SGH | Industrial Services, Media, Energy and Investments

18 May 2023

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

INVESTOR PRESENTATION

Please find attached an investor presentation to be given by Mr Ryan Stokes AO, CEO and Managing Director of Seven Group Holdings, as well as Senior Group and Business Executives, at an SGH Investor Day today.

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

For further information, please contact:
Dan Levy – Head of Investor Relations and Communications
61 2 8777 7106
investorrelations@sevengroup.com.au

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.

WesTrac Coates BORAL 7 SGH | Energy

Seven Group Holdings
Investor Day Presentation

May 18th 2023









SGH | Industrial Services, Media, Energy and Investments

Group Overview Who We Are

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

WesTrac CAT

Industrial Services
- Sole CAT dealer in WA & NSW/ACT
- Leading mining market share
- Providing whole-of-life machine management

Coates

Industrial Services
- Australia's largest equipment hire company
- Leading Tier-1/Infrastructure market share
- Growing Engineering & Industrial offerings

BORAL

Industrial Services
- Australia's largest, integrated construction materials supplier
- 361 sites across all states and territories

beach SGH | Energy

Energy
- Beach (30%) leading mid-cap E&P business
- SGH Energy holds world class domestic assets
- Both focused on dom-gas and LNG markets

7 WIN

Media
- #1 total TV network in Australia
- Leading positions in TV, Digital and Publishing
- Reaching 91% of national audience

Group Overview Management Team



Ryan Stokes
Managing Director & CEO



Gitanjali Bhalla
Chief People Officer



James Goth
Chief Operating Officer



Richard Richards
Chief Financial Officer



Jarvas Croome
CEO WesTrac



Adrian Howard
CEO WesTrac NSW/ACT



Murray Vitlich
CEO Coates



Vik Bansal
CEO Boral

Group Overview 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

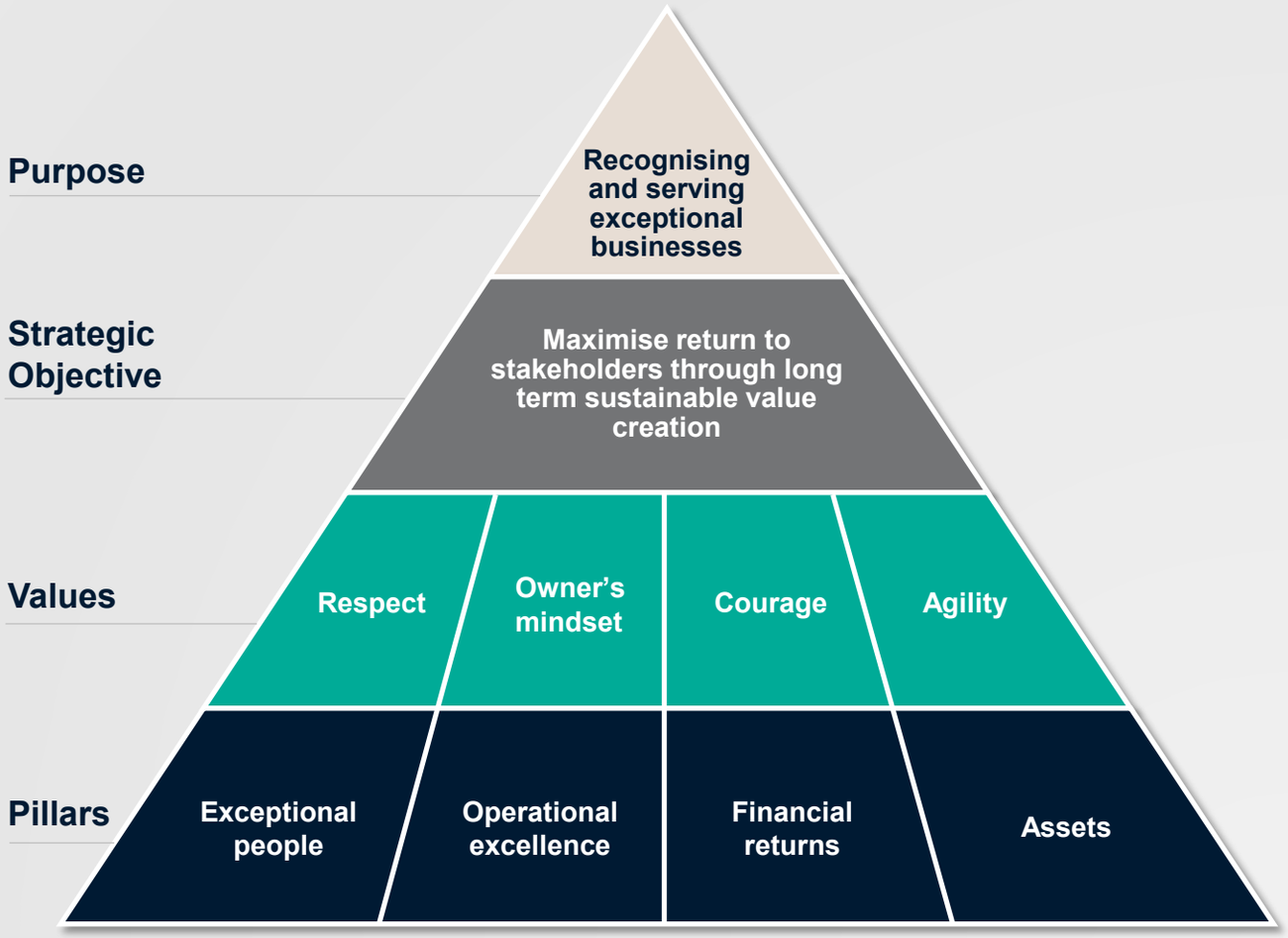


Respect

- 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



SGH Advantage Overview

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

7AM

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 infrastructure investment 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

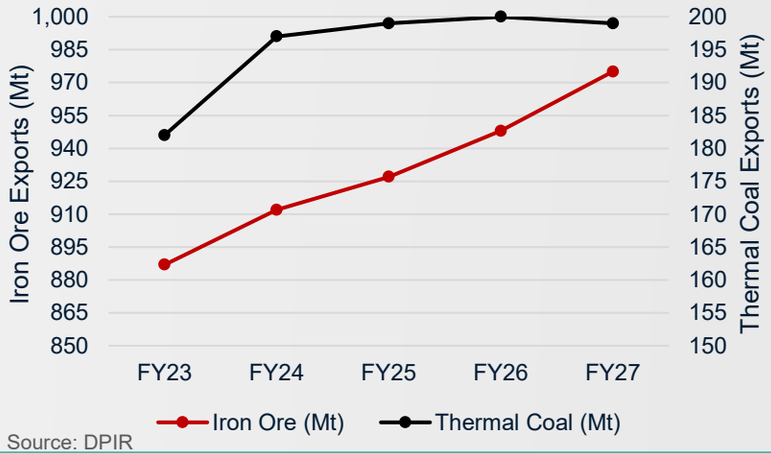


SGH Advantage Strategic Sector Exposures

Mining Production

- Exposure through WesTrac
- Customer activity linked to mining production, not commodity price
- 930/195Mtpa of Iron Ore and Thermal Coal exported annually to FY27

Australian Mining Export Volume Forecast

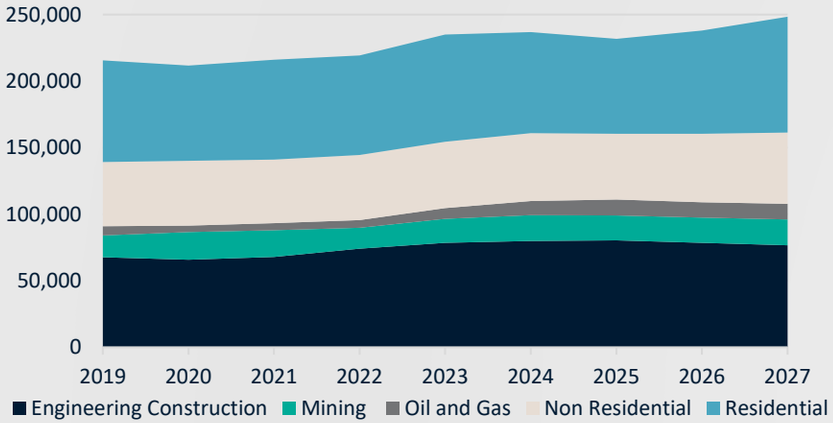


Source: DPIR

Infrastructure and Construction

- Exposure through Coates and Boral
- $1.2t five-year project pipeline
- Renewables build-out to eclipse current infrastructure pipeline

Australian Infrastructure and Construction Spend ($M)

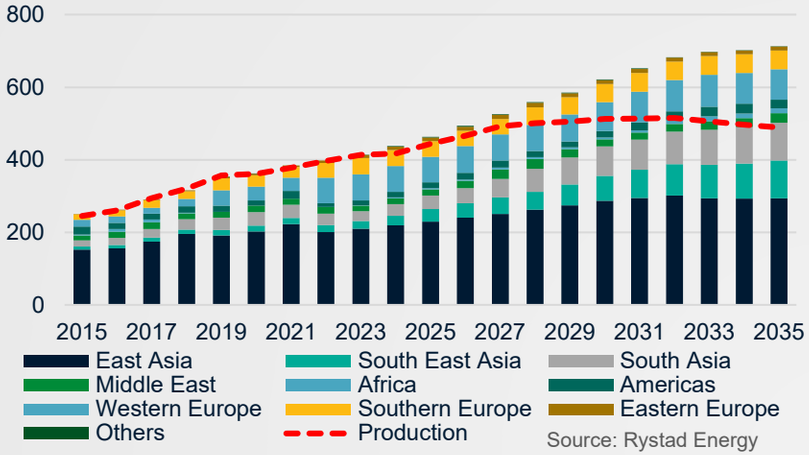


Source: Deloitte Access Economics, Infrastructure Australia

Transitional Energy

- Gas/LNG critical transitional energy
- Exposure through Beach and SGHE
- Gas market shortfalls expected on the East Coast, the West Coast and global LNG by CY24/25/26

LNG Demand by Region vs Sanctioned Production (mtpa)



Source: Rystad Energy

SGH Advantage Market Leaders

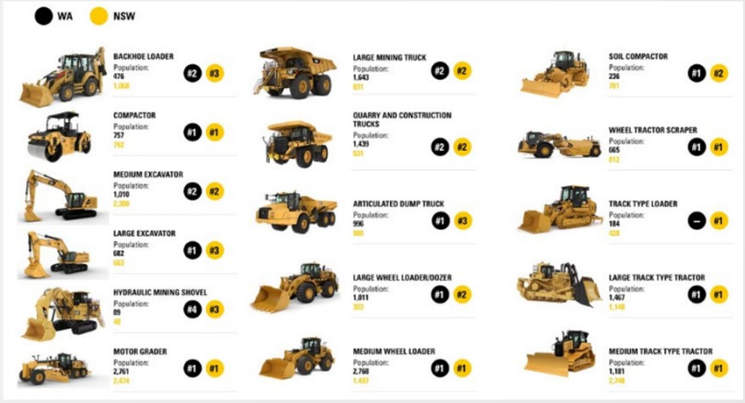






WesTrac

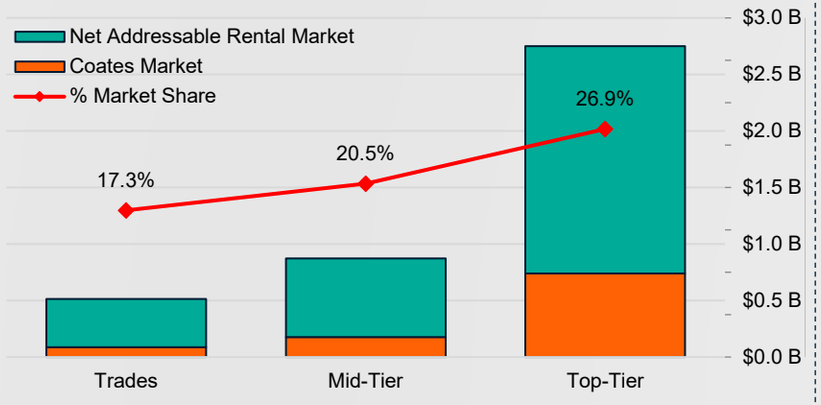
- +8,000 mining fleet installed base
- +65% mining market share
- #1 market share in 11/18 equipment categories in NSW and/or WA
- Strong partnerships with CAT and leading global mining customers



Coates

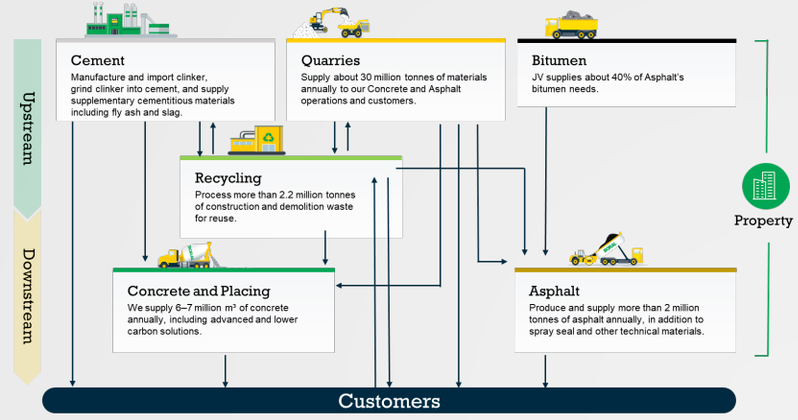
- Largest share of Tier-1 customers (infrastructure focused)
- Leading footprint provides unmatched ability to service customers
- Integrated hire and solutions businesses

Coates FY22 Market Share and Addressable Market



Boral

- Upstream assets (quarries & Cement) close to demand centres
- Differentiated downstream assets
- Integrated, rail connected operating network



SGH Advantage Strategic Traits

What are Privileged Assets?

