- Stronger delivery of value
- Scale rollout of new formats
- Improved efficiency
- Easy ordering completed


## Driving the Coles Difference



- Culture of continuous improvement
- Strong customer trust \& loyalty
- Strong operational efficiency
- Innovative \& improved offer
- New stores, new categories

Year 1-2
Year 2-4
Year 4-5


## Coles

Historic performance



| (A\$m) | 2007 | 2008* | 2009 | 2010 | 1H11 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Coles Division |  |  |  |  |  |
| Revenue | n.a. | 16,876 | 28,799 | 30,002 | 16,059 |
| EBIT | n.a. | 475 | 831 | 962 | 575 |
| Food \& Liquor |  |  |  |  |  |
| Revenue ${ }^{1}$ | n.a. | 12,825 | 22,506 | 23,731 | 12,804 |
| $\mathrm{EBIT}^{1}$ | n.a. | 422 | 743 | 867 | 524 |
| EBIT Margin | п.a. | 3.3\% | 3.3\% | 3.7\% | 4.1\% |
| Convenience |  |  |  |  |  |
| Revenue ${ }^{1}$ | n.a. | 4,038 | 6,273 | 6,247 | 3,244 |
| $E B E I T^{1}$ | n.a. | 42 | 67 | 77 | 49 |

* For ownership period 23 November 2007 to 30 June 2008 1. Excludes property



## Coles

Network as at 31 December 2010


## Home Improvement \& Office Supplies

## ZUNNINGS

## Officeworks



## Home Improvement

## Highlights

## Home Improvement

- Trading revenue growth of $4.4 \%$
- 4.1\% total stores sales growth with store-on-store growth of $1.7 \% ; 3.7 \%$ lift in commercial sales
- Deflationary impact of 'value focus' work continued
- Adverse weather impacts in many locations
- EBIT growth of $8.3 \%$ following good merchandising execution \& focus on cost management
- 16 trading locations opened
- Continued strategic investment in existing store network


## Outlook

## Home Improvement

- Continued sales growth with further strengthening of key strategic pillars
- Sale of 13 retail warehouse properties
- Maintain strategic focus on five growth drivers: service; category expansion \& optimisation; network expansion \& optimisation; commercial customer focus; \& business fitness to drive lower CODB

Financial Performance - Home Improvement

| Half-Year ended 31 December (A\$m) | $\mathbf{2 0 1 0}$ | 2009 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | :---: |
| Revenue | $\mathbf{3 , 5 7 2}$ | 3,402 | 5.0 |
| Trading Revenue | $\mathbf{3 , 5 4 9}$ | 3,400 | 4.4 |
| (excl. property \& non-trading items) | $\mathbf{4 5 7}$ | 422 | 8.3 |
| EBIT | $\mathbf{1 2 . 8}$ | 12.4 |  |
| Trading EBIT margin (\%) | $\mathbf{1}$ | $(1)$ |  |
| Net property contribution | $\mathbf{2 9 . 2}$ | 31.2 |  |
| ROC (R12 \%) | $\mathbf{3 5 . 2}$ | 38.7 |  |
| Safety (R12 AIFR) |  |  |  |



## Home Improvement

Strategy \& historic performance
Home Improvement \&
Office Supplies 39

| Home Improvement Strategies | Details |
| :--- | :--- |
| Profitable sales growth | Strengthening customer service <br> Improving the offer <br> Investing in \& expanding the network |
| Better stock flow | Improving the end to end supply chain to lift in-stock <br> levels \& reduce costs |
| Stronger team engagement \& | More effective delivery of safety, training \& other team <br> development |
| development programs |  |



|  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
| (A\$m) | 2007 | 2008 | 2009 | $\mathbf{2 0 1 0}$ | $\mathbf{1 H 1 1}$ |
| Revenue | 4,939 | 5,359 | 5,845 | 6,413 | $\mathbf{3 , 5 7 2}$ |
| EBIT | 528 | 589 | 659 | 728 | $\mathbf{4 5 7}$ |
| Trading EBIT Margin ${ }^{1}$ | $10.4 \%$ | $10.8 \%$ | $11.2 \%$ | $11.4 \%$ | $\mathbf{1 2 . 8 \%}$ |
| EBIT Margin | $10.7 \%$ | $11.0 \%$ | $11.3 \%$ | $11.4 \%$ | $\mathbf{1 2 . 8 \%}$ |

