

4 May 2023

Company Announcements Office
Australian Securities Exchange Limited
20 Bridge Street
SYDNEY NSW 2000

INVESTOR PRESENTATION

Please find attached an investor presentation given today by Mr Ryan Stokes AO, CEO and Managing Director of Seven Group Holdings Limited, at the Macquarie Australia Conference held at The Sheraton Grand Sydney Hyde Park.

This release has been authorised to be given to ASX by the CEO and Managing Director of Seven Group Holdings Limited.

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Seven Group Holdings Limited is a leading Australian diversified operating and investment group with market leading businesses and investments in industrial services, media and energy. In industrial services, WesTrac is the sole authorised Caterpillar dealer in Western Australia, New South Wales and the Australian Capital Territory. WesTrac is one of Caterpillar's top dealers globally (by sales value). SGH owns Coates, Australia's largest nationwide industrial and general equipment hire business. SGH also has a 72.6% shareholding in Boral, an international building products and construction materials group. In energy, SGH has a 30.0% shareholding in Beach Energy and has interests in oil and gas projects in Australia and the United States. In media, SGH has a 39.3% shareholding in Seven West Media, one of Australia's largest multiple platform media companies, including the Seven Network, 7plus and The West Australian.



Seven Group Holdings Macquarie Presentation

May 4th 2023

SGH | Industrial Services, Media,
Energy and Investments



Who We Are Group Overview

Seven Group Holdings (ASX:SVW)

- Leading diversified operating Group
- Businesses across Industrial Services, Energy and Media
- ~15,000 employees over 5 core businesses
- ASX100, ~A\$9 billion market cap

Strategic growth sector exposure

- Infrastructure and construction, \$1.2tn 5-year pipeline
- Mining Production, growing bulk commodity outlook
- Transitional energy, growing demand for LNG/gas

Market leading businesses

- Industrial Services businesses occupy leadership positions in their respective markets
- With hard-to-replicate assets

Supported by a disciplined operating model

- Focus on capital allocation, execution and accountability

	 Industrial Services • Sole CAT dealer in WA & NSW/ACT • Leading mining market share • Providing whole-of-life machine management
	 Industrial Services • Australia's largest equipment hire company • Leading Tier-1/Infrastructure market share • Growing Engineering & Industrial offerings
	 Industrial Services • Australia's largest, integrated construction materials supplier • 361 sites across all states and territories
	 Energy • Beach (30%) leading mid-cap E&P business • SGH Energy holds world class domestic assets • Both focused on dom-gas and LNG markets
	 Media • #1 total TV network in Australia • Leading positions in TV, Digital and Publishing • Reaching 91% of national audience

Who We Are Purpose, Objective and Values

Owner's Mindset

- Commit to achieving our long-term objectives and delivery of outcomes
- Invest in businesses where the investment opportunity exceeds the return requirements
- Pursue a high-performance culture where we continuously strive for efficiency and growth

Courage

- Empower and trust our people to recognise and pursue opportunities
- Strive to fundamentally improve the way we do business



Respect

- Fosters an inclusive culture and embrace diversity in all its forms
- Collaborate constructively with all stakeholders to drive shareholder value

Agility

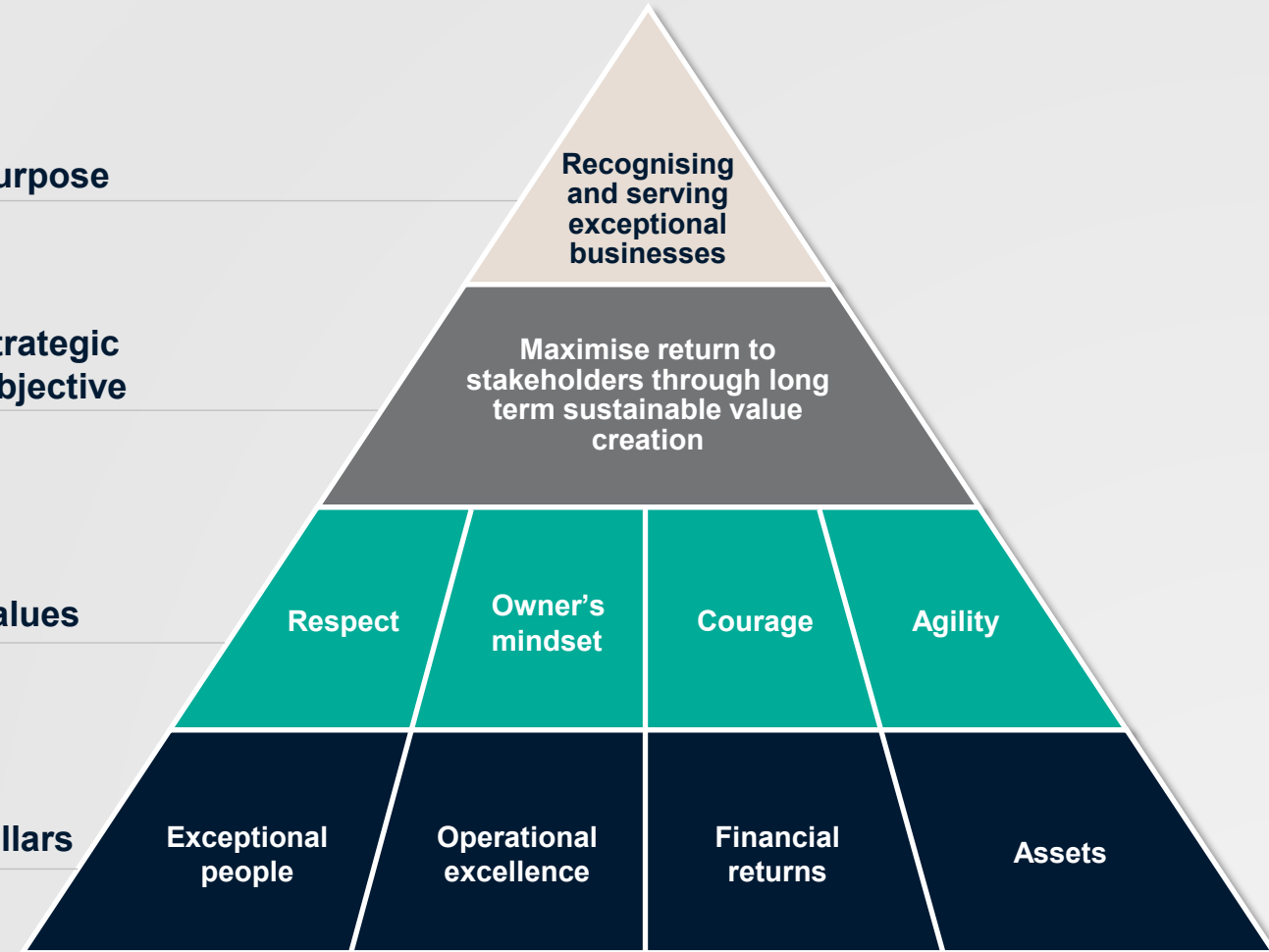
- Overcome our challenges and achieve great outcomes
- Evolve our businesses and transform our markets
- Opportunistic approach to sector, structure and geography

Purpose

Strategic Objective

Values

Pillars



Who We Are **SGH Advantage**

Mining Production

**Infrastructure &
Construction Activity**

**Domestic Gas / LNG
facilitating energy transition**

Leading market positions

**Limited fixed price
contract risk**

**Privileged assets with
defendable moats**

Actively manage inflation

WesTrac

Coates

BORAL

**beach
SGH | Energy**

777

Who We Are What Makes SGH Core Plus?