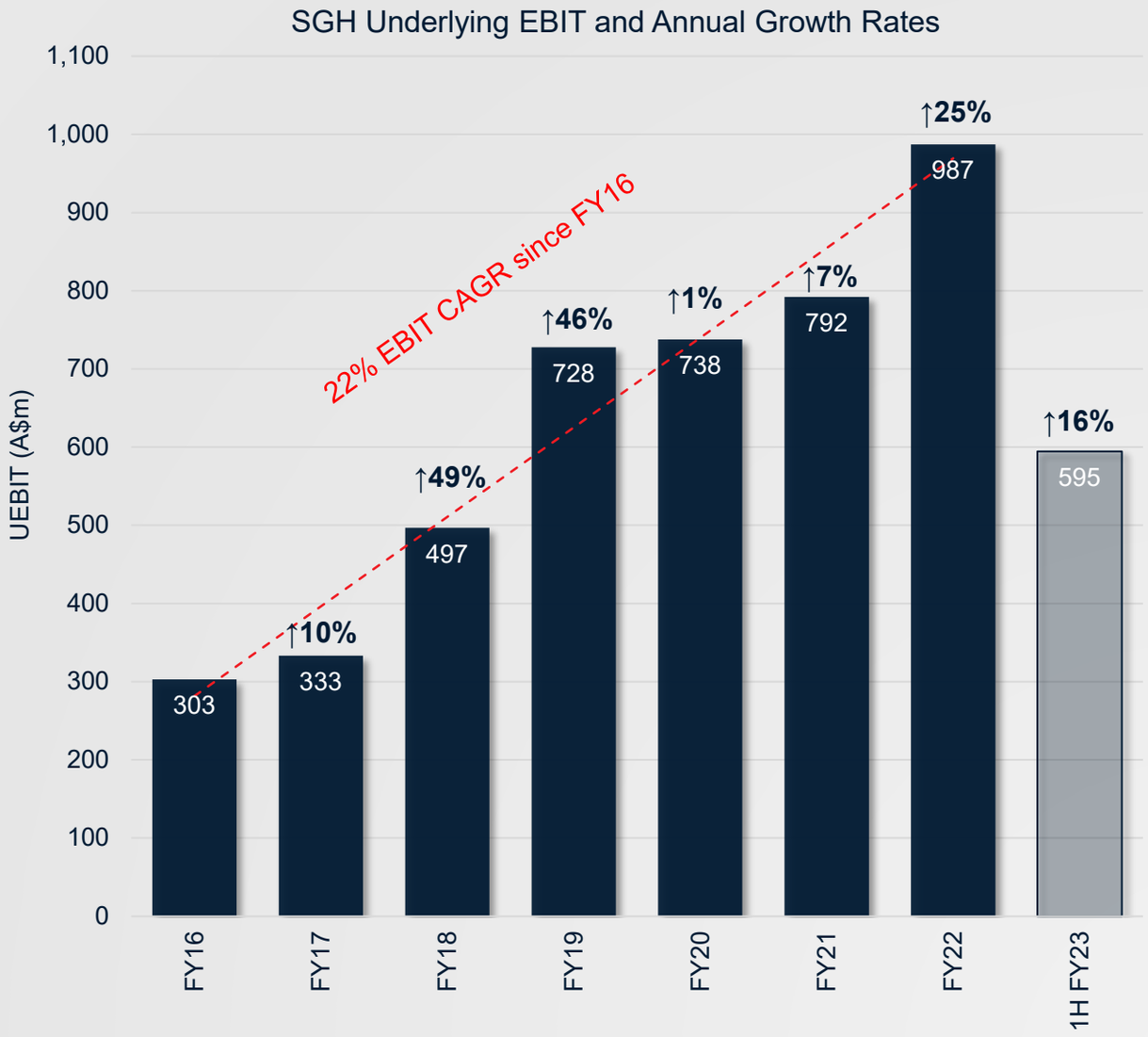
- Hard to replicate, differentiating assets that provide a strategic or commercial advantage, economic moat or other barrier to entry
- WesTrac: growing installed base, recurring aftermarket support, world-class mining territory dealerships
- Coates: leading hire fleet, footprint and ability to service customers throughout a project's lifecycle
- Boral: quarry positions close to demand centres, integrated and rail connected operating network

Limited fixed price contract exposure

- Strategic avoidance of long-term fixed price contracts, limiting impact of inflation and liquidated damages

Proven track record of growth against inflation

- EBIT and margins continue to grow across our industrial businesses, through active management of cost inflation
- Effective pricing discipline limiting margin erosion



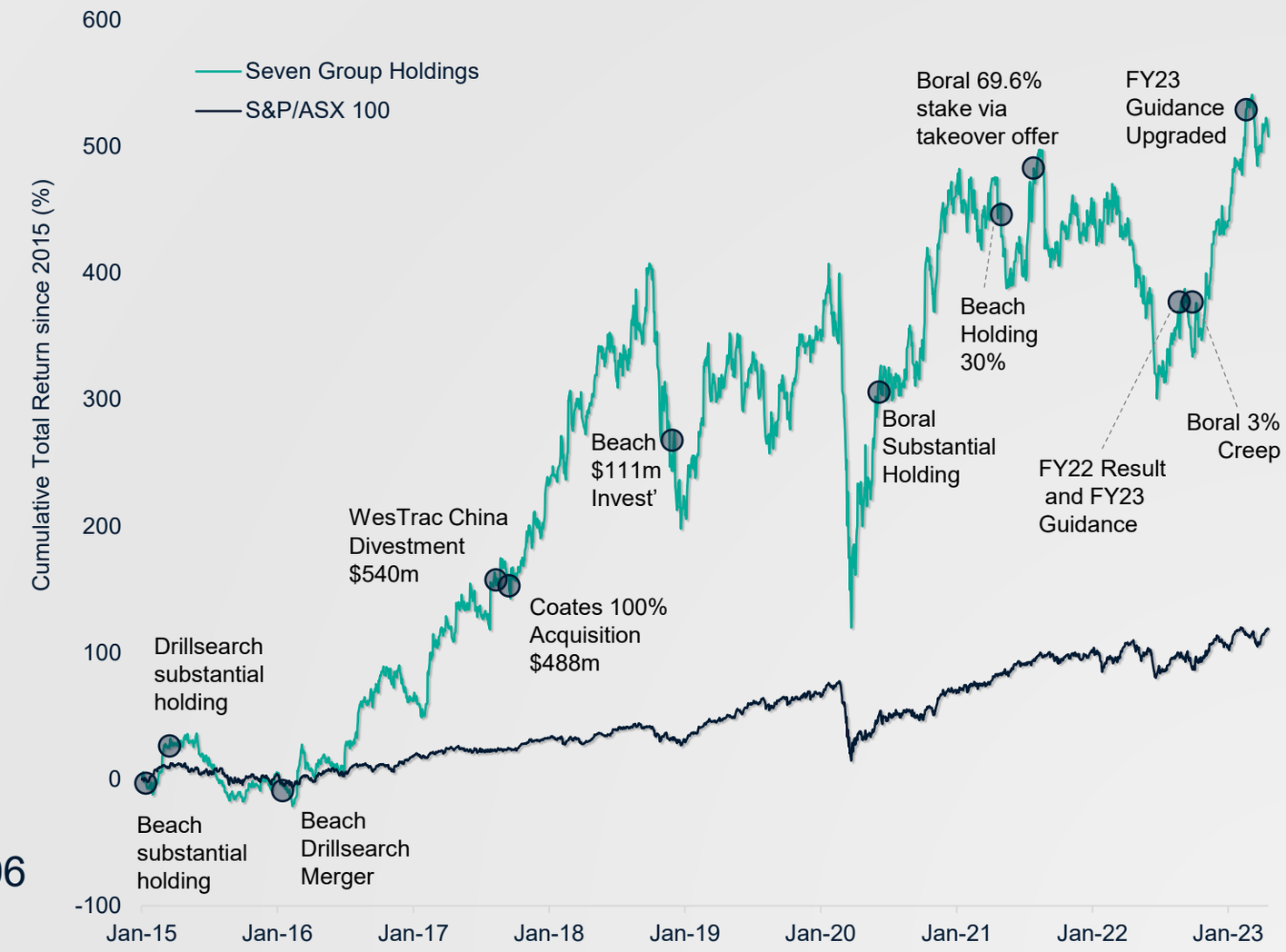
SGH Advantage Owner's Mindset Integration

Owner's Mindset in action

- Simplify – business processes and structure
- Empower with autonomy and accountability
- Leadership across the detail
- Doers over delegators
- Efficiency is an eternal quest
- Value pace/agility
- Clarity on drivers
- Targeted risk taking
- It's personal

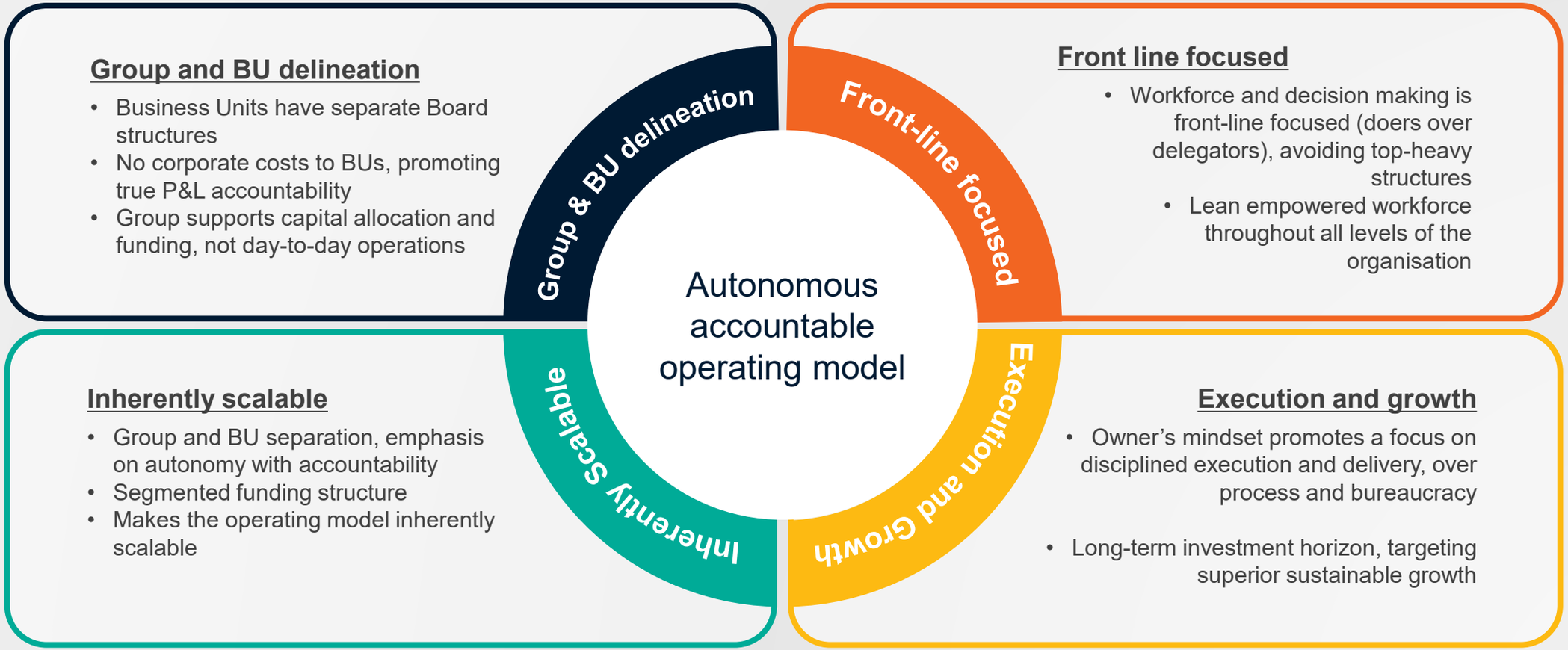
Empirically shown to drive outperformance

- 4 times[1] more likely to be a top quartile performer
- Average 300bp[2] annual outperformance since 2006



1. Bain and Co: Founder's Mentality
2. Credit Suisse: The Family 1000, Family values and value creation

SGH Advantage Accountable, Scalable Operating Model



Owner's Mindset driving accountable operating model

Business Outlook Market Conditions and Guidance

Market conditions

- WesTrac customer activity elevated on ageing fleet, growing bulk commodity production
- Coates and Boral customer activity strong on delivery of the infrastructure pipeline, demand for green offerings
- Growing demand for gas supports the value of Beach and SGH Energy's resources

Group guidance upgraded in February to "low to mid-teen per cent EBIT growth in FY23"

- WesTrac - "Mid-teen per cent FY23 EBIT growth"
- Coates - "High-teen per cent FY23 EBIT growth"
- Boral - Boral expects 2H FY23 EBIT to be broadly in line with 1H FY23



Investor Day Presentation
People and Culture

Gitanjali Bhalla









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People and Culture Safety

Safety focus delivering results

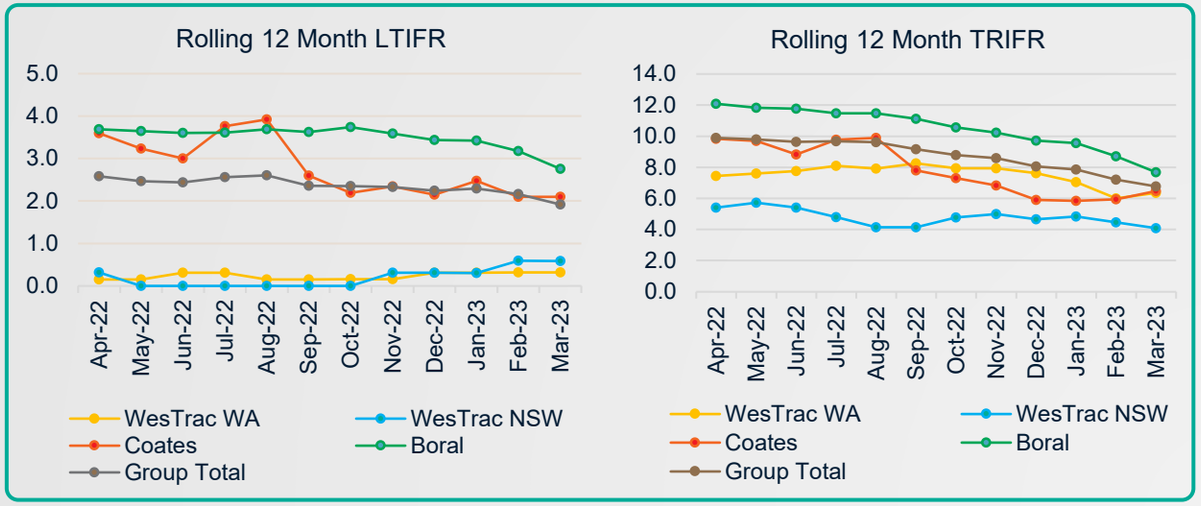
- Group TRIFR improved by 30%
- Significant improvements in safety performance at Coates and Boral

Lead indicators driving Safety Performance

- Investment in training and induction of contractors and new starters
- Timely intervention and remediation plans driving improvements in safety performance
- Safety cultural programs reinforcing safety awareness and individual accountability, Built by Us
- Industry leading initiatives e.g. Elimination of Live Work

	LTIFR[1]		TRIFR[2]	
	March 2022	**March 2023**	March 2022	**March 2023**
WesTrac WA	0.2	**0.3**	7.3	**6.4**
WesTrac NSW	0.3	**0.6**	5.4	**4.1**
Coates	3.2	**2.1**	9.5	**6.5**
Boral	3.6	**2.8**	11.8	**7.7**
Group Total	**2.5**	**1.9**	**9.7**	**6.8**

1. Lost time injury frequency rate (LTIFR) = number of work-related injuries that resulted in time lost from work per million hours worked.
2. Total recordable injury frequency rate (TRIFR) = number of work-related recordable injuries per million hours worked.