1. Excludes property \& non-trading items


Home Improvement
Network as at 31 December 2010

Home Improvement \&
Office Supplies 40

191 Warehouse stores
57 Smaller format stores
32 Trade Centres


## Office Supplies <br> 2011 Half-year performance

## Highlights

- Retail store sales growth of $7.5 \%$
- Underpinned by strong growth in transactions
- 18.5\% earnings growth in challenging conditions
- OW Business offer continues to gain traction
- Focus on growth through ongoing investment \& improvement
- Seven new stores, five full store upgrades
- One-third of stores with new layout \& design
- Good progress on actions to improve operational effectiveness
- Supply chain \& system enhancements


## Financial Performance - Office Supplies

| Half-Year ended 31 December (A\$m) | $\mathbf{2 0 1 0}$ | 2009 | \% |
| :--- | ---: | ---: | ---: |
| Revenue | $\mathbf{7 0 6}$ | 662 | 6.6 |
| EBIT | $\mathbf{3 2}$ | 27 | 18.5 |
| EBIT margin (\%) | $\mathbf{4 . 5}$ | 4.1 |  |
| ROC (R12 \%) | $\mathbf{6 . 6}$ | 5.8 |  |
| Safety (R12 AIFR) | $\mathbf{3 7 . 7}$ | 56.9 |  |

## Outlook

- Challenging retail environment
- Increased competitive pressure on sales \& margin
- Continued focus on reducing costs
- Focus on executing strategic agenda to lift profitability


## Office Supplies

Strategy \& historic performance


* For ownership period 23 November 2007 to 30 June 2008



# Officeworks \& Harris Technology <br> Network as at 31 December 2010 

## Retail Stores

133 Officeworks5 Harris Technology

Business
4 Fulfilment Centres

- 3 Service Centres

1 Print Hub


## Target



## OTarget.



## Target

## 2011 Half-year performance

## Highlights

- Sales results affected by a difficult retail environment
- Significant price deflation due to strong AUD \& competition
- Summer apparel sales affected by wet \& cool weather across the east coast of Australia
- Overall increase in customer numbers \& sales volumes
- Sales growth in Intimate Apparel \& Childrenswear
- Gross Margins pressured by significant deflation \& discounting across the market
- Record margin in 1H FY10 benefited from early transition to summer
- Continued investment in the in-store experience
- 39 refurbishments completed during the half
- Positive customer response to new store design standards


## Outlook

- Customers remain cautious \& driven by value
- Challenge of mitigating commodity cost pressures
- Continued focus on the customer
- Style, quality \& value: Speciality store product at Target prices
- Differentiated product: Delivery of in-house designs to commence 3Q FY11
- First price right price: Maintain price trust
- Further improvement in the 'in-store’ experience
- 33 refurbishments planned for 2 H FY11
- Continue use of alternative communication channels
- Launch of online retailing via target.com.au


## Financial Performance

| Half-Year ended 31 December (A\$m) | 2010 | 2009 | 1\% |
| :---: | :---: | :---: | :---: |
| Revenue | 2,120 | 2,182 | (2.8) |
| EBIT | 206 | 279 | (26.2) |
| EBIT margin (\%) | 9.7 | 12.8 |  |
| ROC (R12 \%) | 9.4 | 12.6 |  |
| Safety (R12 LTIFR) | 8.2 | 9.2 |  |
| Total sales growth ${ }^{1}$ (\%) | (3.1) | 3.5 |  |
| Comparative store sales growth ${ }^{1}(\%)$ | (3.3) | 1.7 |  |

1. 2010 for the 27 weeks 27 June 2010 to 1 January 2011, 2009 for the 27 weeks 28 June 2009 to 2 January 2010

Target 45

Target
Strategy \& historic performance


[^1]

## Target

Network as at 31 December 2010

(incl. 119 Target Country)



## Highlights

- Improved underlying profitability
- $13.0 \%$ increase in profit to $A \$ 174$ million, driven by gross margin improvement \& cost control
- Customers continue to respond well to lowest prices on everyday items \& improved in-store offer
- $1.7 \%$ increase in comparable sales ${ }^{4}$
- Consistent transaction growth
- Seven million additional transactions completed in the half
- Supply chain initiatives progressed
- New Victorian distribution centre near completion
- Store network development
- Continued investment in store fleet; supported by dedicated property team
- 34 floors \& fitting rooms upgraded \& four refurbishments completed
- Pleasing sales \& profit growth from Kmart Tyre \& Auto