WesTrac – Core Plus Characteristics

- Territories with customer activity linked to mining production
- Leading: mining market share, product and technology
- Growing embedded base requiring incremental support
- Product support revenue CAGR of 9% over 15-years

Coates – Core Plus Characteristics

- Exposure to major public infrastructure activity
- No fixed price contract risk
- Rapidly growing end-to-end Solutions business

Boral – Core Plus Characteristics

- Customer activity linked to infrastructure and construction pipeline
- Inherent demand growth in concrete
- Privileged and integrated operating network



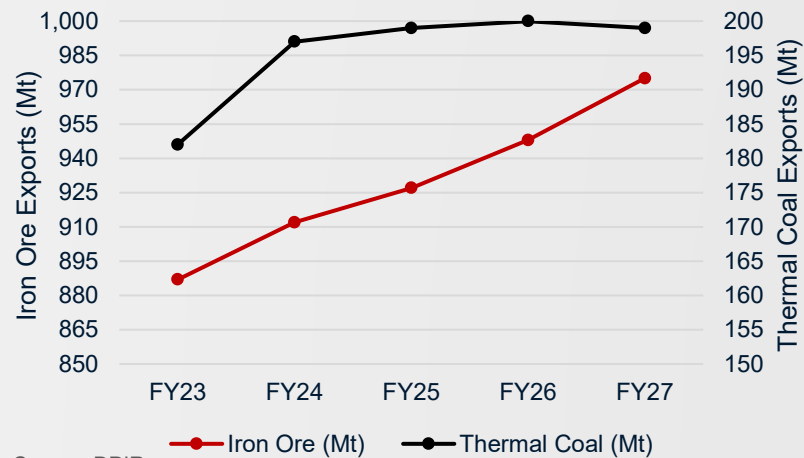
Who We Are Strategic Sector Exposures



Mining Production

- Link to activity – Production volume
- Exposure through WesTrac

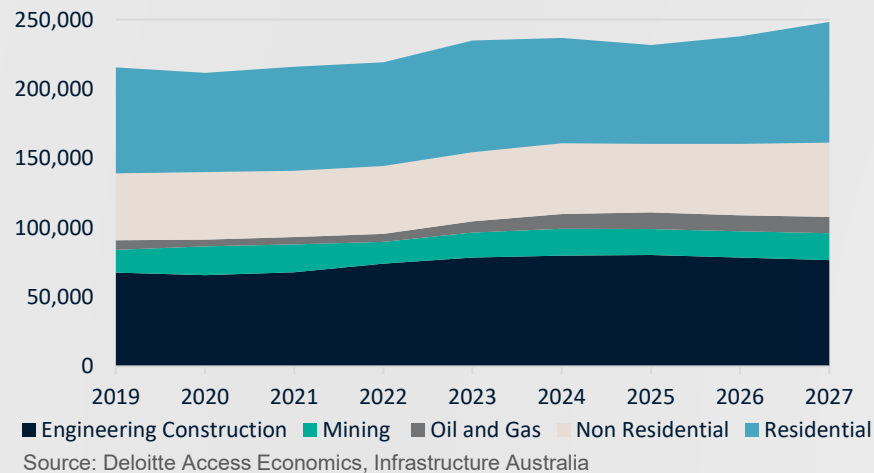
Australian Mining Export Volume Forecast



Infrastructure and Construction

- Extensive project pipeline, refreshed YoY
- Exposure through Coates and Boral

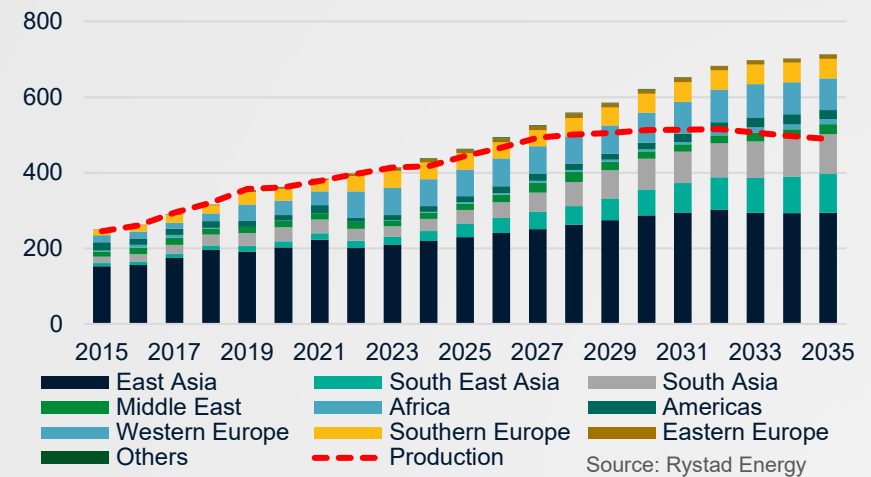
Australian Infrastructure and Construction Spend (\$M)



Energy

- Gas/LNG critical transitional energy
- Exposure through Beach and SGHE

LNG Demand by Region vs Sanctioned Production (mtpa)



Who We Are Disciplined Execution and Growth

Committed to delivery

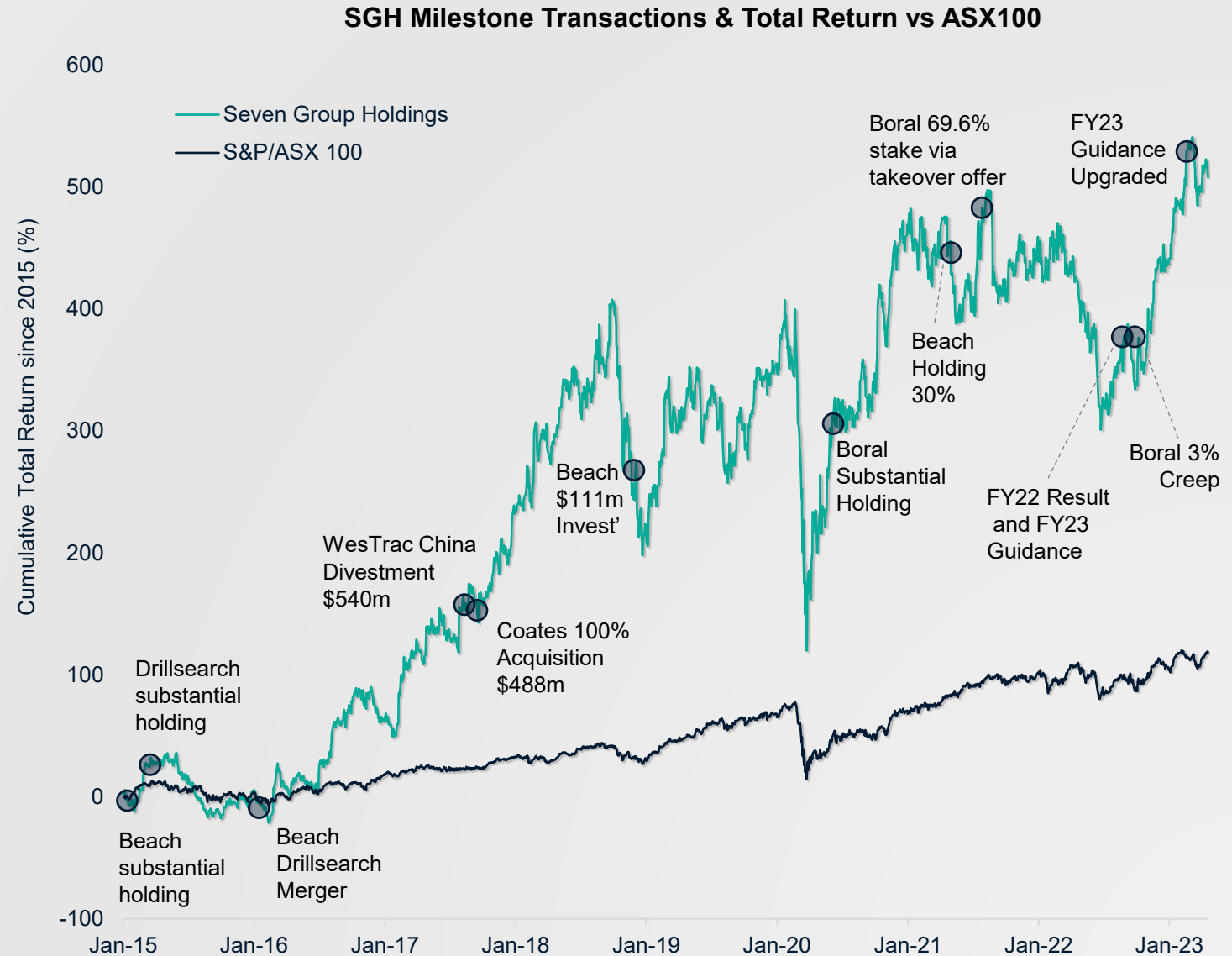
- Consistently delivering on guidance
- Earnings growth, operating leverage and asset utilisation across all Industrial businesses