People and Culture Strategic Imperatives

People and Culture focus areas

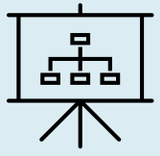
Strong Leadership

- Robust leadership & talent management with succession planning
- Performance focus with clarity of purpose and goals
- Disciplined execution - outcomes focused



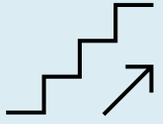
Optimised Operating Model

- Autonomy with accountability
- Continuous review and optimisation of cost base & ROI
- Data driven strategies to simplify, standardise and drive economies of scale



Organisational Development

- Capability uplift through targeted programs – CEO to frontline
- Strategic programs to build tech and non tech skills
- Evolution of workforce and workplace of the future



Performance Orientated & Values Aligned Culture

- SGH Values aligned culture – Owner's Mindset, Respect, Courage, Agility
- Open and inclusive, highly engaged, results oriented culture
- Strong inter group collaboration and brand affiliation and advocacy



Diversity, Equity & Inclusion

- 25% by 2025 strategy
- Gender pay parity across WesTrac and Coates
- 33% Female Board Representation
- First Nations engagement including Reconciliation Action Plans



People and Culture Labour Management

Solving for skilled labour shortages & skills of the future

Sourcing

- International recruitment / referral programs
- Diverse talent pools – university students to veterans
- Hire for capability / potential



Training & Development

- Targeted Training for current and future skills
- Upgrade Program / Train to Task / Apprentices
- Electrification, Battery, Hybrid technology



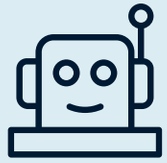
Ways of Working

- Workflow redesign to release capacity
- Job redesign with mix of skilled / less skilled workforce
- Flexible workforce planning to attract & retain talent



Automation

- Leverage automation tools and plant in workshop
- Redirect skilled labour to specialised / value accretive tasks / jobs
- Leverage digital tools to simplify and streamline admin



Retention

- Enhance EVP to attract & retain
- Target retention below executive level to frontline / key roles
- Invest in leading culture and training programs



Investor Day Presentation
ESG

James Goth



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ESG Top 10 Issues

Top 10 Material Issues for the Group

Safety
#1 priority
Lead+lag indicators



Diversity
Targets in place
Gender base pay parity



Employment
44% regional
Culture programs



Emissions
Net zero by 2040
Greener Choices



Waste & Water
Baselining
Reducing landfill



Materials
Coates circular
WesTrac rebuilds



Technology
Digital innovation
Autonomy pioneer



Indigenous Inclusion
Coates Innovate
WesTrac Reflect



Local Communities
East coast floods
Coates Foundation



Training
3 x RTOs
>$10m staff training



ESG Sustainability Opportunity

Energy Transition

- Over $2 trillion[1] investment required in Australian clean energy and infrastructure over the next 10 years to achieve net-zero 2050 goals
- As the energy transition progresses, gas will become increasingly important to firm up renewables generation

Electrification

- In recognition of a gradual phasing out of fossil fuels, customers are exploring electrified and/or alternative-fuel powered machinery/operations

Demand for Green Products

- Customers are increasingly focused on using sustainable products and services, boosting demand for efficient, recycled, low-carbon & green-powered offerings.

Seven Group well placed to support our customers



1. Net Zero Australia 2023 Report – University of Melbourne, University of QLD, Princeton University

ESG Supporting Customer Sustainability Goals

WesTrac

- Autonomous Hauling Systems increase productivity by up to 30%, enhancing fuel efficiency and lowering emissions
- Engine/component rebuilds have up to 60% less embedded emissions vs a new build
- CAT partnered with global mining leaders to develop zero emissions, electrified mine sites



Coates

- Circular by nature – supporting customer transitions to asset light models, reducing demand for raw materials
- Greener Choices range, providing sustainable solutions to an increasingly ESG conscious customer base



Boral

- Recycling construction and demolition waste into sustainable products, reducing raw material demand & extending quarry lives
- Work ongoing to understand concrete recarbonisation, absorbing up to 20-55% of its manufacture emissions[1]



1. Pederneiras C., et. al, Carbonation Potential of Cementitious Structures in Service and Post-Demolition: A Review, CivilEng 2022, 3, 211–223;

Investor Day Presentation
Finance

Richard Richards









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Group Capital Allocation & Portfolio Management

SGH's unique characteristics support delivery of superior returns

Long term horizon

- Identify mega trends
- Invest through the cycle
- Capital allocation/recycling

Ability for SGH to add value

- Ideas that matter
- Disciplined operating model

High conviction approach

- Opportunistic timing
- Ability to pivot businesses in response to long-term trends

Transaction execution

- In-house execution
- Funding cap. to support growth
- Focus on post-tax outcomes

Financial Discipline

Leverage Industrial Skillset

Balance Sheet Flexibility

Take and Manage Risk

Driven by Owner's Mindset

Group Finance SGH Financing Model



Deleverage

SGH Board deleverage target and 2.5x market expectation



Funding Capacity

Framework with key lenders to support future investments



Reinvestment

YTD capex $488m
Growth: $137m
Maintenance: $351m



Dividend

Cash flow and franking provides dividend optionality



Capital Recycling

Buy / Sell / Hold
Ability to sell businesses with debt in-situ



ROCE Focus

Delivering through the cycle returns, allowing us to invest



Green Finance

Actively considering green finance in funding strategy



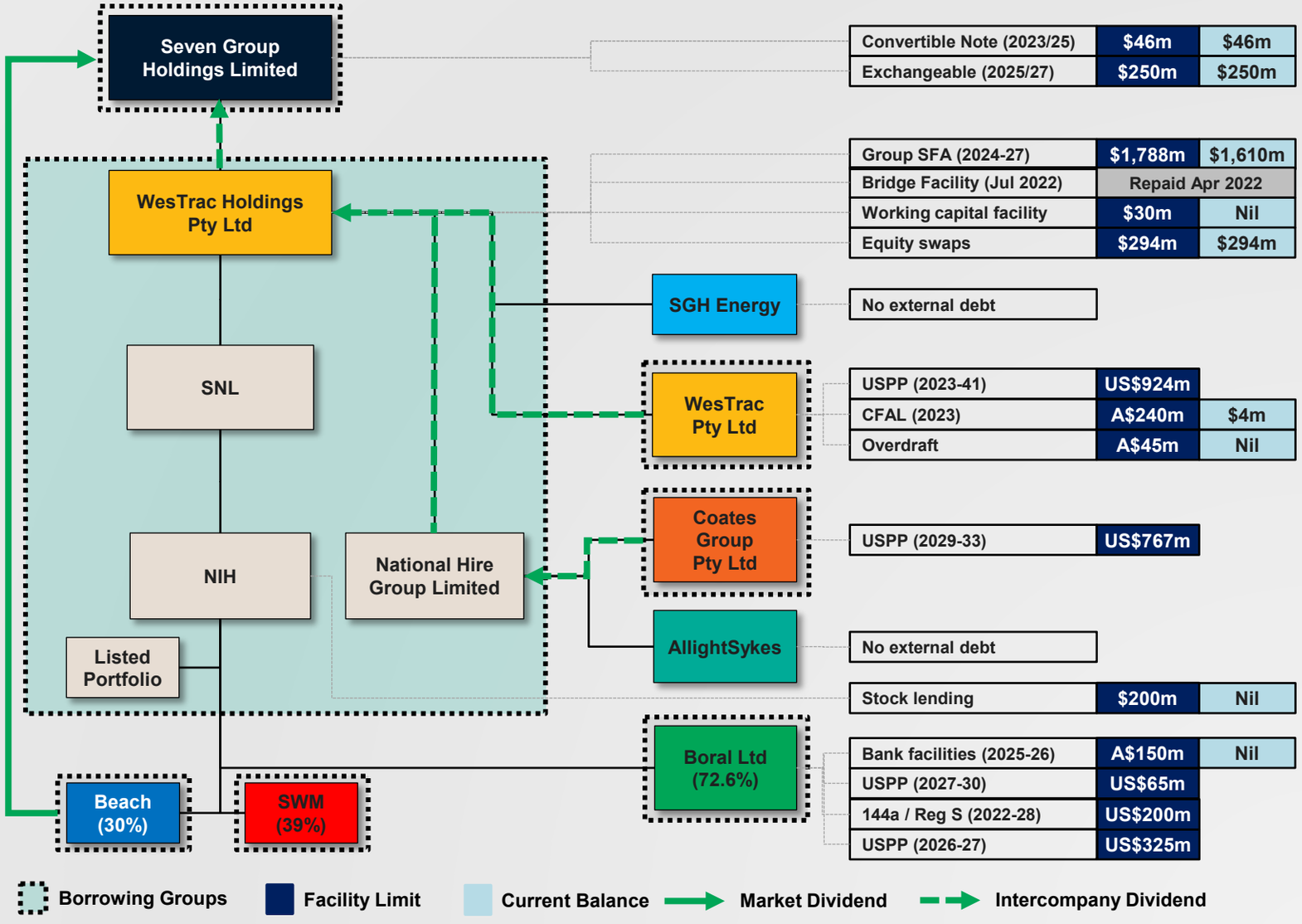
ASX 100

Increasing international investor base

Group Finance Funding Structure

Optimised borrowing structure

- Group has 5 points of attachments
- Discrete funding means businesses can be sold/added with debt in-situ
- Duration matched – long dated debt with long dated opco assets
- Holdco debt supported by value of listed investments
- Strong and consistent cash flows support Group dividends and ability to take on leverage (financial flexibility)
- Investment grade pricing from relationship banks



1. Group structure shows relevant entities only; balances as at 31 Dec 2022; Convertible note shown post-redemption on 3 Jan, 2023.

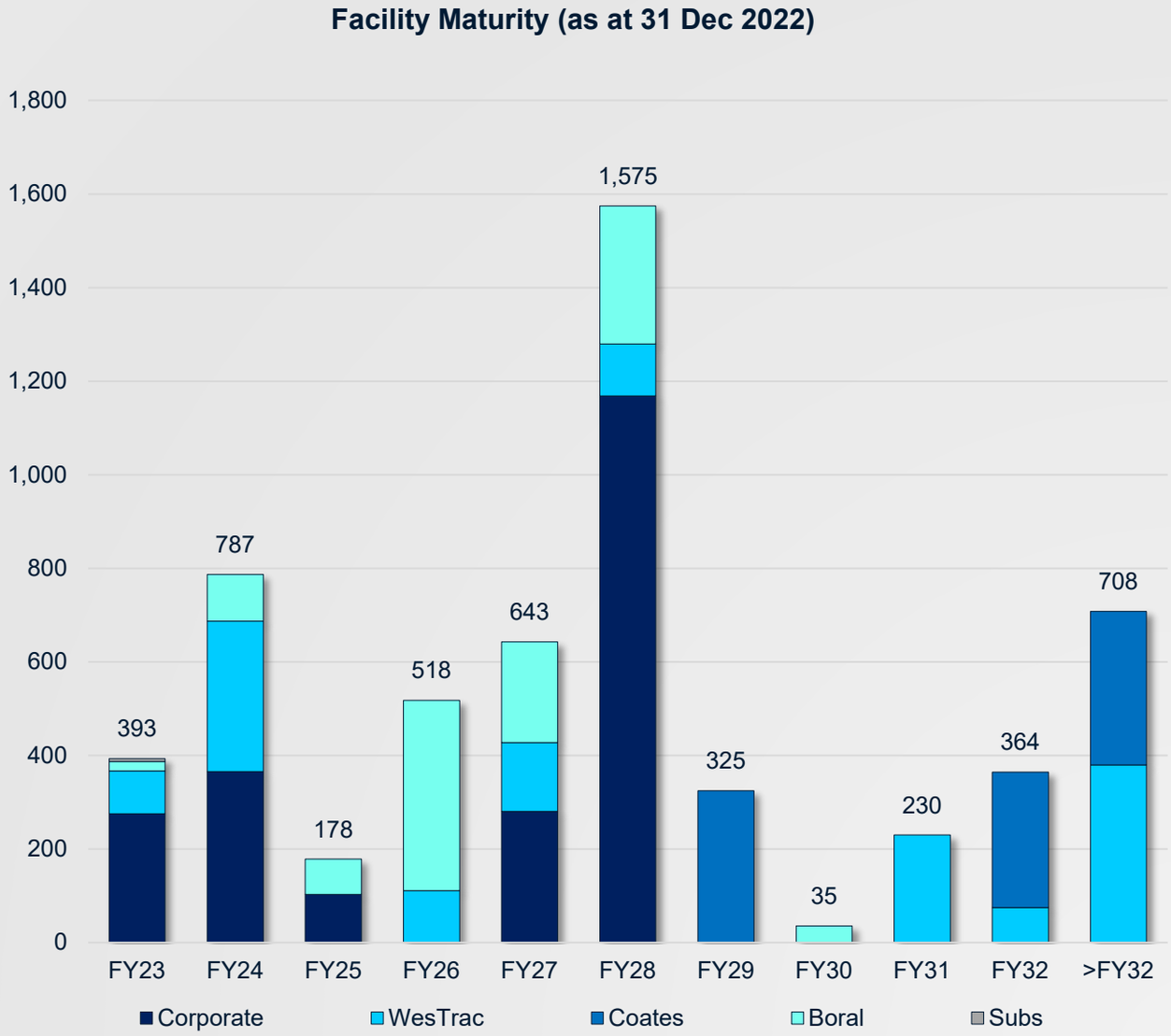
Group Finance Capital Management

Leverage

- Leverage reduced to 2.7x in 1H, targeting 2.5x within 6 months
- Deleveraging supported by working capital unwind at WesTrac, and earnings growth

Funding

- Investment grade funding rates, demonstrating lender confidence in the SGH model
- 46% of the Group's drawn debt is fixed at an average of 4.7% and remaining tenor of 6.5 years
- Effective Group borrowing cost of 4.9%
- Weighted average facility maturity is 4.3 years
- FY23 cost expected to be broadly consistent with FY22