## Outlook

- Continue with 'Growth' phase of the turnaround
- Attract more customers into stores more often
- Ongoing refinement of the product offer to deliver lowest price on everyday items for families
- Deliver on lowest price: source product at lowest cost
- Improve the in-store experience: environment, service \& convenience
- Reinvest in the store network
- Rising sourcing costs \& raw material prices

Financial Performance

| Half-Year ended 31 December (A\$m) | $\mathbf{2 0 1 0}$ | 2009 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Revenue | $\mathbf{2 , 2 7 1}$ | 2,226 | 2.0 |
| EBIT $^{\mathbf{1 , 2}}$ | $\mathbf{1 7 4}$ | 154 | 13.0 |
| EBIT margin (\%) | $\mathbf{7 . 7}$ | 6.9 |  |
| ROC (R12 \%) |  |  |  |
| Safety (R12 LTIFR) | $\mathbf{2 5 . 8}$ | 19.8 |  |
| Total sales growth |  |  |  |

1. Excludes non-trading items expense of $A \$ 33 m$ relating to supply chain restructuring in 2009
2. Excludes $\mathbf{A} \$ 1 m$ earnings relating to Coles Group Asia overseas sourcing operations utilised by both Kmart \& Target (2009: nil).
3. Excludes A\$7m earnings (R12 basis) relating to Coles Group Asia (2009: nil)
4. 2010 for the 27 weeks 28 June 2010 to 2 January 2011, 2009 for the 27 weeks 29 June 2009 to 3 January 2010.

Strategy \& historic performance


| Kmart Strategies | Details |
| :--- | :--- |
| Customer - outstanding experience | All about the Kmart customers; Fast \& friendly service; <br> Clean \& tidy stores; Lowest price; More convenient <br> shopping hours; Community engagement |
| Product - high velocity | What families need everyday; On trend; SKU reduction; <br>  <br>  <br> Efficient product flow |
| Promotion - clear, simple \& impactful | Value to customers; Low prices, everyday; Fewer price <br> points; Sourcing at lower cost; Overt in-store pricing |
| Elace - every site a success | Increase customer visits; Customer research guiding our <br> direction; Events are very important |
| People - best people, great company | Great customer experience; Replace old floors \& update <br>  <br> midways; Resizing stores; Aggressive new site program |



| $(A \$ m)$ | 2007 | $\mathbf{2 0 0 8}$ | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ | $\mathbf{1 H 1 1}$ |
| :--- | :---: | :---: | ---: | ---: | ---: |
| Revenue | n.a. | 2,454 | 3,998 | 4,019 | $\mathbf{2 , 2 7 1}$ |
| EBIT $^{1}$ | n.a. | 111 | 109 | 190 | $\mathbf{1 7 4}$ |
| EBIT Margin | n.a. | $4.5 \%$ | $2.7 \%$ | $4.7 \%$ | $\mathbf{7 . 7 \%}$ |

* For ownership period 23 November 2007 to 30 June 2008. 1. Excludes earnings from Coles Group Asia (2008 to 2009: nil, 2010: A\$6m 1H11: A\$1m)



## Kmart

Network as at 31 December 2010


186 Kmart stores
250 KTAS centres

## Insurance

## wif OÀMPS Lumley

CROMBIE LOCKWOOD



## Highlights

- Increased earnings across underwriting \& broking
- Revenue in line with 1H FY10 notwithstanding underwriting portfolio remediation
- Strong underlying performance despite specific event claims from:
- Christchurch earthquake (net impact of A\$10.8 million)
- Natural peril events in Australia above expectations
- Continued progress with growth opportunities including:
- Coles Insurance offer launched nationally in July 2010 with further extensions
- $\quad$ Strong growth in EDI with intermediaries (especially SME)
- New WFI referral arrangement with Victorian Farmers Federation
- Improved investment income from higher yields on term deposits
- $\quad$ Sale of OAMPS Super for $A \$ 10.6$ million (4.1\% of FUM)