SGH model driving:

- Focus on execution and accountability
- Effective capital management
- Driving superior portfolio returns

Strategic incremental investment

- Divested WesTrac China
- Bought remainder of Coates
- Beach investment and FID on Crux backfill LNG
- Boral acquisition and strategic pivot



Group Results 1H FY23 Key Results

\$4,607m ↑ 16%

Revenue

\$842m ↑ 12%

EBITDA

\$595m ↑ 16%

EBIT

\$341m ↑ 17%

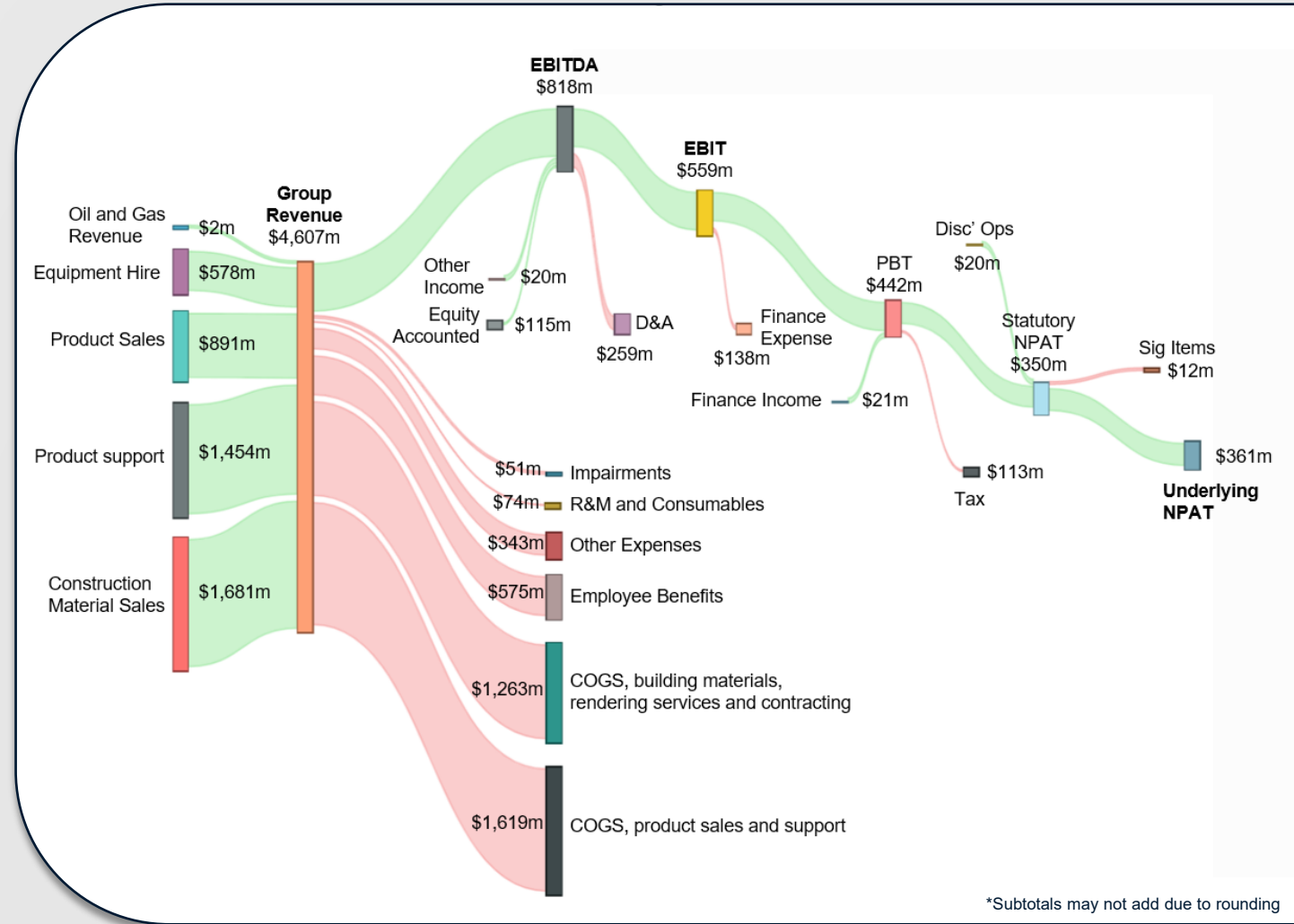
NPAT¹

\$574m ↑ 23%

Op Cashflow

94c ↑ 18%

EPS



- This presentation refers to underlying results unless otherwise specified

1. Attributable to members of the Group

Group Results Earnings Growth

Strong 1H FY23 result

- Industrial businesses earnings up +20%
- Group operating cashflow up 23%
- Increasing operating leverage at WesTrac, Coates and Boral, despite inflationary environment