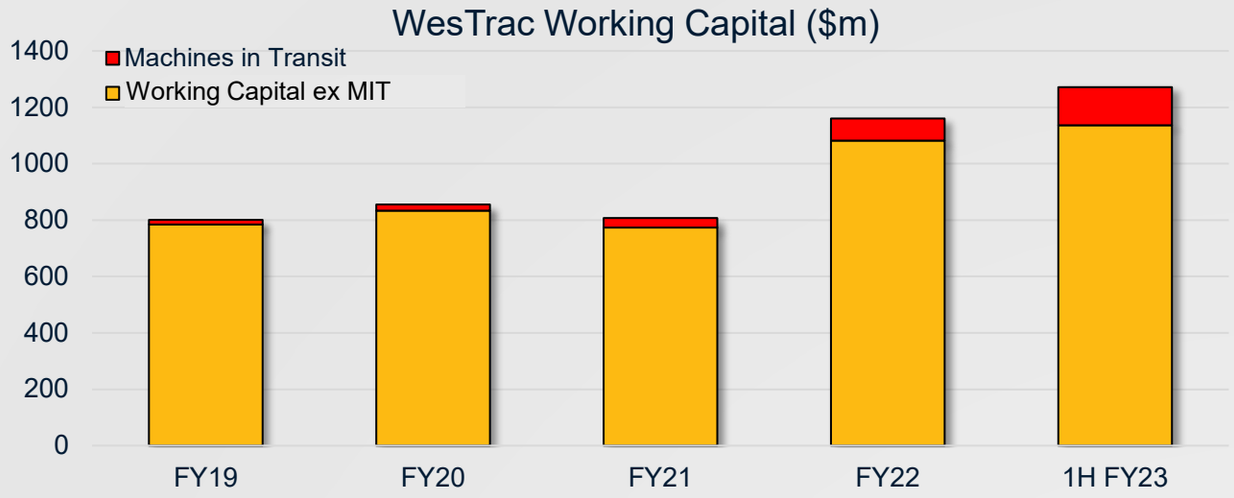
Group Finance Working Capital and Cashflow

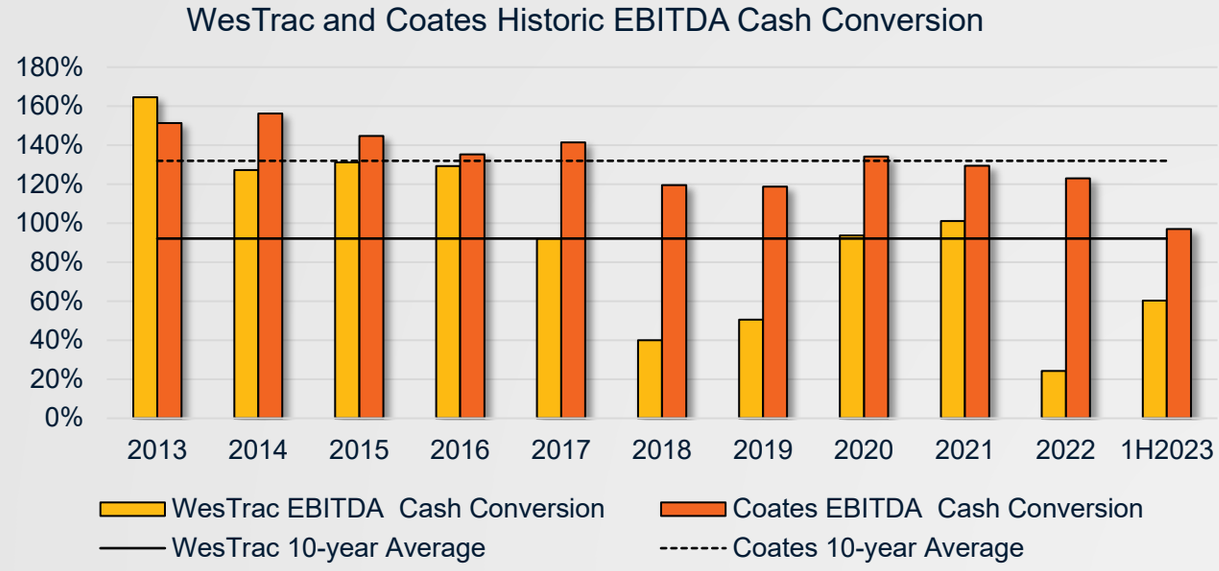
Working capital

- WesTrac working capital elevated through 1HFY23, historically correlated with high customer demand
- Inventory and machines in transit responsible for largest increase, positive readthrough for sales pipeline

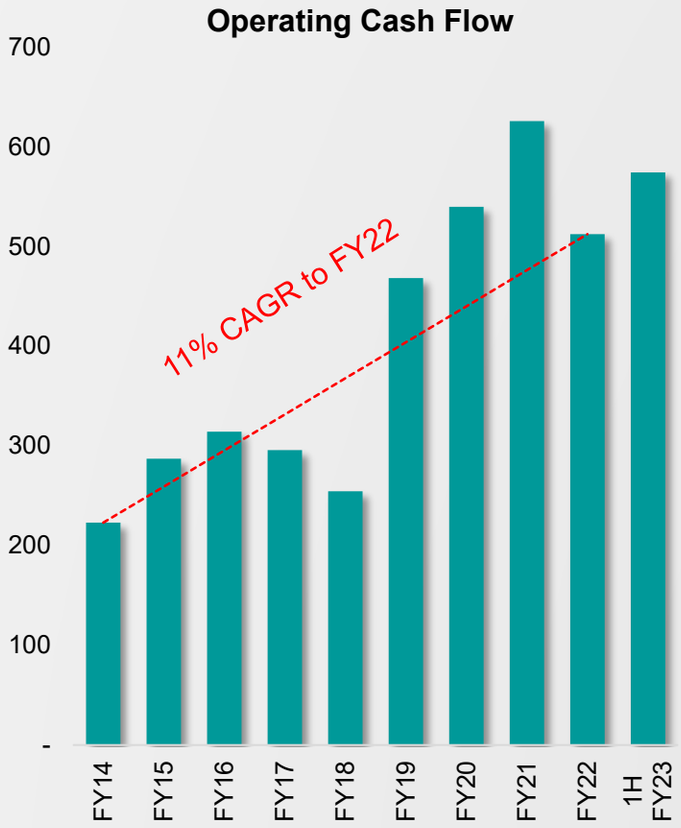
EBITDA cash conversion

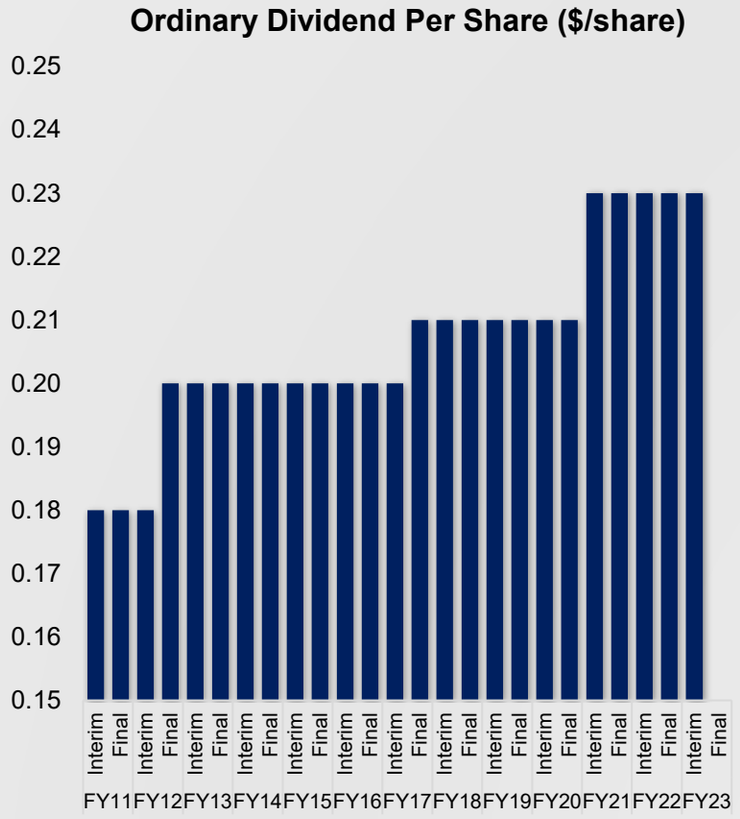
- WesTrac and Coates are historically highly cash generative businesses
- WesTrac 10-year average cash conversion of +90% (+100% excluding FY22)
- Coates 10-year average cash conversion of +130%
- Normalisation of supply chains (inventory and machines in transit) expected to restore Group cash conversion

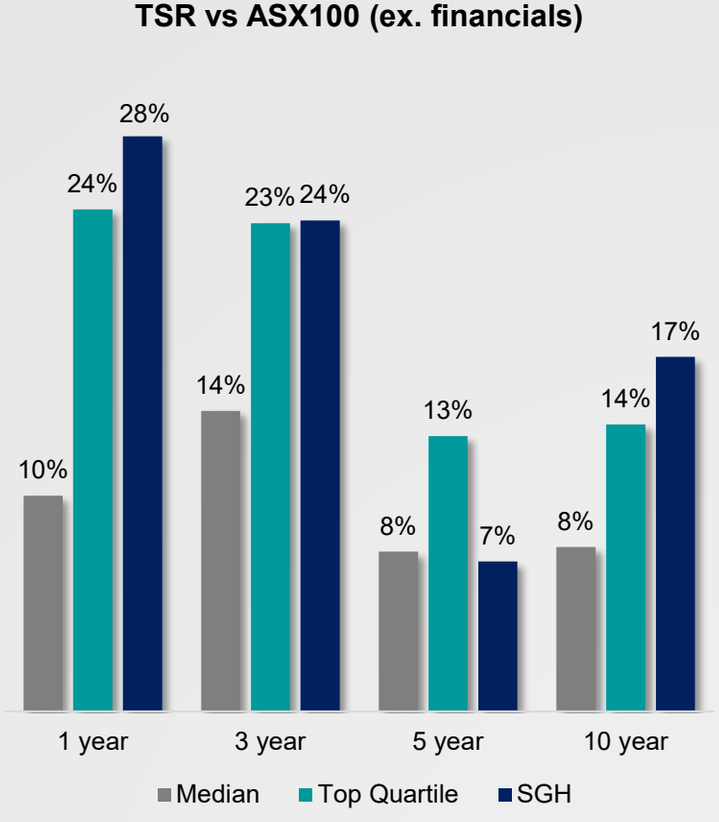




Group Cash Flow, Dividend and TSR







Delivery of cash flow …

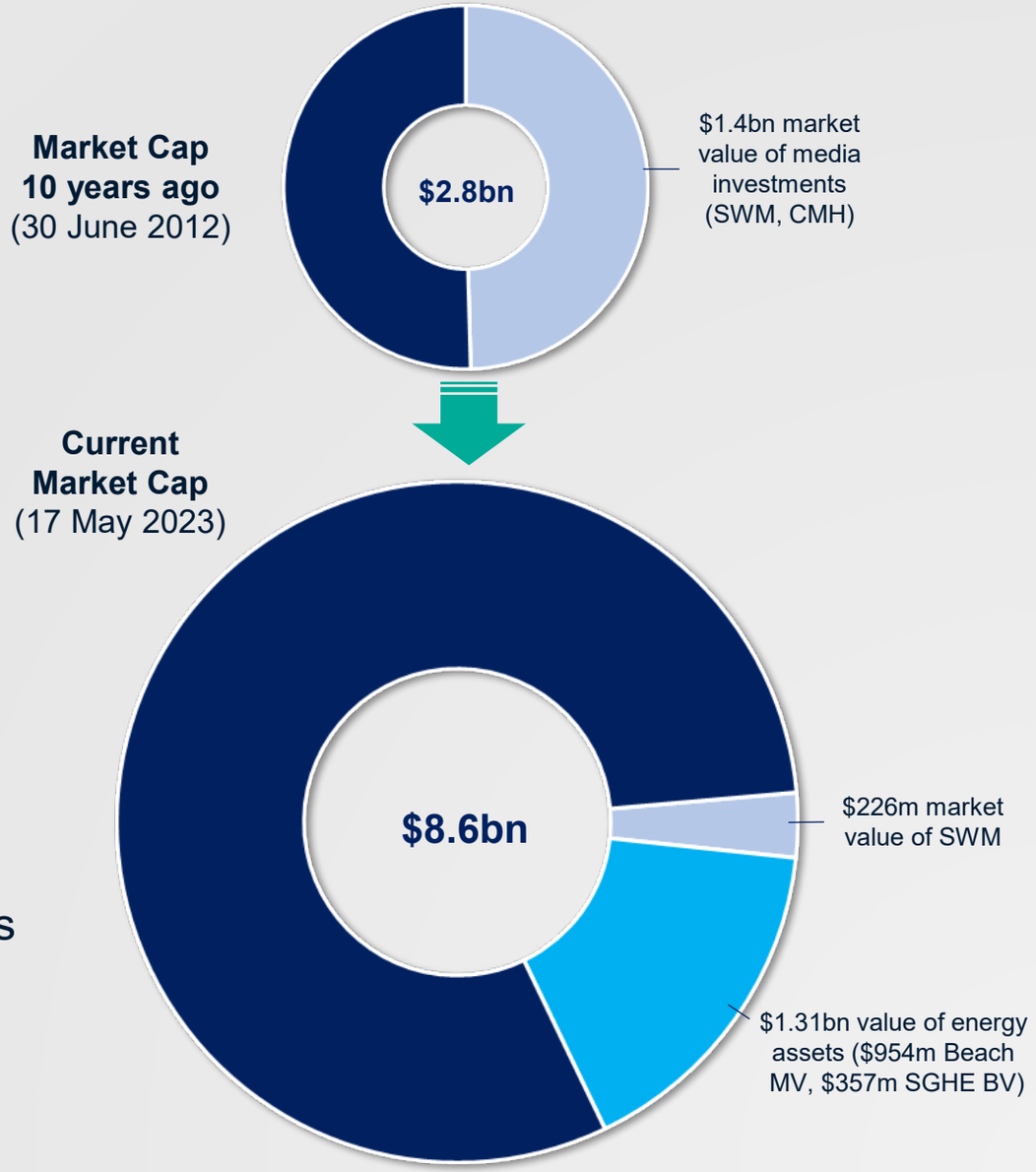
To maintain and grow the dividend…

And create long-term shareholder value

Group Finance Key Messages

Track record of execution and delivery

- Three-fold increase in market cap increase over 10-years
- Flexible capital structure enabled the Group to capture opportunities creating value for equity:
  - Coates: $1.2bn internally refinanced on acquisition
  - Beach: initial investment, Lattice acquisition and current expansion substantially funded by leverage
  - Boral $6bn acquisition debt funded
- Ability to take risk and manage execution is supported by the operating performance of our industrials businesses
- Improving investability
  - Through 65% increase in free float over 10 years
  - Liquidity improved with ADT increasing +2.5x over 10 years
- Balanced capital management framework, rewarding shareholders whilst enabling growth
- Disciplined capital allocation and portfolio evolution, coupled with ROCE focus driving Core Plus returns



Investor Day Presentation
Business Unit Presentations - WesTrac

Adrian Howard, Jarvas Croome







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WesTrac – Business Update & Strategy



Jarvas Croome
CEO WesTrac Australia

Adrian Howard
CE WesTrac NSW/ACT

WesTrac Overview

Top 3 Global Mining dealer



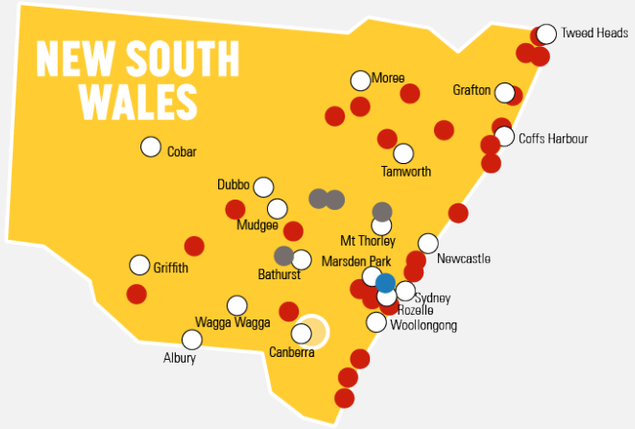
- Caterpillar dealer in WA since 1925 And NSW since 1926.
- WesTrac WA 1990 and NSW in 2004.
- One of the largest geographical areas covered by any dealer.
- Over 23,000 active units in WA and 24,500 in NSW.