## Outlook

- Severe weather events since 1 January will adversely affect second half earnings by $A \$ 30$ m to $A \$ 35 m$, net of reinsurance recoveries
- Expectation of further improvement in underlying underwriting performance
- Business will continue to benefit from improved risk selection \& portfolio remediation
- Bolt-on acquisitions continue to be assessed


## Financial Performance

| Half-Year ended 31 December (A\$m) | 2010 | 2009 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Gross Written Premium Underwritten | $\mathbf{6 5 9}$ | 680 | $(3.1)$ |
| Total Revenue | $\mathbf{8 7 2}$ | 868 | 0.5 |
| EBITA Underwriting | $\mathbf{4 2}$ | 38 | 10.5 |
| EBITA Broking | $\mathbf{2 8}$ | 25 | 12.0 |
| EBITA Other | $\mathbf{-}$ | - | - |
| EBITA Insurance Division | $\mathbf{7 0}$ | 63 | 11.1 |
| EBIT Insurance Division | $\mathbf{6 5}$ | 58 | 12.1 |
| ROC (R12\%) | $\mathbf{9 . 7}$ | 6.3 |  |
| Safety (R12 LTIFR) | $\mathbf{1 . 0}$ | 0.7 |  |
| Net earned loss ratio (\%) | $\mathbf{6 5 . 2}$ | 64.2 |  |
| Combined operating ratio (\%) | $\mathbf{9 8 . 6}$ | 97.0 |  |
| EBITA margin (Broking) (\%) | $\mathbf{2 7 . 3}$ | 25.2 |  |




Strategy \& historic performance

| Insurance Strategies | Setails <br> business process enhancement |
| :--- | :--- |
| Performance improvement | Work with new \& existing business partners to develop <br> tailored insurance solutions \& a point of difference for <br> clients |
| Focus on customer needs | Invest in the development of employees as the key source <br> of competitive advantage |
| Building the best team | Manage the business \& portfolio risks effectively to <br> facilitate sustainable \& profitable growth |
| Effective risk management | Continue to pursue bolt-on acquisition that meet <br> investment criteria |
| Selective acquisition growth |  |



| (A\$m) | 2007 | 2008 | 2009 | 2010 | 1H11 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Written Premium (underwriting) | 1,191 | 1,328 | 1,358 | 1,347 | 659 |
| Broking revenue | 119 | 209 | 218 | 213 | 104 |
| EBITA Underwriting | 109 | 81 | 40 | 75 | 42 |
| EBITA Broking | 32 | 58 | 63 | 59 | 28 |
| EBITA Other | (11) | (4) | - | (3) | - |
| EBITA Insurance Division | 130 | 135 | 103 | 131 | 70 |
| EBIT Insurance Division | 120 | 122 | 91 | 122 | 65 |
| Combined Operating Ratio | 93.0\% | 98.3\% | 102.4\% | 97.9\% | 98.6\% |



## Insurance

Geographical presence as at 31 December 2010



## Resources

## W) URAAGH BENGALLA <br> Premier Coal



## Highlights

- Performance
- Strong 1H FY11 financial result given difficult weather conditions
- Curragh mine cash costs (A\$/t) increased 19.9\% 1H FY11 vs. 1H FY10
- Mine cash costs (A\$/t) reduced $9.2 \%$ in FY10
- Exceptional effort by Curragh team during flood period
- Increase in sales volumes from all mines
- Export markets
- Strong global demand for coal in supply-constrained environment
- Significant increase in export coal prices against previous year
- Progress on growth projects
- Curragh: A\$286 million Curragh expansion to 8.0-8.5mtpa export metallurgical capacity continuing on budget; completion expected late CY11/early CY12
- Bengalla: A\$56 million expansion to 9.3mtpa run of mine (ROM) announced November 2010


## Financial Performance

| Half-Year ended 31 December (A\$m) | 2010 | 2009 | $\mathbf{1} \%$ |
| :--- | ---: | ---: | ---: |
| Revenue $^{\mathbf{1}}$ | $\mathbf{9 5 7}$ | 624 | 53.4 |
| EBITDA | $\mathbf{3 0 5}$ | 61 | 400.0 |
| Depreciation \& amortisation | $\mathbf{( 5 5 )}$ | $\mathbf{( 5 9 )}$ | (6.8) |
| EBIT $^{2}$ | $\mathbf{2 5 0}$ | 2 | n.m. |
| ROC (R12\%) | $\mathbf{3 4 . 3}$ | 20.6 |  |
| Coal production ('000 tonnes) | $\mathbf{7 , 0 8 0}$ | 7,278 | (2.7) |
| Safety (R12 LTIFR) |  |  |  |