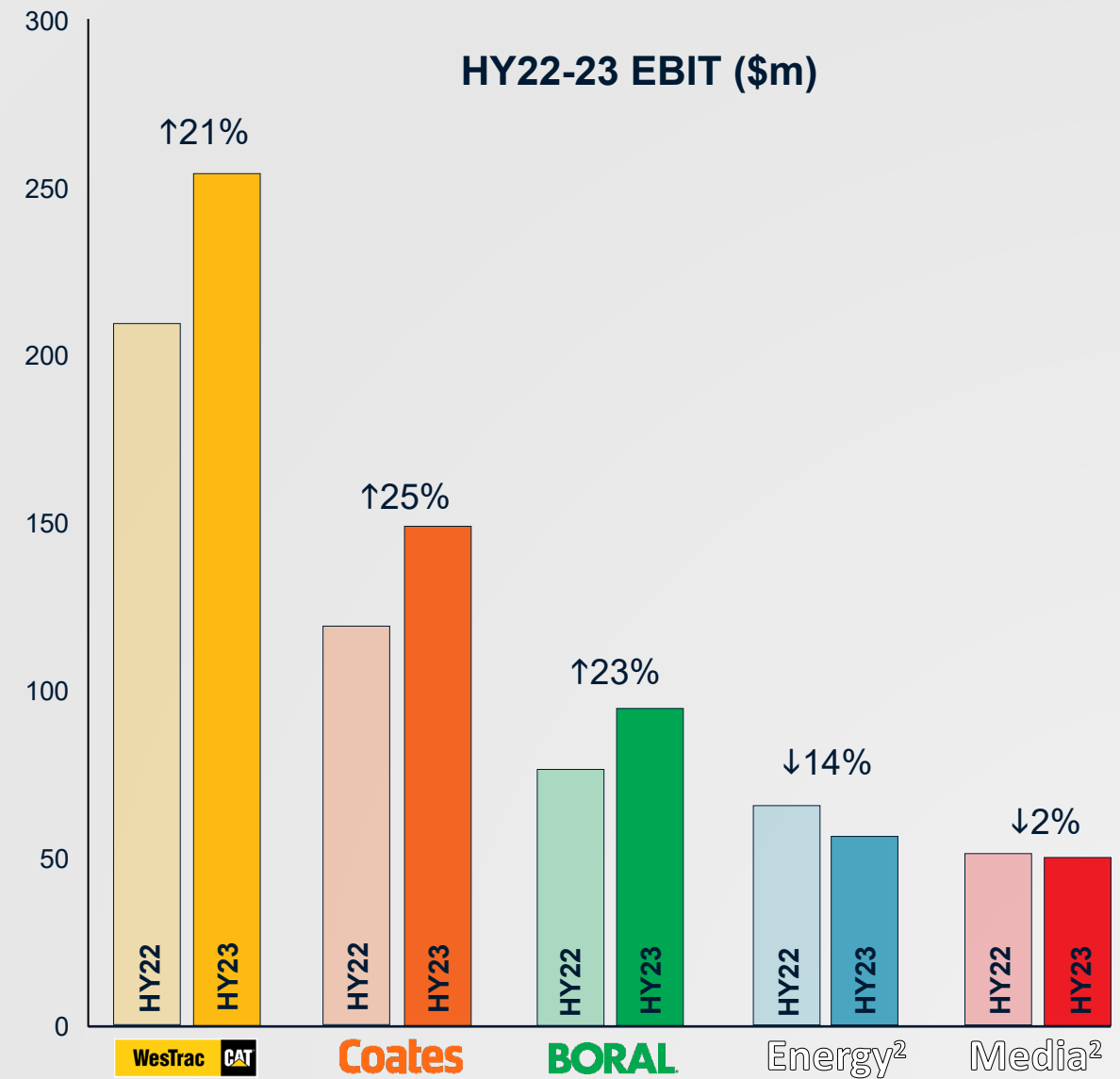
Supported by sector momentum

- \$1.2tn¹ 5-year infrastructure and construction pipeline, up \$15bn YoY
- Mining production volumes strong, with positive outlook
- Global LNG and domestic gas markets remain tight, supporting pricing

Key Outcomes

- Group adjusted net debt to EBITDA reduced from 2.8x to 2.7x
- Strong result and outlook supported upgrading FY23 BU and Group level guidance

1. Infrastructure Australia Market Capacity Report, 2022



2. Group segment earnings

WesTrac – Business Update



WesTrac Demand Driven Growth

15-year Product Support CAGR of 9%

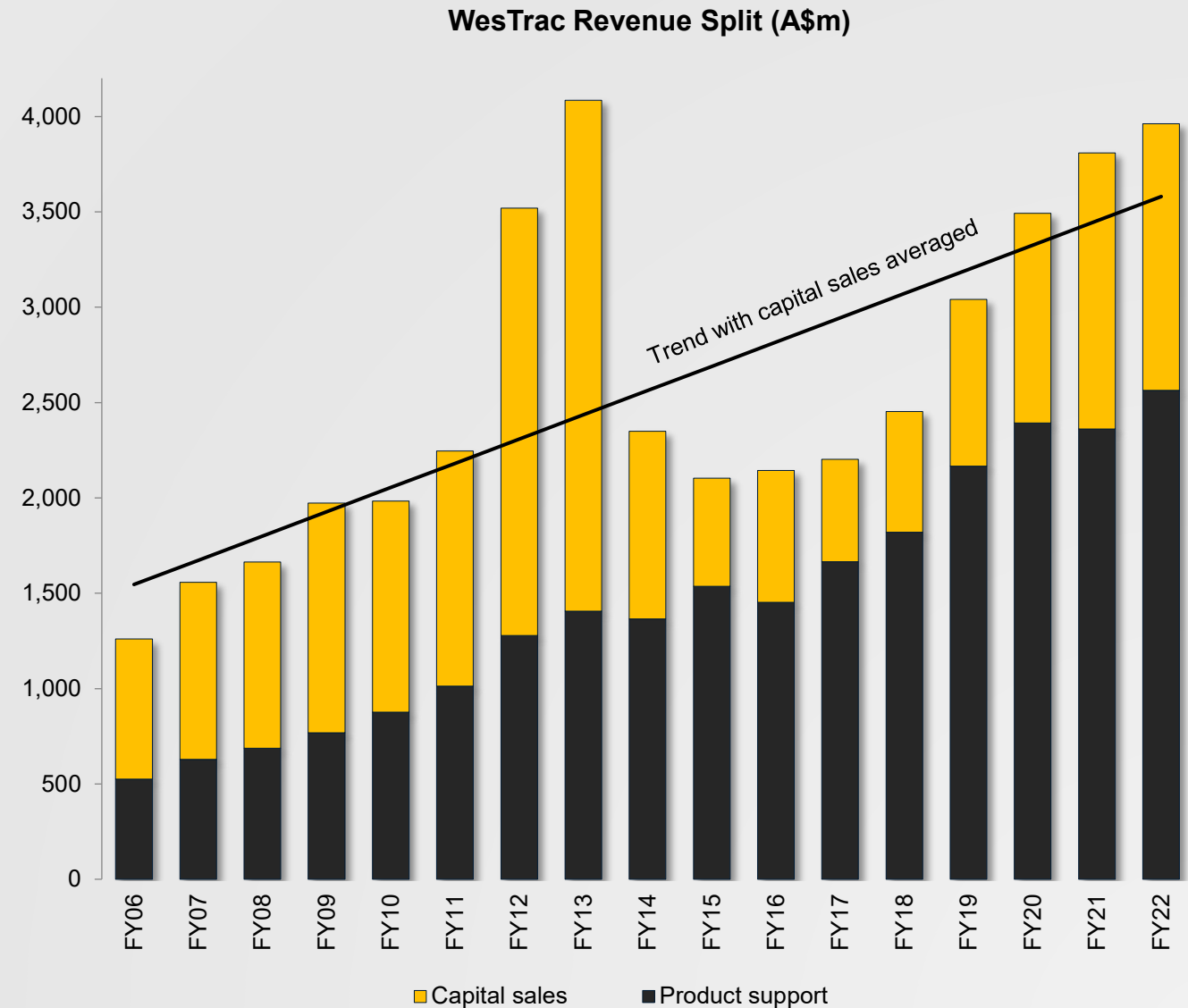
- 1H FY23 Product Support up 13%
- Growth in installed base, volumes and pricing

Average mining fleet age increasing

- Average age of 11.2 years, up 36% since FY15
- Ageing fleet requires higher maintenance, driving service activity

Investing for long-term growth

- New or expanded operating facilities in Tomago, Casula, Guildford, Perth Airport Precinct & Pilbara
- State of the art WTTC in Collie, training customers & technicians in AHS and progressive technology
- ~450 enrolled in WesTrac Apprentice Program, offering dual mechanical and electrical qualifications



WesTrac Business Update

Strong first-half result

- EBIT of \$254m, up 21%
- EBIT Margin of 11.1%, up 14bp
- Increasing operational leverage