Leading the Industry in Supporting Technology

Northern Star renewal of entire truck fleet at KCGM	Significant mining wins and ongoing autonomy deployment	Early learner battery trucks co-developed with industry	Introduction of hybrid solutions 988 K XE R2900 XE	Hydrogen and gas engines supporting lower emissions
Cat 793F	Newmont Boddington first AHS gold mine	2024		



WesTrac Operating Strength and Performance

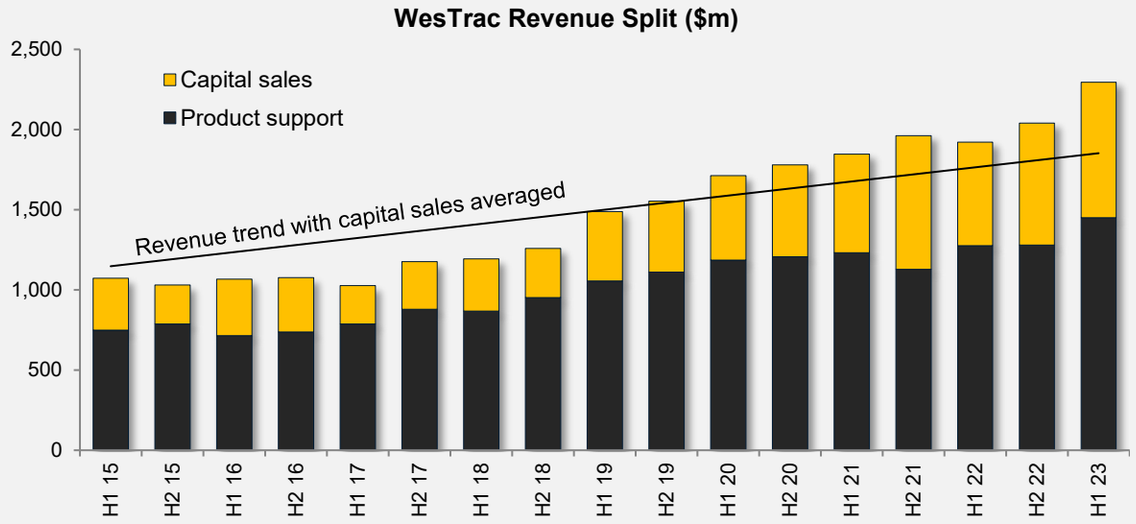
WesTrac continues to outperform through the cycles

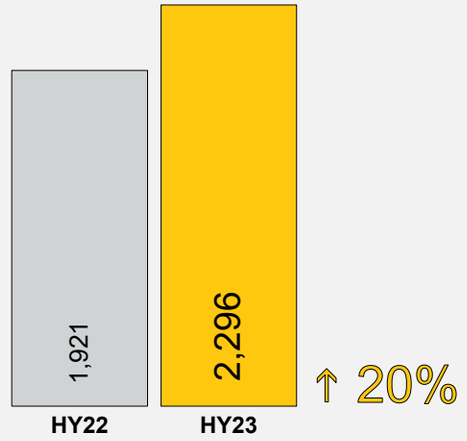
Revenue up 20% to $2,296m (vs pcp)

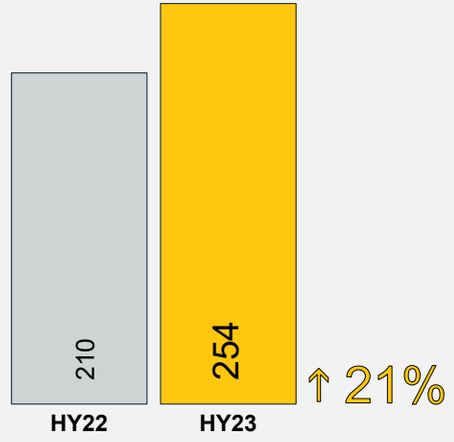
- Growth across new machines and product support sales.
- Combination of volume growth and pricing.
- Machine sales up 33%, product support up 13% (vs pcp).
- 1H Sales growth of 20% (vs pcp) outperforming 5-year CAGR of 9%.

EBIT up 21% to $254m (vs pcp)

- EBIT Margin of 11.1% up 14bp.
- Increasing operational leverage.
- Operating cashflow up $202m to $103m.
- Capital sales and support growth enabled by disciplined execution & effective management of labour scarcity.



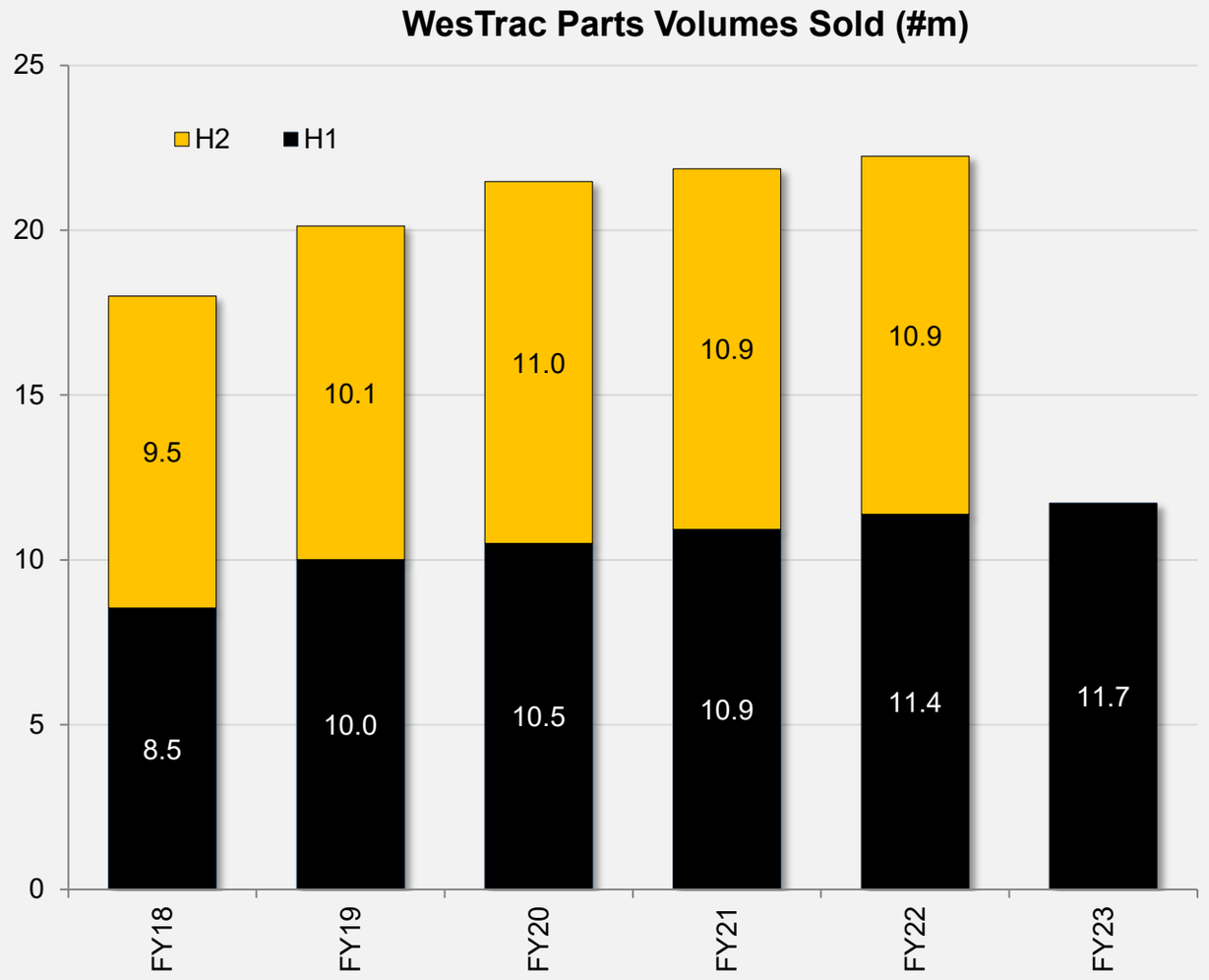




WesTrac Parts Volume Growth

Parts volumes continue to climb

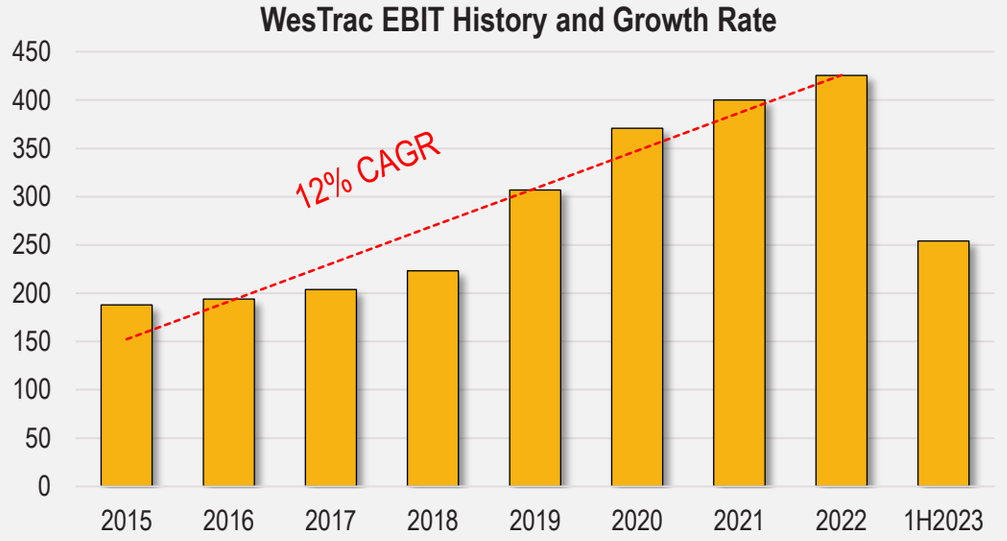
- Miners continue to experience strong production volumes and material movements in support of their activities.
- As a result, parts volumes continue to grow.
- Supporting large ageing mining and construction fleet populations.
- Aged machines require increased parts particularly for component overhauls and to rebuild machines.
- Caterpillar and dealer initiatives to grow Parts and Services continue to yield improved outcomes.
- 3% growth half of half.

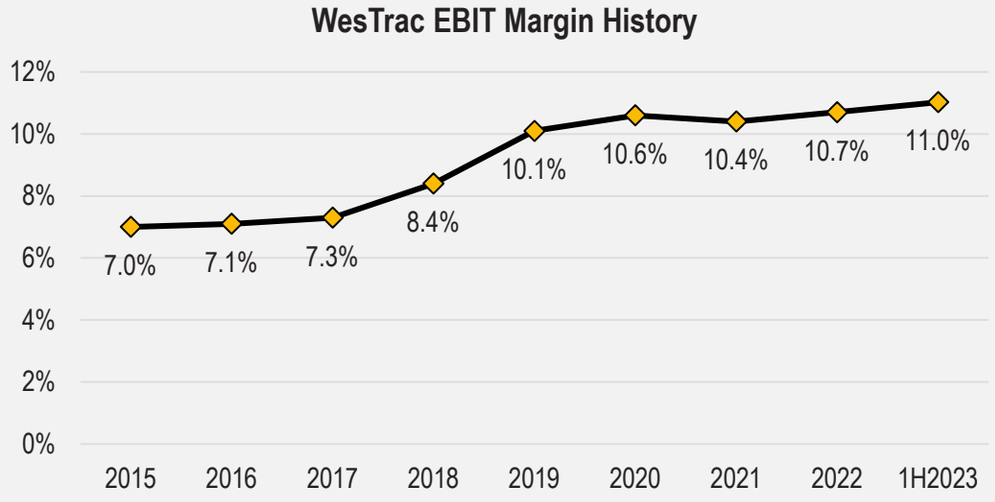


WesTrac Operating Leverage

Delivering improved operating leverage through the cycle

- EBIT Margin of 11.1% up 14bp.
- Increasing operational leverage.
- Consistent growth in EBIT with strong CAGR.
- Opportunity to capitalise on facility investments to drive additional growth and capture market share.
- Strong operating cash flow has enabled investment in machine inventory to seize the next wave of opportunity whilst supporting customers.
- 57% (+400bp) EBIT margin growth since 2015.





WesTrac Caterpillar Partnership

Caterpillar investments in technology and sustainability lead the way

- Caterpillar is the world's leading manufacturer of construction and mining equipment, off-highway diesel and natural gas engines, industrial gas turbines and diesel electric locomotives.
- Cutting edge technology and decades of product expertise set Caterpillar apart, providing value to help customers succeed.
- Leveraging technology and strong focus on Sustainability.



Caterpillar highlights hydrogen storage and fuel cells plans at Arizona demonstration site

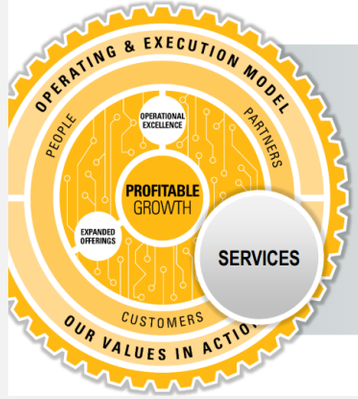
Bloomberg reported in Jan 2023 that Caterpillar is investing $8 million per day in research and development.

Tucson Proving Ground will provide a real world sustainable mining test site:

- 2 mW of solar and 3 mW of wind power generation.
- Battery storage over 18 mWh.
- Excess energy creates and stores hydrogen.
- Hydrogen powers fuel cells and generator sets that can also use natural gas.