FY11 Forecast 5.8-6.2 million tonnes

- Potential for continued tight labour market \& industry cost pressures
- Next-stage expansion ${ }^{1}$ studies continuing

1. Curragh expansion to 10 mtpa , Bengalla to 10.7 mtpa ROM

## Resources

Strategy \& historic performance


## Resources <br> Sales

## Coal Sales Volumes by Mine (1H11)

| Mine | Steaming | Metallurgical | Total |
| :--- | :---: | :---: | :---: |
| (mtpa) | 1.4 | 3.2 | $\mathbf{4 . 5}$ |
| Curragh, QLD^ | 1.5 | n.a. | $\mathbf{1 . 5}$ |
| Premier, WA | 1.3 | n.a. | $\mathbf{1 . 3}$ |
| Bengalla*, NSW | $\mathbf{4 . 2}$ | $\mathbf{3 . 2}$ | $\mathbf{7 . 3}$ |
| Total |  |  |  |
| *Wesfarmers interest of $40 \%$ <br> ^Curragh metallurgical coal sales exclude traded coal of 243 kt |  |  |  |

${ }^{\wedge}$ Curragh metallurgical coal sales exclude traded coal of 243 kt

## Historic Coal Sales Volumes by Mine




Wesfarmers

## Resources

Hedging profile as at 31 December 2010


| Curragh |  |  |
| :---: | :---: | :---: |
| Full Year <br> end <br> 30 June | Current US\$ <br> sold forward <br> (US\$m) | Average <br> A\$ / US\$ <br> hedge rate |
| $2011^{1}$ | 380 | 0.86 |
| 2012 | 630 | 0.84 |
| 2013 | 431 | 0.80 |
| 2014 | 224 | 0.78 |
| 2015 | 120 | 0.76 |

1. Represents six month period ending 30 June 2011

| Bengalla |  |  |
| :---: | :---: | :---: |
| Full Year <br> end <br> 30 June | Current US\$ <br> sold forward <br> (US\$m) | Average <br> A\$ / US\$ <br> hedge rate |
| $2011^{1}$ | 59 | 0.83 |
| 2012 | 85 | 0.81 |
| 2013 | 64 | 0.79 |
| 2014 | 42 | 0.77 |
| 2015 | 27 | 0.74 |

1. Represents six month period ending 30 June 2011


## Resources

## Curragh mine expansion

- Wesfarmers approved in November 2009 the investment of A $\$ 286$ million to expand Curragh metallurgical coal exports to $8.0-8.5 \mathrm{mtpa}$
- Curragh has rail \& export capacity contracted at 8.5 mtpa
- Curragh has forward-sold the additional production to existing \& new long-term customers
- Construction is underway, with the expansion due for completion in late CY11/ early CY12
- Two week shutdown of existing CHPP to tie in new plant completed in January/February 2011



## Resources

Curragh expansion study to 10mtpa

- Feasibility study (FS) commenced
- Mining \& Coal Handling Preparation Plant studies
- Potential to expand Curragh to 10mtpa metallurgical exports from FY14
- Wiggins Island commissioning
- Additional rail capacity required
- Potential for additional dragline
- Re-evaluation of remaining reserves at Curragh/Curragh East
- Evaluate Curragh West deposit
- Exploration completion in Q3 CY11
- FS completion Q4 CY11



## Resources

Bengalla expansion study

- Expansion to 10.7 mtpa ROM tonnes through two stages
- Stage One 9.3mtpa ROM
- Stage Two 10.7mtpa ROM
- Stage One approved November 2010 (A\$56m) ${ }^{1}$
- Stage Two feasibility study nearing completion
- Additional port capacity secured
- Phase one completion targeted for 1Q CY12


1. Wesfarmers share of capital expenditure


## Resources

Wiggins Island Coal Export Terminal

- Stage One development of 27mtpa port capacity (Curragh share 1.5 mtpa )
- Decision on investment \& take-or-pay commitment in 1 H CY11
- First shipment 2014
- Potential cumulative capacity from subsequent stages - up to 80mtpa