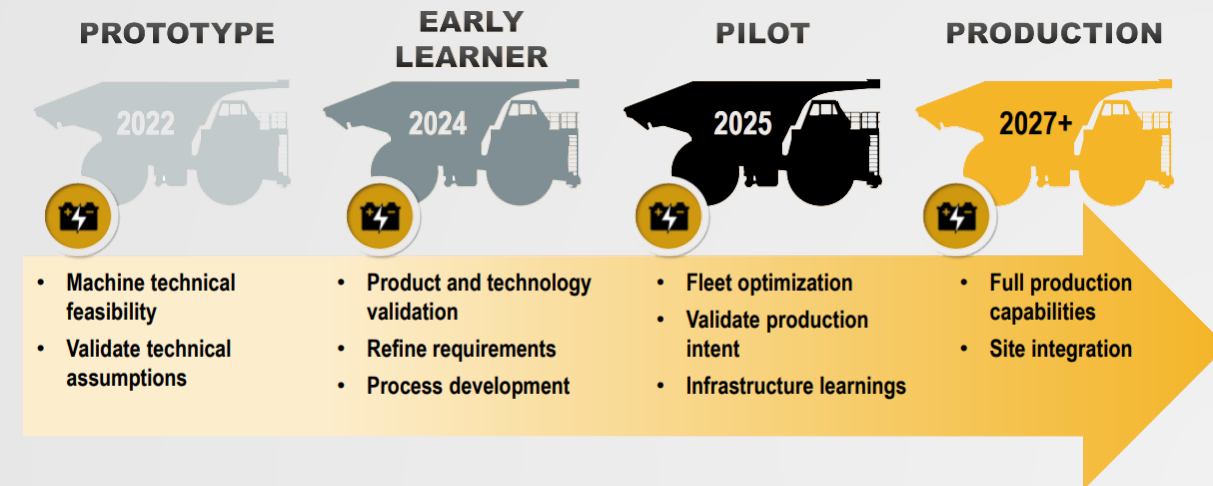
Electrification opportunity

- CAT successfully demonstrated their battery electric large mining truck at the 2023 Sustainability Showcase in Arizona
- BHP, Rio and Newmont have agreements with CAT to develop and deploy zero-emissions mining fleets
- Autonomous technology important for efficient electrified operations, CAT is a market leader in AHS

Demand Outlook

- Ageing fleet thematic and robust bulk commodity production outlook supports medium-term
- Long-term supported by electrified fleet replacement and future-facing metals mining

CAT Electrified 793 Mining Demonstration





Coates – Business Update

Coates Business Update

Strong operating performance

- Average TU of 61.7%, with some markets above 65%
- Redline sub-20%, supported by R&M efficiency gains
- Improving DIFOT, approaching 90% target

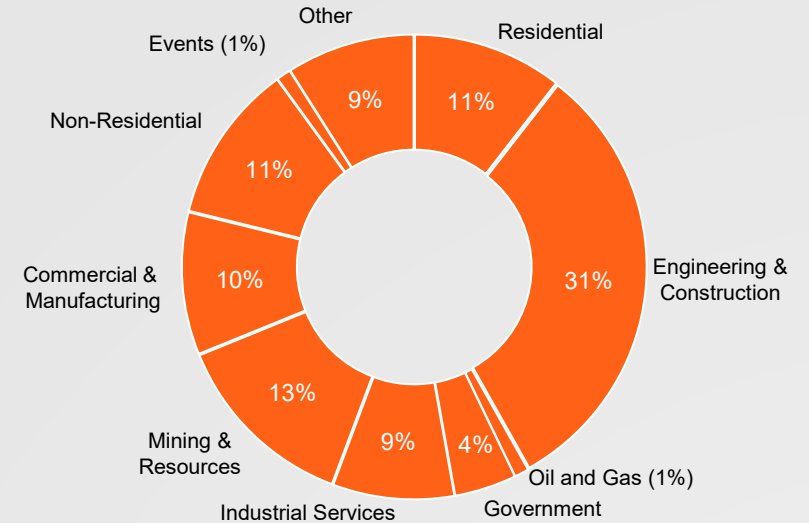
Unlocking operating leverage

- Hub and spoke model branch rollout with productivity focus
- Improving logistics efficiency – increasing truck turns
- Continuous improvement of R&M efficiency
- Technology driven improvement – customer experience
- Fleet profile management to maximise ROCE

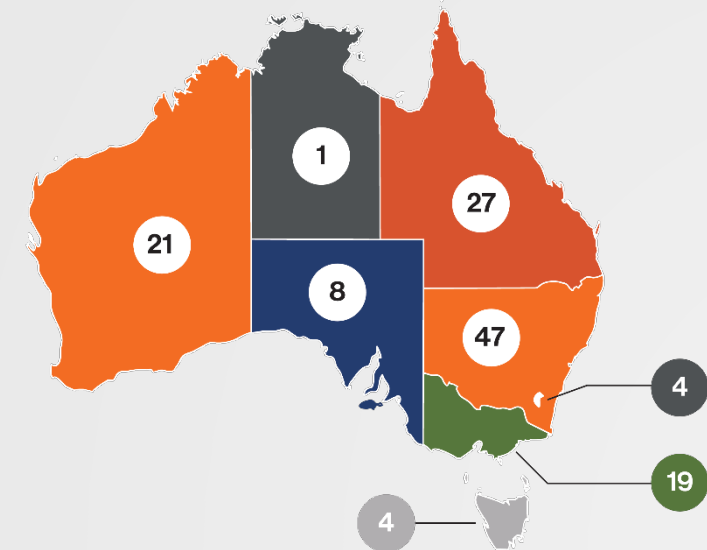
Disciplined Fleet Expansion

- Continued fleet expansion in FY23
- Growing Greener choices range, now 7% of hire fleet
- All capex decisions require delivery of ROCE hurdle rate

Hire Revenue Split by Sector



Branch Footprint



Coates Business Update & Solutions

Record first-half result

- Revenue and EBIT up 16% and 25%, respectively
- 25.9% EBIT margin, up 183bp
- ROCE of 15.7% increased by 264bp, or 20%

Solutions offerings – incremental growth

- Focused on 4 differentiating offerings: Engineering Solutions, Industrial Solutions, Power & HVAC, and Training
- Revenue up 32% in 1H FY23, close to 14% of total revenue
- 4-year solutions revenue CAGR of 24%
- Enhanced offerings over dry hire

Strong demand outlook

- Sector exposures aligned with forecast strength in public infrastructure and Eastern Australia
- Medium-term supported by renewables infrastructure build-out

Coates Solutions Offerings

Engineering Solutions

- Design and installation
- Structural support
- Water management
- Traffic management



Industrial Solutions

- Site Management
- Equipment and Services
- Technology & Innovation
- Industry Sectors



Power and HVAC

- Portable power solutions
- Temporary climate, air and process tempering solutions