Leveraging Technology for Services Growth



- **Connected Assets:** Critical mass of >1.2M connected
- **eCommerce:** Online dealer parts sales up ~20% in 2021
- **Customer Value Agreements:** >50% of equipment delivered with a CVA
- **Prioritized Service Events:** Won 2x dealer parts sales in 2021
- **Data-Driven Parts Availability:** Best parts availability on record in 2021
- **Reman & Rebuild:** ~400 new Cat® Reman and Rebuild product offerings in 2021
- **Dealer Growth Plans:** Opportunity-based growth targets

WesTrac Dealer Model

Caterpillar and WesTrac are long term partners

50 Years

Average tenure of Cat dealers worldwide

CATERPILLAR

Double Parts and Services to $28B

by 2026

STRONG ALIGNMENT

WesTrac CAT

Improve Parts & Services market share

Capture increased mining demand

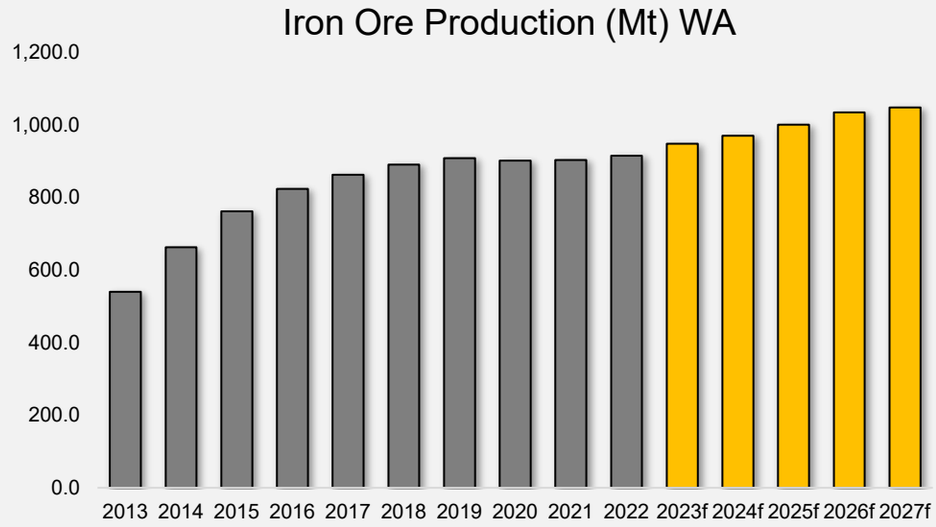
Caterpillar Competitive Advantage		
160 dealers and over 2700 branches and facilities in 193 countries around the world in 2022	Over 166,000 Dealer personnel to support customers	Dealers provide deep customer insights through long-term relationships

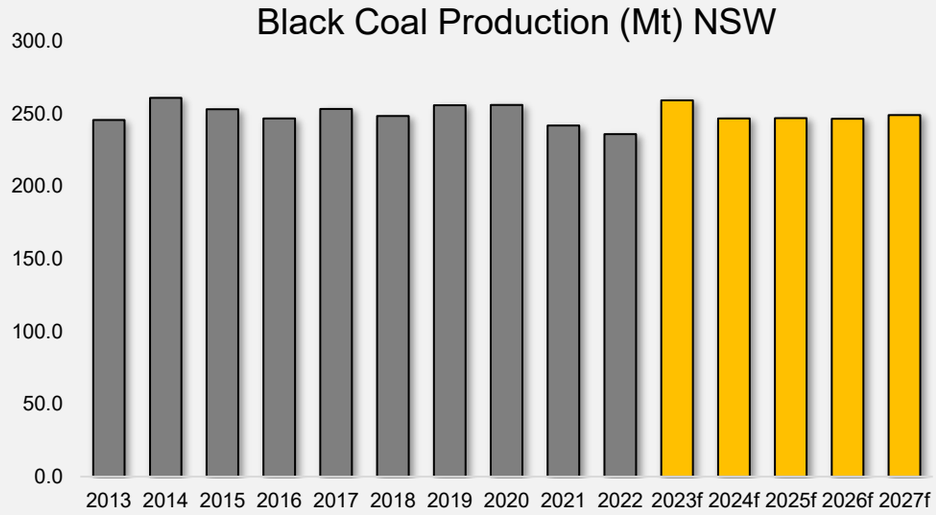
Dealer's Uniquely Placed To Support Customers			
Customer Value Agreements (CVAs) lock in Parts and Services	Equipment Rebuilds capital effective way to renew fleet life	Component Remanufacturing and Exchange ensure high uptime and lower costs to repair	Conditioning Monitoring and Technology allows proactive repairs and sales opportunities

WesTrac Key Commodities

WesTrac enjoys ongoing strong material movements to support production

- Iron ore production remains robust with long life mines that enjoy low C1 production costs with both greenfield and brownfield expansion opportunities.
- WA Iron ore close to Asian market demand and long history of reliable supply.
- Iron ore strip ratios vary from 1:1 up to 3:1 – potentially miners have been high grading to capture elevated commodity prices.
- Pipeline of projects including electrification and transition opportunities.
- NSW coal is of high calorific value with low impurities making it an attractive option for power generation internationally.
- Australia is the worlds 2nd largest exporter of thermal coal.
- Global energy challenges means Australian coal production remains a critical resource for many countries.
- Coal strip ratios vary from 3:1 to 10:1.



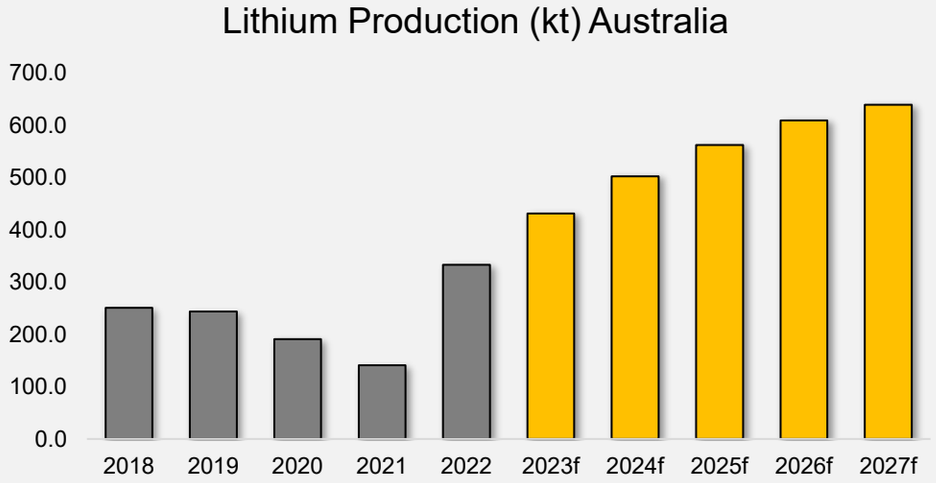


Source: OCE, BIS Oxford Economics

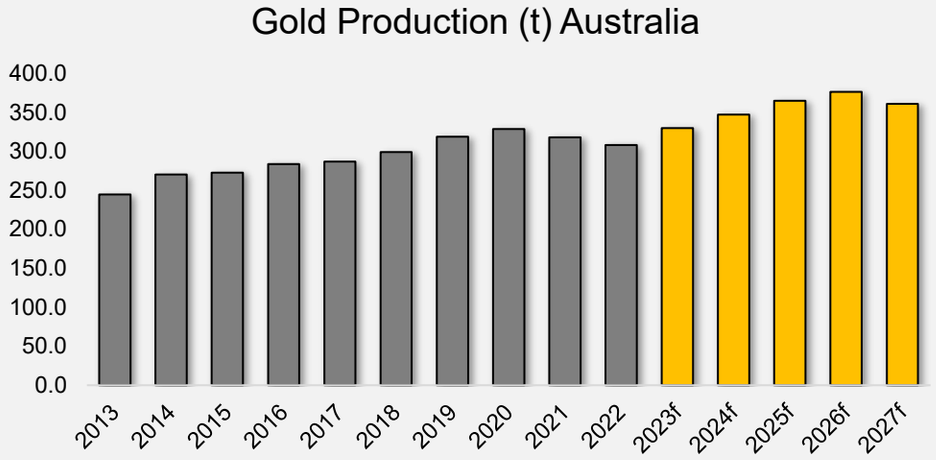
WesTrac Emerging Commodities

WesTrac to benefit from growth in future facing metals

- Australia is the world's largest lithium exporter with over 46% of global production in 2021 with majority located in WA using open cut mines.
- Global growth in battery demand including EV's expected to see strong growth in production volumes.
- Australia expected to expand from 335,000 tonnes lithium carbonate equivalent in 2021-22 to 470,000 tonnes in 2022-23 and WA expected to double production by the end of the decade.
- Whilst total tonnes produced is significantly less than iron ore, strip ratios of 3:1 to 10:1 are not uncommon in lithium mines driving the need for significant material movement and matching fleets.
- WA well placed for expansion in other high demand electrification minerals including rare earths, minerals sands, copper and nickel.
- Global gold prices remain strong and exploration activity has been strong.
- Globally well placed for continued production growth both underground and surface mining.



Source: ABS (2023), Company reports; Department of Industry, Science and Resources (2023); Government of Western Australia Department of Mines, Industry Regulation and Safety (2022); Wood Mackenzie (2023)



Source: OCE, BIS Oxford Economics

WesTrac Strong Product Support – Increasing Opportunities

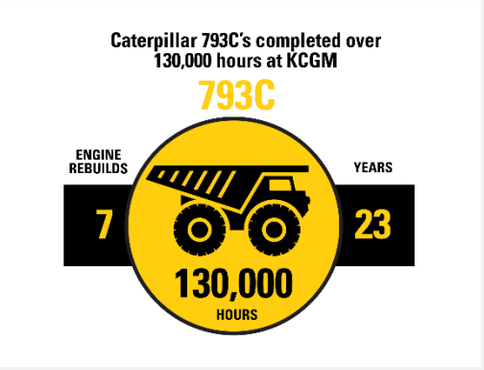
Significant equipment population across mining segment underpins product support opportunities

Large ageing fleet with high utilisation

- Significant base of equipment across multiple asset types – Trucks, Water Carts, Dozers, Graders, Wheel Loaders.
- Ongoing expansion opportunities in both greenfield and brownfield mines.
- Primary haul and load fleets driving strong operating hours.

Rebuild and Exchange Component Enables Flexibility

- Customers looking to balance capital with rebuild opportunities.
- Bridging strategy for electrification.
- Increased customer focus on sustaining capital instead of new capex.
- Rebuild lead times reduced through productivity enhancement.
- Options to upgrade to new technology, increase payload, lower fuel burn, reduce emissions.



Mining Equipment Lifecycle

Average Age Trucks

~11 to 12 years

Ultra Class and Other Large Mining Trucks e.g. 797, 789 and 793



Support Equipment e.g. Large Dozers and Graders



Population	2764	2678
Primary Application	Iron Ore, Gold, Lithium, Coal	Iron Ore, Coal, Gold, Lithium
Expected life span before rebuild	~10-12 years 60-75,000 hours	~5-6 years/ 25-30,000 hours
1st Replacement of large components	~3-4 years ~18-24,000 hours	~2-3 years/ ~15,000 hours
Component exchange during life span	6-7 times	2-3 times
Rebuild as % of purchase price	60-70%	50-70%

WesTrac New Machines Outlook

Opportunities remain strong

- Solid pipeline of machine opportunity together with existing strong order book.
- Iron ore and coal production volumes remain solid.
- Emerging commodities will require additional fleet.
- Opportunities to upgrade to latest technology to reduce emissions – hybrid drive.
- Solid infrastructure pipeline including renewable projects supports construction industry growth.
- Opportunities to deploy latest technology including automation, semi-autonomous and remote operation important in current labour constrained market.
- Caterpillar have commenced introducing updated Next Generation models over the coming years and these will offer improvements that will remain attractive to our customers.



WesTrac Aftermarket Outlook

Continued parts and service growth

- Labour constraints and drive for production has deferred some customer's maintenance activities.
- Strong production volumes and ageing fleet continues to drive parts and service requirements.
- Expanded parts offering from Caterpillar provides additional opportunities.
- Unique solutions including hydraulic hose build containers been well received by customers.
- Machine refurbishment and rebuild drives additional opportunities.
- Long lead time for some new models and desire to stretch lives before electrification driving maintaining for maximum life.



WesTrac Parts and Logistics

Outstanding support ensures customers achieved lowest cost of ownership

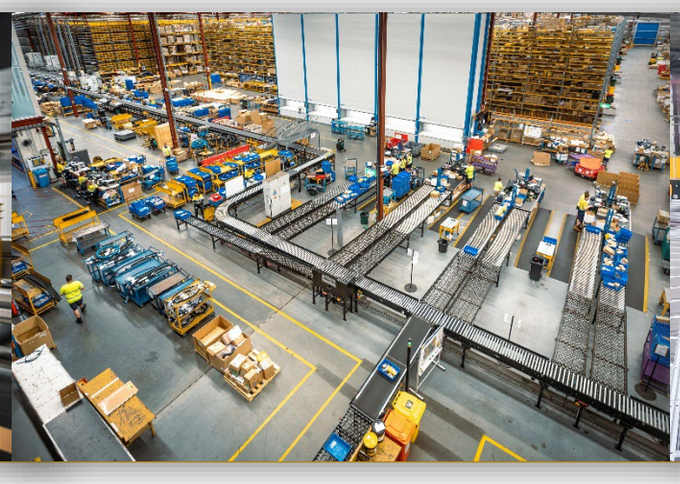
- WesTrac holds over 125,000 unique parts with high initial facing fill to our customers.
- Extensive stock positioned close to customers key activities.
- Unparalleled global supply chain.
- Caterpillar parts commonality across industry segments ensures strong availability and performance.
- Strong focus to ensure on time in full metrics are met for our customers.
- Global customer support agreements support higher penetration of CAT parts.
- Live machine data, maintenance strategies and digital data twins enables the business to ensure the right stock is being held for future demand.
- Collaboration with Caterpillar to ensure right demand signals are in place.
- Advanced warehouses with automated good to person and storage technologies to optimize picking costs.