## Resources

Locations



## Chemicals, Energy \& Fertilisers 2011 Half-year performance

## Highlights

- Increased earnings from ammonia \& ammonium nitrate
- Strong demand \& plant performances
- Increased sodium cyanide sales offset by increased gas input costs \& higher Australian dollar
- Record low PVC selling price relative to VCM input cost, compounded by a strong Australian dollar
- Kleenheat earnings marginally higher than previous year despite higher gas input costs \& reduced LPG content in the pipeline
- Recovery in fertiliser margins following inventory writedowns \& carryover of highly-priced inventory in the previous year
- Varanus Island gas disruption insurance claim now settled


## Outlook

- Continuing strong production \& demand for ammonium nitrate \& sodium cyanide
- Board consideration for AN expansion in 2H FY11
- PVC - VCM spread showing signs of improvement albeit still below historical long-term average
- LPG earnings dependent on international LPG prices \& LPG content in the pipeline
- Growing demand for LNG from the heavy-duty vehicle market remains challenging
- Fertiliser earnings will be heavily dependent on 2H FY11 seasonal break \& farmers' terms of trade


## Financial Performance

| Half-Year ended 31 December (A\$m) | 2010 | $2009{ }^{2}$ | $1 \%$ |
| :---: | :---: | :---: | :---: |
| Revenue | 315 | 292 | 7.9 |
|  | 286 | 252 | 13.5 |
|  | 121 | 141 | (14.2) |
|  | 722 | 685 | 5.4 |
| EBITDA ${ }^{1}$ | 199 | 116 | 71.6 |
| Depreciation \& amortisation | (48) | (47) | 2.1 |
| EBIT ${ }^{1}$ | 151 | 69 | 118.8 |
| EBIT (excl insurance proceeds) | 110 | 69 | 59.4 |
| Sales volume ('000t): | 392 | 385 | 1.8 |
|  | 244 | 264 | (7.6) |
|  | 173 | 166 | 4.2 |
| ROC (R12 \%) ${ }^{1}$ | 21.3 | 10.0 |  |
| Safety (R12 LTIFR) | 5.8 | 2.9 |  |

1. Includes insurance proceeds of A\$41m in 2010 (2009: nil).
2. Restated to exclude Coregas following the merger of Chemicals \& Fertilisers \& Energy from 1 July 2010.
3. Includes Kleenheat Gas, enGen \& ALWA.


# Chemicals, Energy \& Fertilisers Strategy \& historic performance 

## Growth Strategies

| WESCEF Strategies | Details |
| :--- | :--- |
| Improve offers |  <br> sevice differentiation |
| Improve competitiveness | Optimisation of cost base \& operating <br> efficiencies |
| Ammonium nitrate expansion | Progress evaluaion of ammonium nitrate <br> expansion plans |
| Growth opportunities | Identify \& evaluate further opportunities <br> for existing businesses to grow in new <br> markets |



* 1H11 Result is for the consolidated Chemicals, Energy \& Fertilisers division which excludes Coregas. The performance of Coregas is reported in the $\mathbf{1 H} 11$ result of Industrial \& Safety.

| (A\$m) | $\mathbf{2 0 0 7}$ | $\mathbf{2 0 0 8}$ | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ | 1H11* |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Revenue - Chemicals \& Fertilisers | 592 | 997 | 1,162 | 1,060 | n.a. |
| Revenue - Energy | 463 | 565 | 598 | 611 | n.a. |
| Revenue - WES CEF | n.a. | n.a. | n.a. | n.a. | $\mathbf{7 2 2}$ |
| EBIT - Chemicals \& Fertilisers | 101 | 124 | 52 | 121 | n.a. |
| EBIT - Energy | 75 | 90 | 75 | 102 | n.a. |
| EBIT - WES CEF^ | n.a. | n.a. | n.a. | n.a. | 151 |
| EBIT Margin - Chemicals \& Fertilisers | $17.1 \%$ | $12.4 \%$ | $4.5 \%$ | $11.4 \%$ | n.a. |
| EBIT Margin - Energy | $16.2 \%$ | $15.9 \%$ | $12.5 \%$ | $16.7 \%$ | n.a. |
| Sales Volumes - Chemicals (kt) | 449 | 605 | 747 | 778 | $\mathbf{3 9 2}$ |
| Sales Volumes - Fertlisers (kt) | 901 | 1,057 | 739 | 913 | $\mathbf{2 4 4}$ |

* Reflects the new division of Wesfarmers Chemicals, Energy \& Fertiliser that commenced on 1 July 2010.
$\wedge$ Includes A\$41m of insurance proceeds.