Training

- Job-site ready training
- Traffic control
- Asbestos removal
- Site safety



//// Boral – Business Update

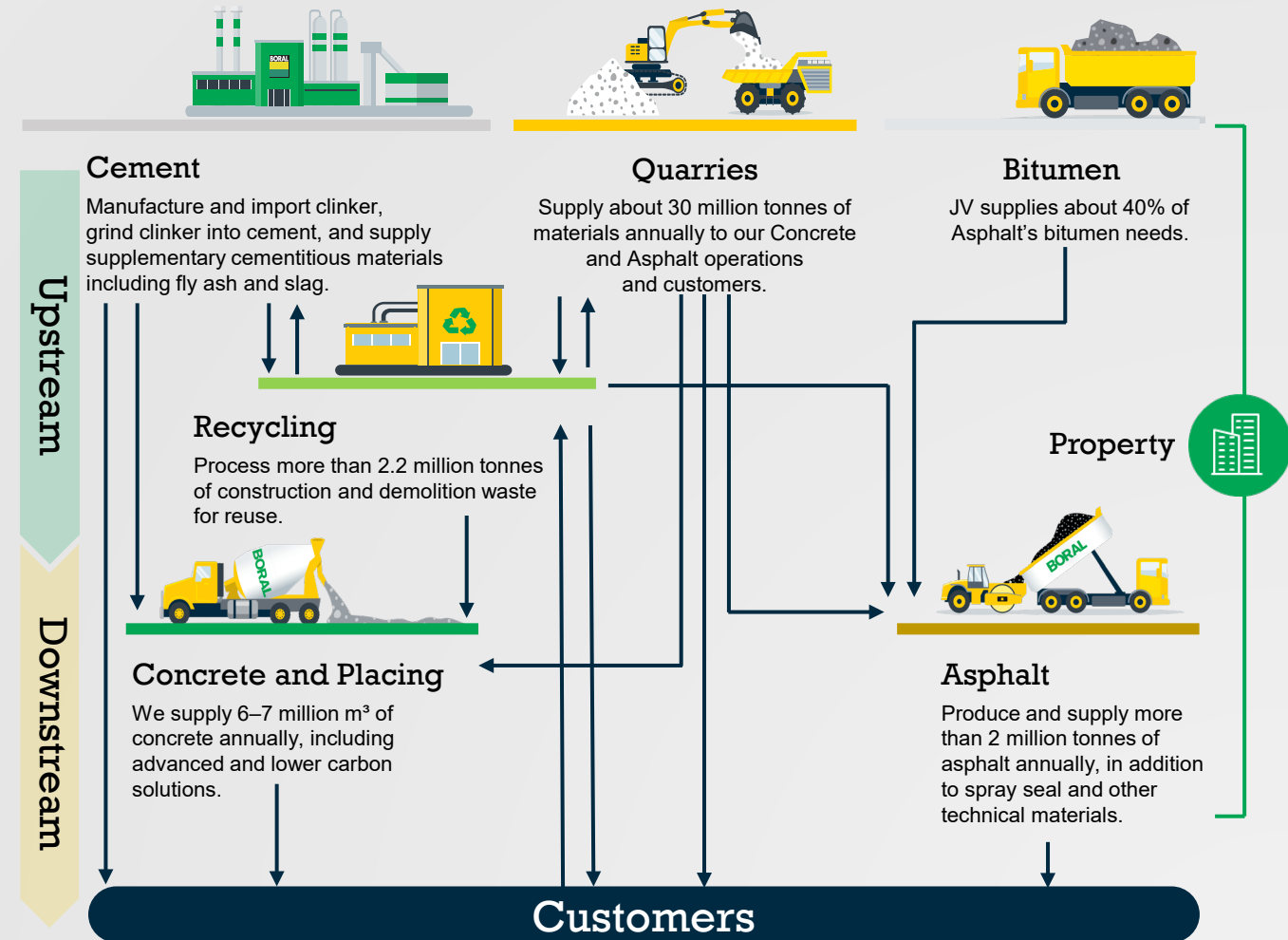


Boral Performance Journey

Unlocking Boral's potential

- Leverage and improve upon market-leading position
- Simplification & standardisation of pricing, systems and value chain
- Reduce SG&A, allocate to internal P&L owner
- Improve fixed asset performance and returns, leverage network
- Enhance oversight and push decision-making towards front-line
- Focus on customer service and ease of doing business
- Drive organisation towards a performance driven and accountable culture

Boral's Market-Leading, Integrated Network



Boral Business Update

1H FY23 result shows progress on journey

- Revenue of \$1,681m, up 12%
- EBIT of \$95m, up 23%
- EBIT margin of 5.7%, up 50bp – remains too low

Privileged asset position

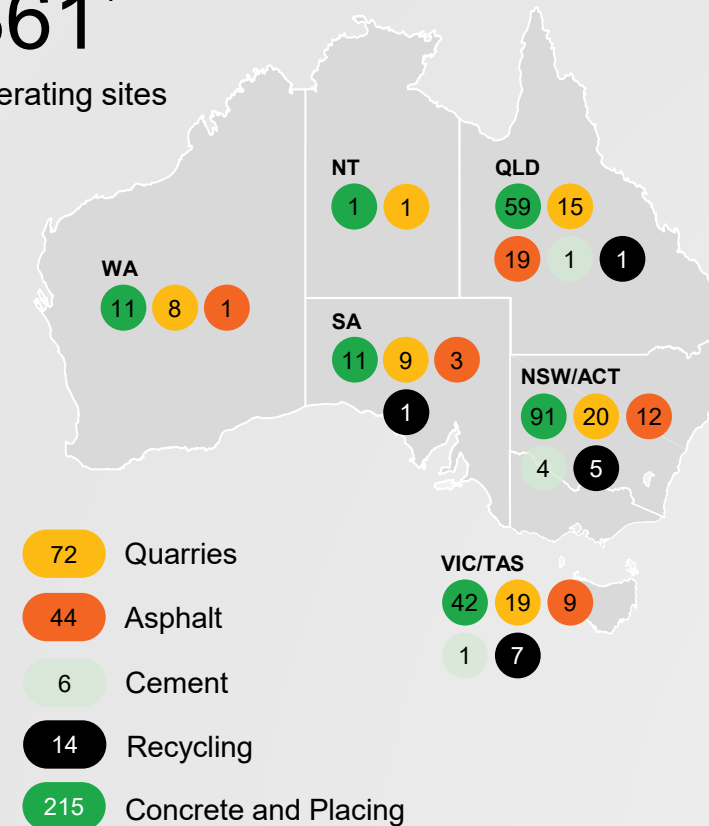
- Largest national footprint, with 361 sites
- Market leading production infrastructure
- Extensive quarry position proximal to demand
- Integrated rail network

Demand outlook

- Medium-term supported by infrastructure & construction pipeline
- Long-term opportunities in recycled materials, low-carbon concrete and surplus property