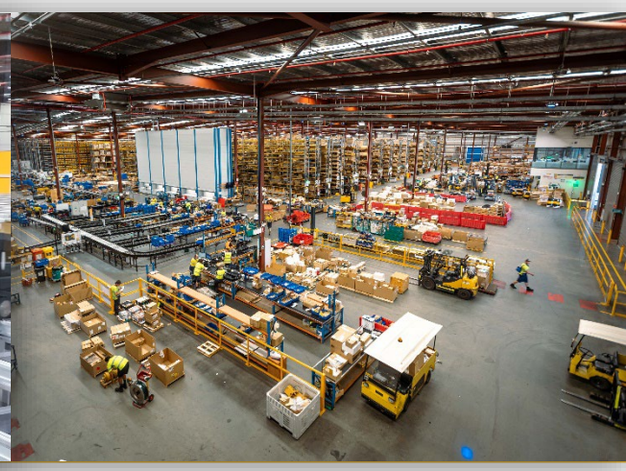


WesTrac Parts Automation

- Our branch network holds over 6 million individual parts.
- WA has a fully automatic good to person system which is complemented by a range of high density Kardex storage units and computerised forklifts and material movement machines.
- In WA nearly 70% of all parts are picked via automated retrieval systems.
- The NSW "AutoStore" automated robotic goods to person picking system is on track for completion in June 2023.
- "AutoStore" maximises use of warehouse space and speeds up the parts picking process leading to faster turnaround times for parts distribution and a reduction in cost to serve.
- We build ~19,000 hydraulic hoses per month across our warehouses and branches to service our customers including same day options.
- Each day over 60,000 parts pass through our warehouses on the way to our customers.



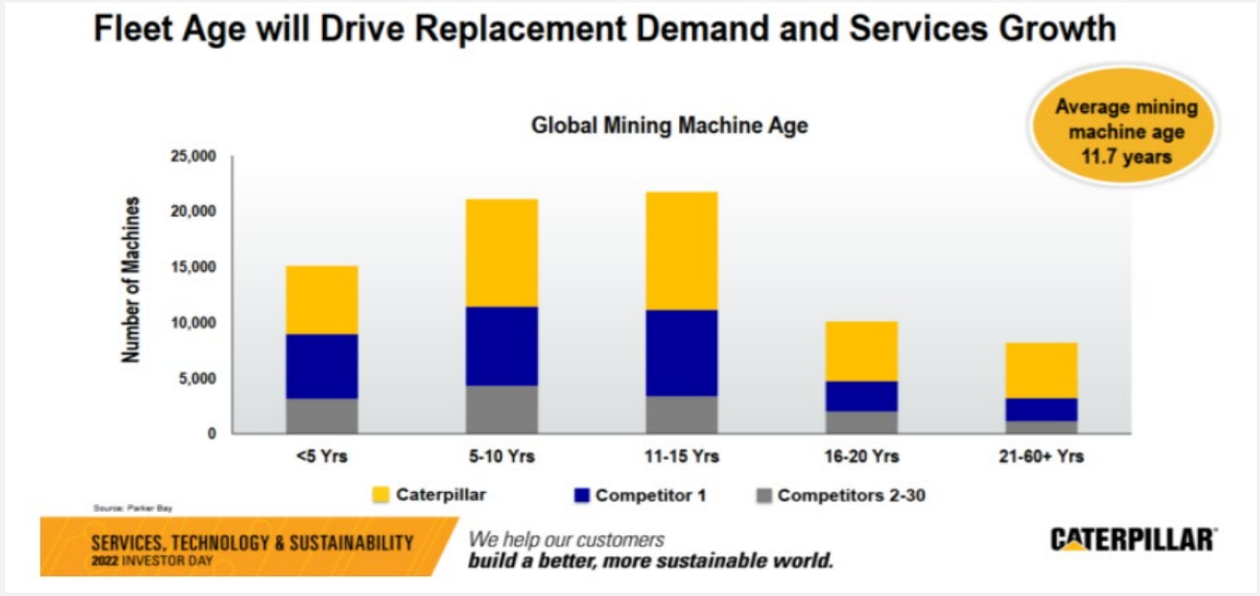




WesTrac Fleet Profile

Global mining fleet age 11.7 years with Caterpillar at 12.6 years

- WA average mining age was ~8.6 years in mid 2016 and now sitting ~11 years.
- NSW average mining age was just over 9 years in mid 2016 and now sitting ~12 years.
- Average age supports the need for rebuild and refurbishment in the coming years.
- Global demand for quality second-hand equipment remains strong.





WesTrac Our People

Known in the industry as best in the business

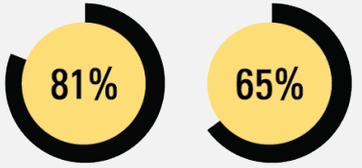
- Strong team of over 4,000, recognised as industry leaders with deep operational, maintenance, rebuild and technology expertise.
- Skills shortages driving additional demand for WesTrac.
- Industry deferred maintenance but increasing international recruitment starting to balance labour pools.
- New to industry roles expanding with initiatives such as dual trade, train to task and new to industry upskilling helping to provide new options.
- Growing gender diversity, over 18.5% nationally with strong apprentice and entry level intakes.
- Strong attraction and retention programs, WA metro includes FIFO support teams.
- NSW unique proposition providing attractive career paths with strong metro branch network (Sydney, Newcastle, Wollongong) combined with attractive regional locations that continue to see population growth.

	WA	NSW ACT
Trades	1064	748
Apprentices	199	85
Warehouse	350	142
Administration	1186	610

FTE Increase

↗ Over 220 since FY22

Team based in metro locations



WesTrac Training

Industry recognition that we provide top quality training

- Our training ranges from our well-regarded Apprentice Program through to Business. and Leadership Training and affiliated MBA programs.
- Leaders in technology and automation.
- FY23 investment exceeds $6.6M in learning activities.

In FY23 to date we have trained:

9816
TEAM MEMBERS

2525
EXTERNAL CUSTOMERS

2242
EMPLOYEE APPRENTICES TRAINED IN 20 YEARS

WesTrac Technology Training Centre in Collie

- Purpose built facility and only one outside North America.
- Dedicated training truck allows hand-on training second to none.
- Full MineStar installation allows real world training including light fleet / truck interactions.



WesTrac Working Capital and Inventory

We are investing in working capital to enable and support our customers

New Machines

- Ex factory lead times remain extended with some models still in short supply.
- Additional equipment demand is being driven by commodity prices and drive for production volumes.
- Strong infrastructure investment in both states driving solid construction opportunity.
- Access to inventory secures sales pipeline and market options.

Parts and Exchange Components

- Growing population of ageing machines continues to drive parts and services volumes.
- Optimising inventory for rebuilds and future demand.
- Aligned Parts and Services growth plans with Caterpillar to drive long term demand.

Facilities

- Investing to support growth with expansions in key locations including regional Australia.

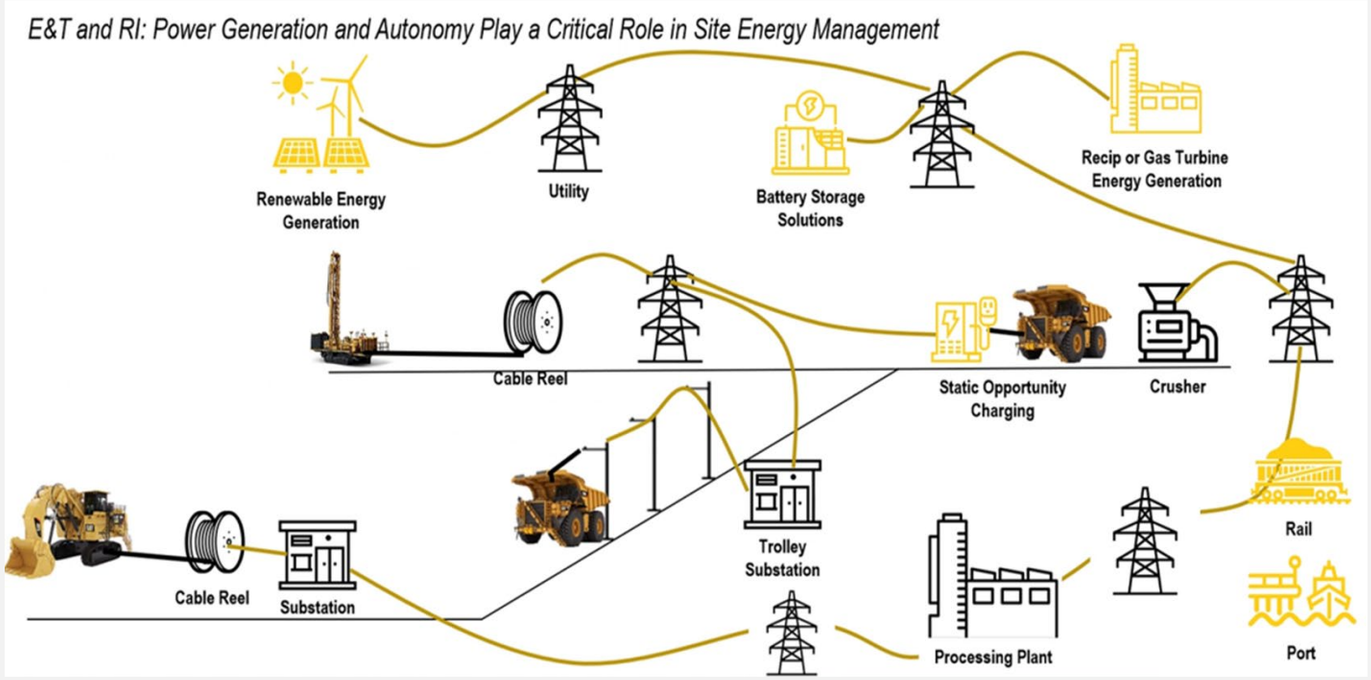


WesTrac Electrification

Electrification a new opportunity for growth

- Major miners committed to a decarbonisation path.
- New or long mine life assets will be early adopters.
- Diesel consumption typically1/3 split between power, rail and mobile fleet.
- Caterpillar focused on whole of mine site solutions.
- Green power generation, storage and distribution is critical.
- WesTrac will be ready for high voltage electrical systems, electrical drive motor repairs and battery maintenance.
- Nearly 8,000 active mining units provides extensive new equipment opportunities on the path to electrification.
- New skills required to support charging systems and equipment, opportunity to expand product offerings.
- Future models may offer conversion pathways.
- Automation an enabler for efficient battery operation.

Electrified Mine of the Future



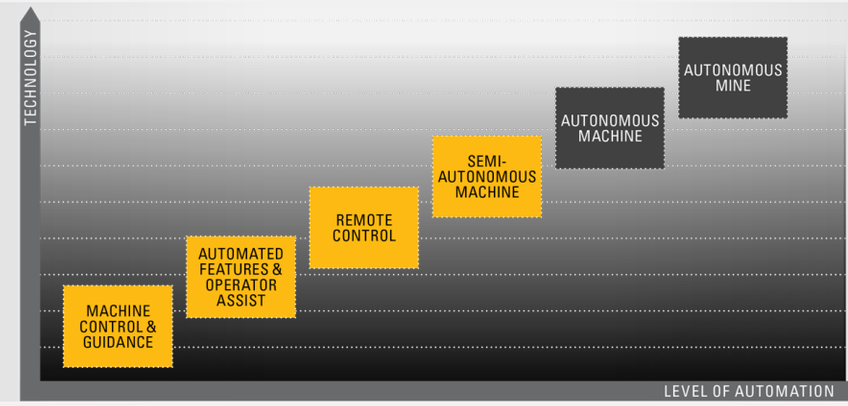
WesTrac The Road to Autonomy













- Line of sight: User remains onsite and in direct visual contact of the jobsite

- Non-Line of sight: User can be onsite with an obscured view of the jobsite or many miles away

Automation at the Machine Level

Semi-Autonomous Operations at the System Level

Totally Autonomous Solutions

WesTrac Automation Enables Electrification



Caterpillar has invested in autonomous development

>25 YEARS

14 CUSTOMERS

25 SITES

0 INJURIES

~30% PRODUCTIVITY IMPROVEMENT

24/7 operations on three continents: North and South America, Australia





5B+ TONNES MOVED SAFELY

Our trucks have accumulated more than 200 million kilometers of autonomous driving, which is **2X** the experience in autonomous operations of any car manufacturer

Commodity applications:

OIL SANDS | IRON ORE | COPPER | GOLD | COAL | LITHIUM

WesTrac Battery Trial

WA Battery trucks arrive for trials in 2024

- 2028 Limited Battery Electric Haul Trucks commercially available.
- Construction and Ancillary timelines still to be determined.
- BHP, Freeport McMoRan, Newmont, Rio Tinto and Teck all working closely with Caterpillar on battery programs.
- Dynamic charging key to 24 / 7 productivity and battery thermal management.
- MineStar will offer energy management combined with current Automation and material movement expertise.



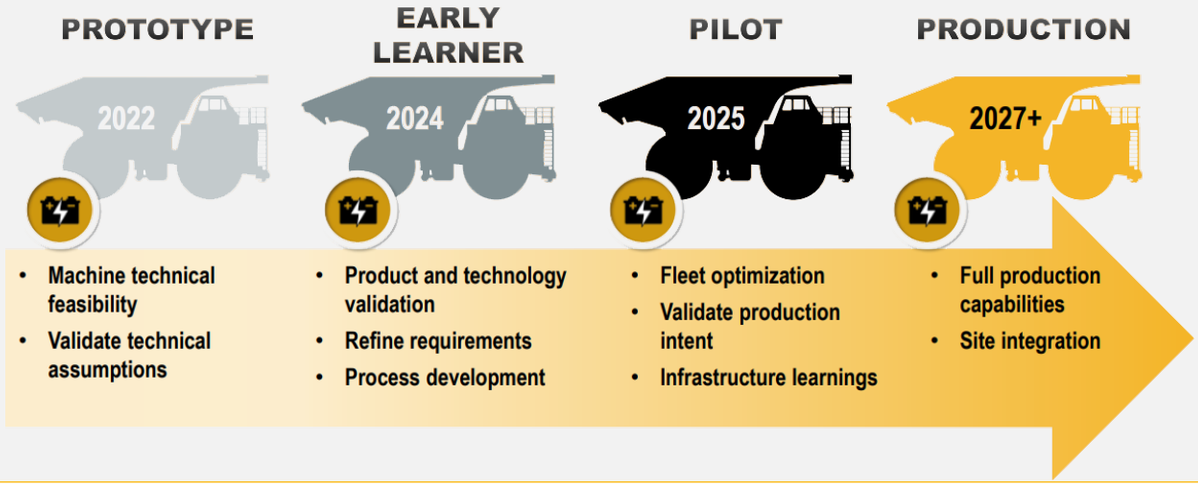
Video: CAT electrified 793 mining truck demonstration