Wesfarmers

Chemicals, Energy \& Fertilisers Locations as at 31 December 2010


16 CSBP fertilisers
6 CSBP chemicals
2 Australian Vinyls
4 QNP (50\%)
8 ALWA
3 AGR (75\%)
21 enGen
46 Kleenheat


## Highlights

- Strong results supported by market conditions \& competitive position
- 12.3\% sales growth (first half last year affected by GFC²)
- 21.5\% EBIT growth; EBIT improvement in all businesses
- Strengthened business portfolio
- Solid sales momentum supported by strong service levels
- Contracts, projects, services \& eBusiness growth
- Continued industry diversification
- Strong operational \& capital management contributing to improved returns


## Outlook

- Leveraging strong growth platform to take advantage of improving conditions
- Growing share of customers' product \& service spend
- Increasing diversification \& exposure to high growth sectors
- Continued investment in organisational effectiveness
- Acquisition opportunities
- A number of factors potentially offsetting momentum
- Impact of Queensland floods on customer activity (short term)
- Slower recovery in New Zealand
- Ongoing competitive margin pressure
- Growing labour access \& costs challenges

Financial Performance

| Half-Year ended 31 December (A\$m) | 2010 | $2009{ }^{1}$ | \% $\mathbf{1}$ |
| :--- | ---: | ---: | ---: |
| Revenue | $\mathbf{7 7 4}$ | 689 | 12.3 |
| EBITDA | $\mathbf{9 2}$ | 78 | 17.9 |
| Depreciation \& amortisation | $\mathbf{( 1 3 )}$ | $\mathbf{( 1 3 )}$ | - |
| EBIT | $\mathbf{7 9}$ | 65 | 21.5 |
| EBIT margin (\%) | $\mathbf{1 0 . 2}$ | 9.4 |  |
| ROC (R12 \%) | $\mathbf{1 1 . 8}$ | 9.5 |  |
| Safety (R12 LTIFR) | $\mathbf{2 . 7}$ | 1.3 |  |

1. Restated to include Coregas following the divisional restructure on 1 July 2010
2. GFC: Global Financial Crisis


## Industrial \& Safety <br> Strategy \& historic performance

Growth Strategies
Industrial \& Safety Strategies Details

| Increase share of customers' products | Strong delivery performance \& customer service |
| :--- | :--- |
| \& services spend | Broadening product range <br>  <br>  <br>  <br>  <br> Strengthening value proposition <br> Improved sales effectiveness |
| Target higher growth sectors | Resources \& infrastructure sectors |
| Transition of Coregas | Leverage existing customer relationships |
| Improve metropolitan sales penetration | Multi-channel offerings |
| Continue to improve supply chain \& | Process enhancements <br> organisation effectiveness |
| Strengthen leadership positions | Existing \& new markets through acquisitions |
| Sustainability \& people | Ongoing commitment to safety, sustainability and |
|  | employee development |



| (A\$m) | $\mathbf{2 0 0 7}$ | $\mathbf{2 0 0 8}$ | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ | $\mathbf{1 H 1 1 *}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Revenue | 1,208 | 1,309 | 1,294 | $\mathbf{1 , 3 1 1}$ | $\mathbf{7 7 4}$ |
| EBIT | 115 | 130 | 114 | 111 | $\mathbf{7 9}$ |
| EBIT Margin | $9.5 \%$ | $9.9 \%$ | $8.8 \%$ | $8.5 \%$ | $\mathbf{1 0 . 2 \%}$ |

* 1H11 includes Coregas which was transferred to the Industrial \& Safety division on 1 July 2010, following the divisional restructure of Wesfarmers Chemicals \& Fertilisers \& Wesfarmers Energy



## Industrial \& Safety

Distribution network as at 31 December 2010
236 industrial \& safety locations \& 129 gas distribution points


## Other businesses

GRESHAM

## Gresham:

50\% interest in Gresham Partners, an independent investment bank focused on financial advisory services,

WESPINE
$\frac{\text { industaies }}{\text { ptr }}$

private equity investment and property investment funds. Wesfarmers also holds significant investments in Gresham's Private Equity Funds.