Construction materials:
Leading integrated network

361¹
operating sites



1. Operating sites include transport, fly ash, and research and development sites as at 31 December 2022.

 4,723
employees²

 ~4,300
contractors

 ~3,500
heavy road vehicles

 ~14,000
customers

2. Full-time equivalent from continuing operations.



Energy – Business Update

Energy Business Update

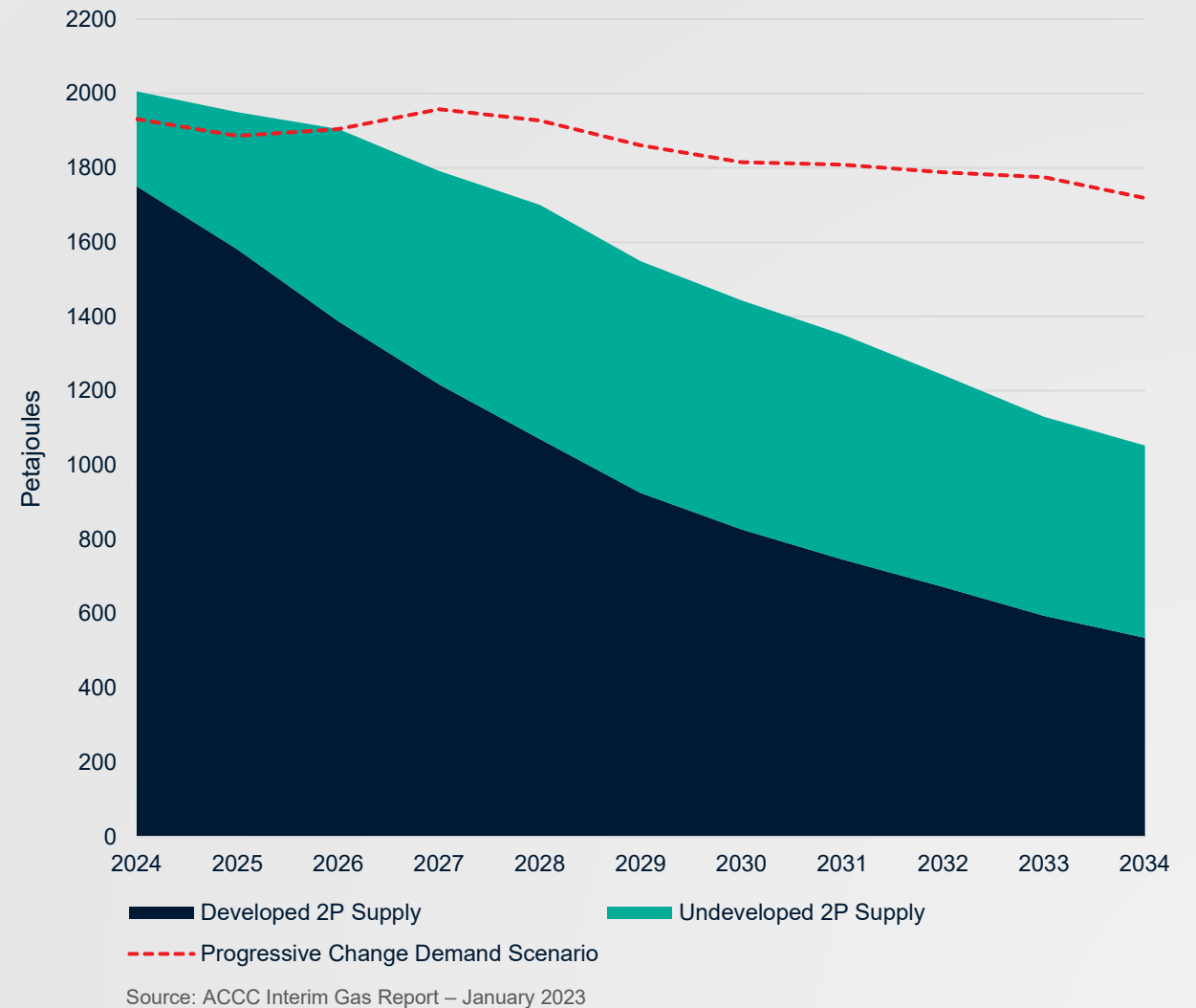
Beach Energy (30%) growing production

- LNG export to commence at Waitsia from CY24
- Perth basin exploration underway, drilling Trigg-1
- Supplying 12% of East Coast gas, Otway ramping up
- Low gearing and significant cashflow growth expected from FY24/25
- New capital management policy to pay 40-50% of FCF ex growth

Crux – world class LNG project, backfill to Prelude

- Material gas and condensate proved reserves
- Prelude FLNG is proving nameplate capacity and reliable performance
- Dual-track develop & divest approach
- Project in construction phase, start-up expected FY27
- Engaging with parties through sales process

Forecast Gas Supply from 2P Reserves vs Demand
East Coast Australia



Media – Business Update



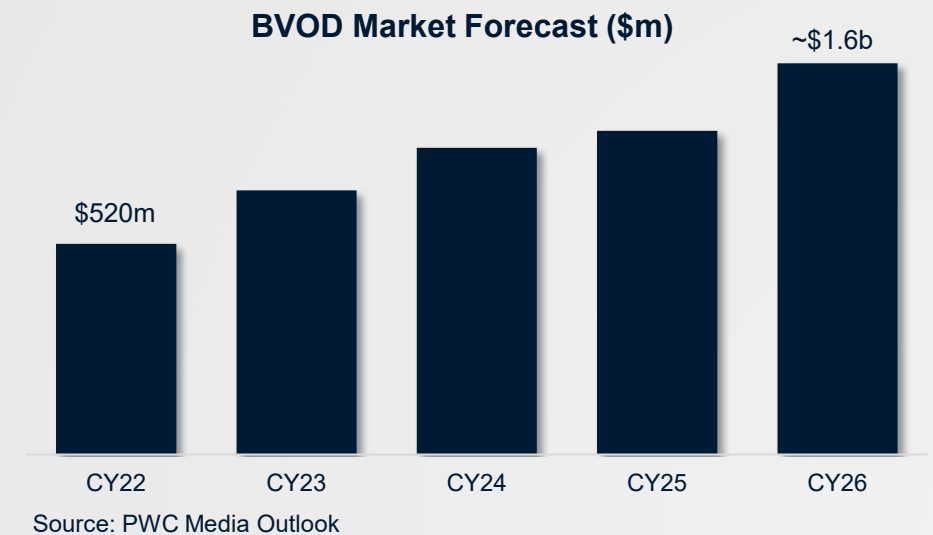
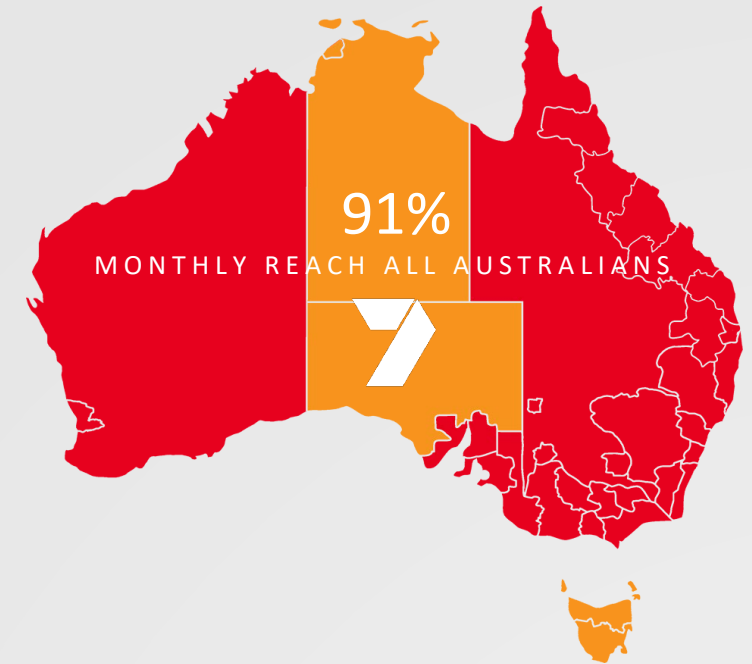
Seven West Media Business Update

Successfully repositioned

- Consolidated regional affiliate, establishing leading national network with 91% audience reach
- Secured key sports rights until 2031 with new digital rights from 2024/25
- Digital now 40% of Group earnings, 120% CAGR since 2018
- Reset cost base with cost discipline maintained

Operating and financial strength

- Australia's leading BVOD platform, BVOD market forecast to grow at 32% CAGR to CY26
- SWM well positioned to capture greater revenue share in Total TV, targeting 40%+
- Strong and flexible financial position, with leverage <1x
- Exploring options for disciplined organic growth
- Competitive position to participate in market consolidation



Group Financials Capital Management

Leverage

- 1H adjusted net debt to EBITDA from 2.8 to 2.7x
- Targeting 2.5x in the next 12 months

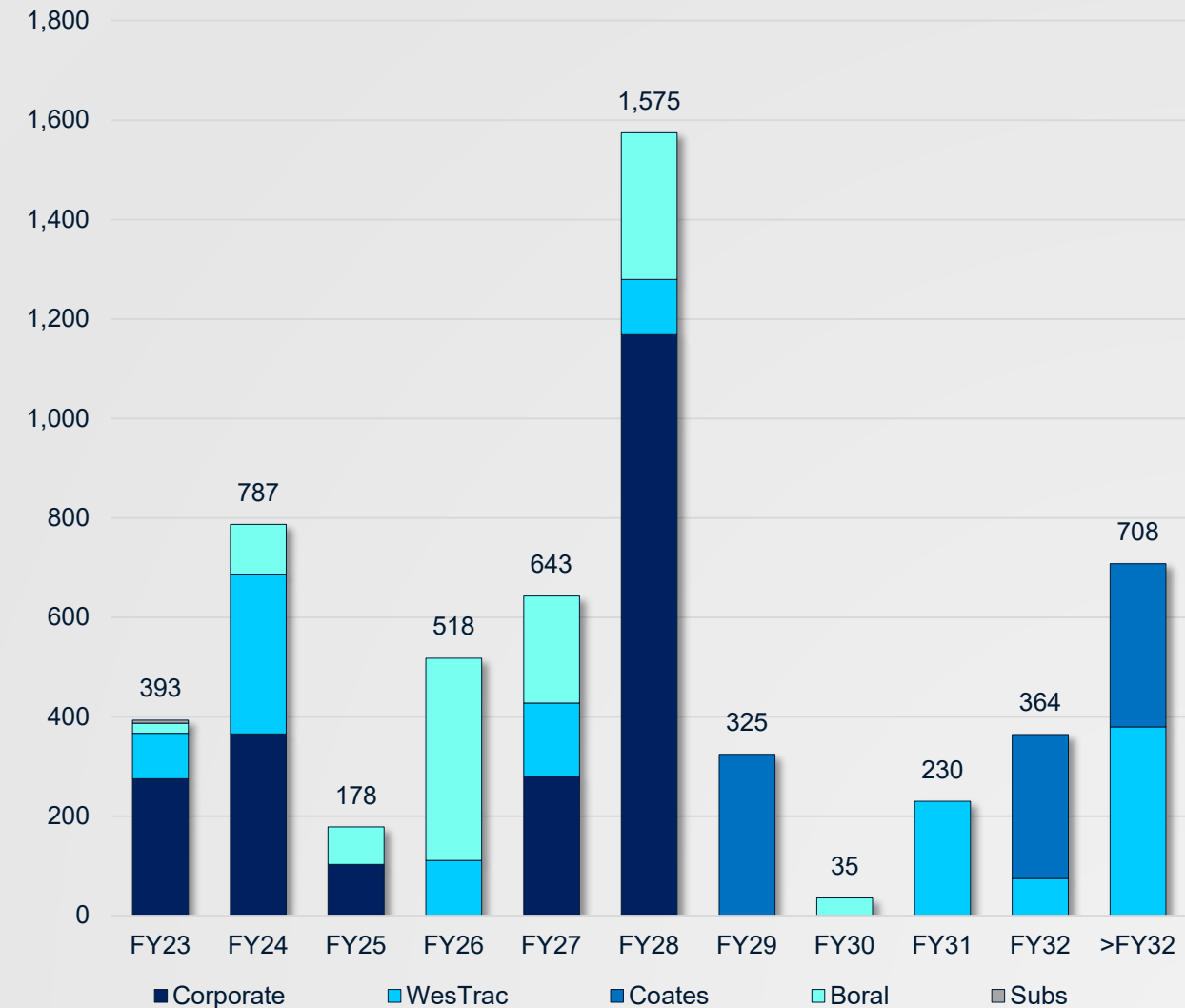
Cash flow and working capital

- Strong cash flow from operated businesses
- 10-year cash conversion of 110% for WesTrac and 100% for Coates
- Targeting working capital reduction in 2H FY23

Interest costs

- 46% of the Group's drawn debt is fixed
- Effective Group borrowing cost of 4.9%
- Weighted average facility maturity is 4.3 years
- FY23 cost expected to be broadly consistent with FY22

Facility Maturity (as at 31 Dec 2022)



Closing Key Messages and Outlook

Key Messages

- SGH has delivered outperformance through disciplined execution, active capital allocation and market leading positions in strategic growth sectors
- Owner's mindset value driving accountability, commitment and results
- Industrial businesses demonstrating Core Plus characteristics and outperforming peers

Group on-track to deliver guidance of:

“low to mid-teen per cent EBIT growth in FY23”



Disclaimer

Basis of preparation of slides

Included in this presentation is data prepared by the management of Seven Group Holdings Limited (“SGH”) and other associated entities and investments. This data is included for information purposes only and has not been subject to the same level of review by the company as the financial statements, so is merely provided for indicative purposes. The company and its employees do not warrant the data and disclaim any liability flowing from the use of this data by any party.

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Unless otherwise indicated, all references to estimates, targets and forecasts and derivations of the same in this material are references to estimates, targets and forecasts by SGH. Management guidance, estimates, targets and forecasts are based on views held only at the date of this material, and actual events and results may be materially different from them. SGH does not undertake to revise the material to reflect any future events or circumstances. Where guidance has been provided by an entity not fully owned by SGH, it has been determined by the respective management and Boards of those businesses and adopted by SGH in framing Group Guidance.

Period-on-period changes that are greater than 100%, less than (100)% or change between positive and negative are omitted for presentation purposes.

It should be noted that no universally accepted framework (legal, regulatory, or otherwise) currently exists in relation to ‘ESG’ reporting. The inclusion or absence of information in SGH’s ESG Statements should not be construed to represent any belief regarding the materiality or financial impact of that information. ESG Statements may be based on expectations and assumptions that are necessarily uncertain and may be prone to error or subject to misinterpretation given the long timelines involved and the lack of an established single approach to identifying, measuring and reporting on many ESG matters. Furthermore, no assurance can be given that such a universally accepted measurement framework or consensus will develop over time. Although there is regulatory efforts to define such concepts, the legal and regulatory framework governing sustainability is still under development. Calculations and statistics included in ESG Statements may be based on historical estimates, assumptions and projections as well as assumed technology changes and therefore subject to change. SGH’s ESG Statements have not been externally assured or verified by independent third parties.

Non-IFRS Financial Information

SGH results comply with International Financial Reporting Standards (“IFRS”). The underlying segment performance is presented in Note 2 to the financial statements for the period and excludes Significant Items comprising impairment of equity accounted investees, investments and non-current assets, fair value movement of derivatives, net gains on sale of investments and equity accounted investees, restructuring and redundancy costs, share of results from equity accounted investees attributable to Significant Items, loss on sale of investments and derivative financial instruments, acquisition transaction costs, significant items in other income, remeasurement of tax exposures and unusual tax expense impacts.

This presentation includes certain non-IFRS measures including Underlying Net Profit After Tax (excluding Significant Items), total revenue and other income, Segment EBIT margin and Segment EBITDA margin. These measures are used internally by management to assess the performance of the business, make decisions on the allocation of resources and assess operational management. Non-IFRS measures have not been subject to audit or review.

Who We Are Businesses and Markets

Industrials	Industrials	Industrials	Energy	Media
				
100%	100%	73%	Beach 30% SGHE 100%	40%
WesTrac is one of the largest CAT® dealers globally (by sales) operating the WA and NSW/ACT territories	Coates is Australia's largest industrial and general equipment hire company providing end-to-end solutions	Boral is Australia's largest construction materials and building products supplier with operations in all states & territories	Beach Energy is a leading mid-cap E&P business and a key supplier to a growing East Coast gas market	Seven West Media is a leading diversified media company in Australia
28 sites	150 sites	361 sites	Five end-markets	Market leading in TV, publishing and digital
Focus on customers in direct mining, mining contractors, construction and infrastructure	Focus on large tier-one customers, mid-tier and trade, engineering and industrial solutions	Focus on infrastructure, non-residential and residential construction	Operated and non-operated interests including Crux LNG Project (15.5%)	Australia's #1 TV network and #1 BVOD service in 2022
~4,500 Employees	~2,200 Employees	~4,700 Employees	~800 (Beach) Employees	~2,400 Employees
Operating in Australia since 1923	Operating in Australia since 1885	Operating in Australia since 1946	Operating in Australia since 1960	Operating in Australia since 1956