## Wespine (50\%):

50:50 joint venture between Wesfarmers and Fletcher Building Limited. Wespine is a softwood sawmiller,
specialising in the production of premium quality plantation timber for use in housing construction and furniture

Share of associates profit/ (loss):
Gresham Partners (1)
(1) 2

Gresham Private Equity Funds
(28)

29

| Half-Year ended 31 December (A\$m): | 2010 | 2009 |
| :--- | ---: | ---: |
| Share of associates profit/ (loss): | $\mathbf{5}$ | 4 |

Bunnings Warehouse Property Trust (23\%):
Listed property trust, established in 1998 with a focus on warehouse retailing properties and, in particular, Bunnings Warehouses leased to Bunnings Pty Ltd, a wholly-owned subsidiary of Wesfarmers Limited.

Half-Year ended 31 December (A\$m):
2010
2009 12

ZUNNINGS
WAREHOUSE PROPERTY TRUST

## Sustainability

## Sustainability

Priorities

In the context of its commitment to sustainable outcomes, Wesfarmers has nominated five key areas of focus that will contribute towards delivering satisfactory returns for its shareholders in 2010 \& beyond:

1. The importance of people
2. Carbon emissions reduction \& energy management
3. Community investment
4. A reduced overall environmental footprint
5. A strong economic contribution

Wesfarmers is again a member of the Dow Jones Sustainability World Indexes in 2010, rating it in the top 10 per cent of companies assessed worldwide against economic, environmental \& social criteria

## Sustainability

The importance of people

- Australia's largest private sector employer, employing some 200,000 employees, largely in Australia \& New Zealand
- Wesfarmers recognises the significant social \& commercial value of diversity at all levels of its workforce
- Reduction in LTIFR \& TRIFR during the period:
- Group LTIFR reduced to 10.9 from 11.0
- Group TRIFR reduced to 41.3 from 42.9

LTIFR \& TRIFR


NOTES.

1. Coles Group data included from 2009 onwards
2. "RA Dec 2010 " is the rolling average for 12 months to December 2010
3. "TRIFR" is the Total Recordable Injury Frequency Rate which includes all injuries requiring medical attention and/or time lost from work


## Sustainability

- Wesfarmers is pursuing energy efficiency in our facility design, construction, maintenance \& redevelopment practices
- We continued to invest in new technologies \& systems during the period
- Installation in some 600 Coles supermarkets of night blinds on upright freezers reducing electricity use \& associated carbon emissions
- CSBP trialling a catalyst in its nitric acid plant to potentially reduce greenhouse gas emissions by over 300,000 tonnes CO2e per annum



## NOTES:

1. The former Coles Group is included from 2008 (full year effect) onwards
2. Data for 2010 includes all Scope 1,2 \& 3 emissions for Wesfarmers
3. 2008 Revenue not available for full year for the acquired Coles Group


## NOTES:

1. The former Coles Group is included from 2008 (full year effect) onwards
2. The 2009 energy use was reduced by a gas supply outage in Western Australia that curtailed ammonia \& LPG production for most of FY09
3. 2008 Revenue not available for full year for the acquired Coles Group


## Sustainability

Community investment

- Wesfarmers recognises \& invests in areas of the community which it believes contribute to building long-term cohesion, leadership \& innovation
- During the period all businesses made a strong contribution to supporting the recent Australian flood relief program, with direct \& indirect contributions totalling approximately $\$ 12.0$ million



## NOTES:

1. The 2009 contribution was increased by the Group's contribution of approximately $\$ 13 \mathrm{~m}$ to appeals related to the 2009 Victorian bushfires


## Sustainability

A reduced overall environmental footprint

- Wesfarmers' business operations have both direct \& indirect environmental impacts, including water usage, packaging, emissions to air, solid \& liquid waste, \& land rehabilitation
- Key initiatives commissioned during the period were:
- Coles launched its "no added hormone" beef range \& joined the Round Table on Sustainable Palm Oil
- The Federal Government launched its policy supporting legally logged timber which Bunnings has been at the forefront of the industry in promoting


GLOBAL
FOREST
\&TRADE
NETWORK
A USTRALIA




[^0]:    1. 2009 restated to reflect current divisional structure
[^1]:    * For ownership period 23 November 2007 to 30 June 2008