BHP · Freeport-McMoRan · Newmont · RioTinto · Teck

793 large mining truck early learner

Battery Electric Mining Truck Accelerated Development Strategy

Close collaboration with customers

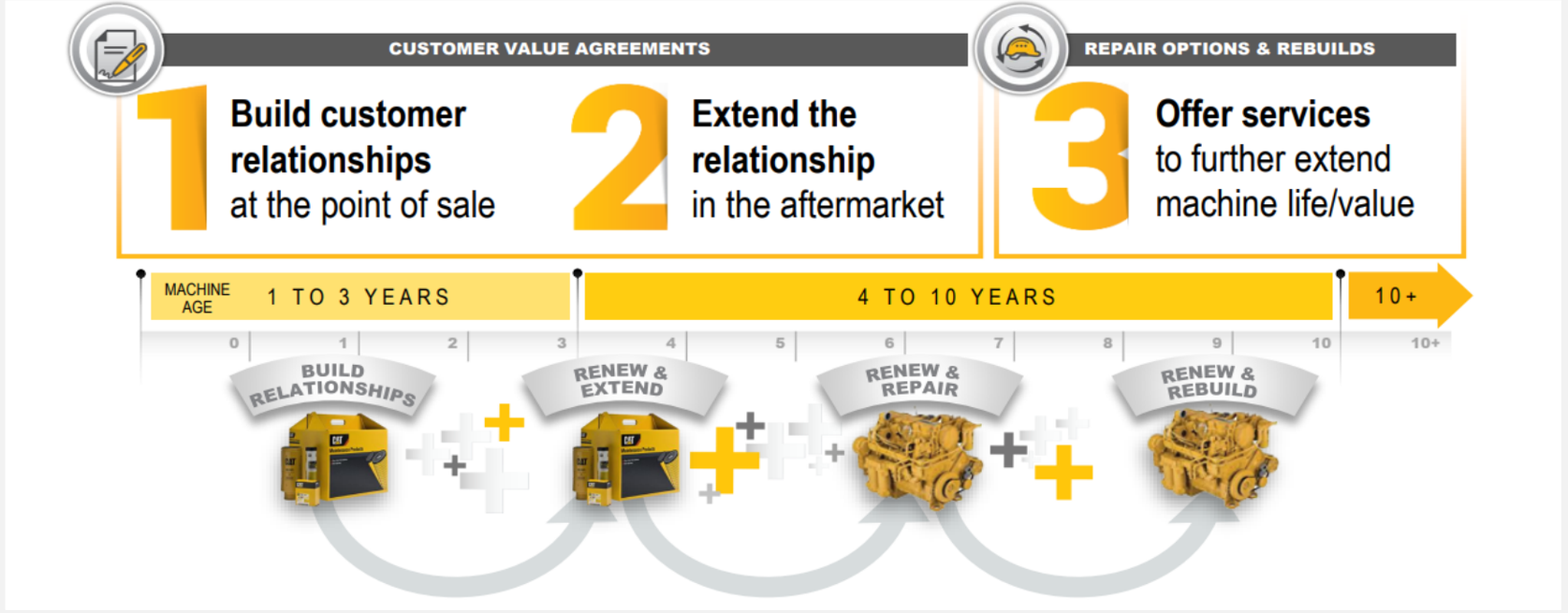


WesTrac Machine Service and Rebuild

Rebuild provides like new option

- Customers want to extend machine life.
- WesTrac provides the parts and services to maintain equipment at high levels of availability and reliability.
- As machines age we are uniquely positioned to provide a range of options including component refurbishment through to complete like new machine rebuilds.
- Ability to upgrade to latest technology provides added benefits at rebuild to improve productivity and efficiency.





WesTrac PEX Concept

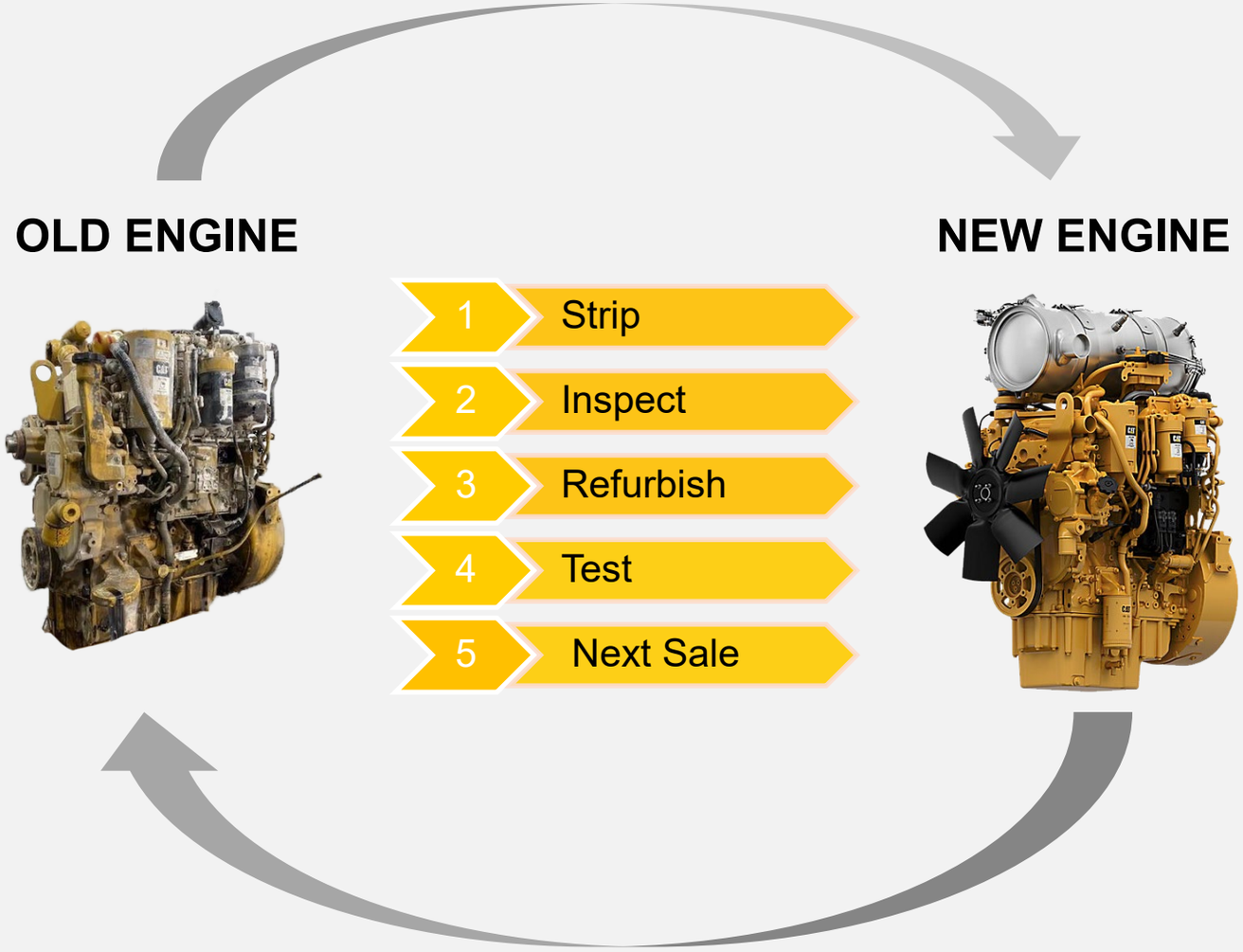
Unique customer solution that drives productivity

Benefits for customers

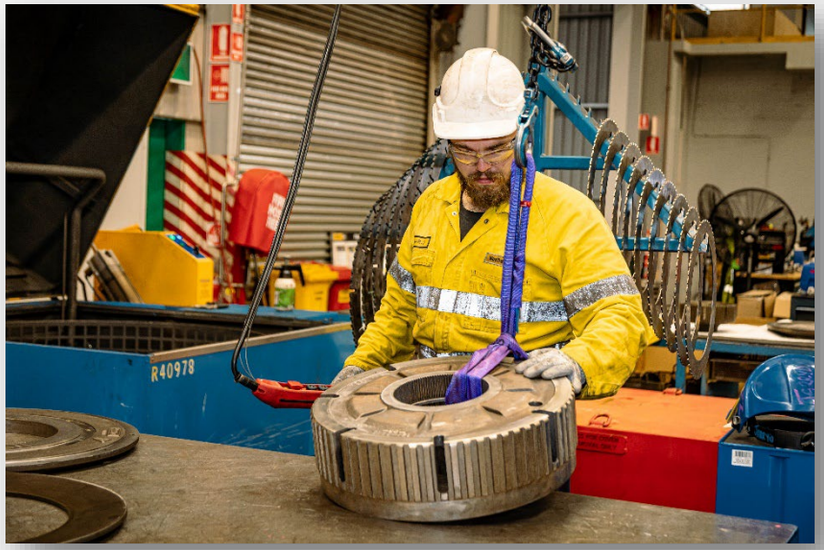
- Minimises equipment downtime, reduces on-site labour and allows access to differential labour pools.
- Removes need to hold large on-site inventory - capital efficiency.
- Components are like new with full warranty and performance.
- Components upgraded to latest specifications.
- Allows optimisation of maintenance intervals across large fleets.
- Circular economy / assists in meeting sustainability goals.

Benefits for WesTrac

- Provides customers engines, drive train components and critical parts from our exchange pool to put into their machine and continue operation.
- Returned cores are inspected and refurbished to like new condition for the next customer.
- Allows inventory optimisation and demand levelling of resources.



WesTrac PEX Parts



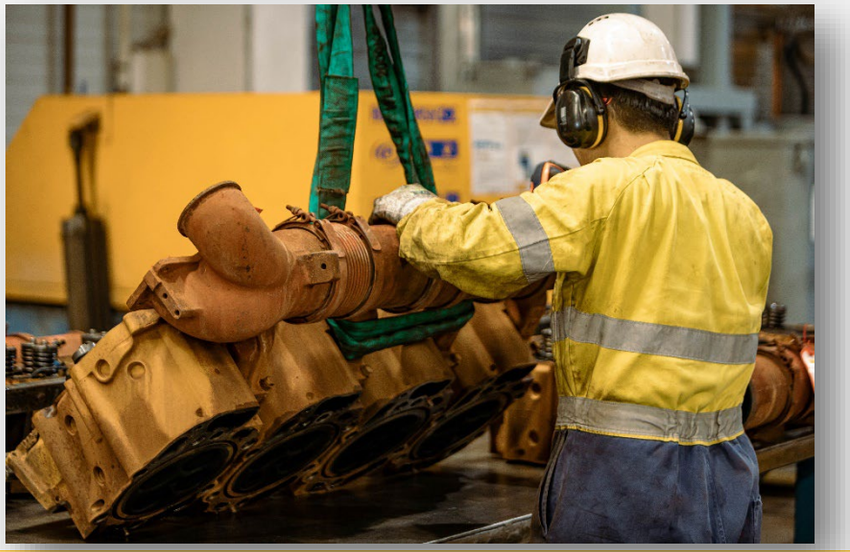
Supporting our customers:

- 279 engines
- 387 transmissions
- 973 final drives
- 2383 hydraulics
- 557 other powertrain





In addition to WesTrac PEX components, Caterpillar provides an extensive range of Reman components allowing support for all major mining and construction machines



WesTrac Key Messages

Well placed for industry growth

- Ageing equipment population will support continued fleet replacement.
- Commodity volumes remain strong.
- Coal remains incredibly resilient.
- Increasing interest and growth in gold, lithium, nickel and other minerals.
- Strong opportunity with service participation across the territories.
- Infrastructure ready with a strong Employee Value Proposition (EVP).
- Strong alignment with Caterpillar on our growth plans in parts and services by 2026.



Investor Day Presentation
Business Unit Presentations - Coates

Murray Vitlich







SGH | Industrial Services, Media, Energy and Investments

Coates – Business Update

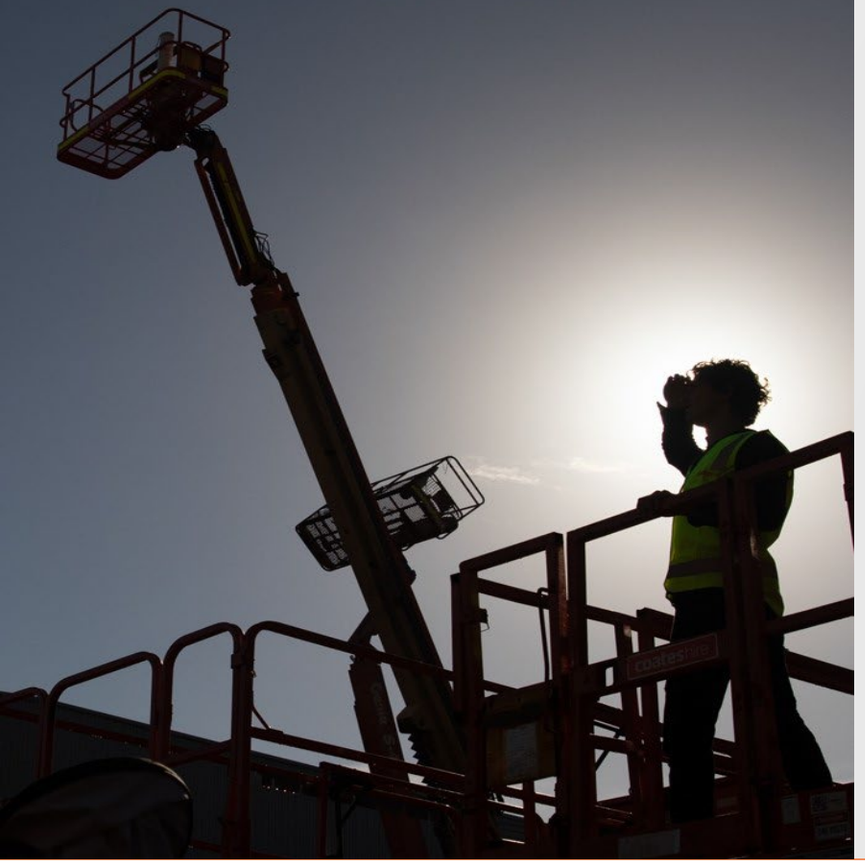
Murray Vitlich, CEO, Coates



SGH | Industrial Services, Media, Energy and Investments

Coates Strategy Highlights

> **Our vision is to be the market leader in safe, smart and sustainable equipment solutions.**



Strong FY23 performance and refreshed FY24 strategy focused on growth and ongoing margin improvement

- Leverage strong FY23 performance and margin improvement in FY24.
- Team25 strategy continues our vision to be the market leader in safe, smart and sustainable equipment solutions.
- Our underlying strategy remains unchanged for FY24 and has been enhanced to:
  - Reflect market changes, progress made, and lessons learnt
  - Enhance our focus on Revenue Growth through:
    - Market penetration;
    - Acceleration of our solutions offerings;
    - Forward-looking capital management plan; and
    - Innovation and M&A.
- Drive continuous improvement:
- Incorporate price and market expectations into the 5 year plan.

Coates At a Glance

$1.83bn
in assets
(1H FY23)

$200m+
annual capital
investment in FY22

3x
larger than
nearest competitor

1m+
pieces of
equipment

23
equipment
categories

131
equipment
types

7.5k
equipment
models

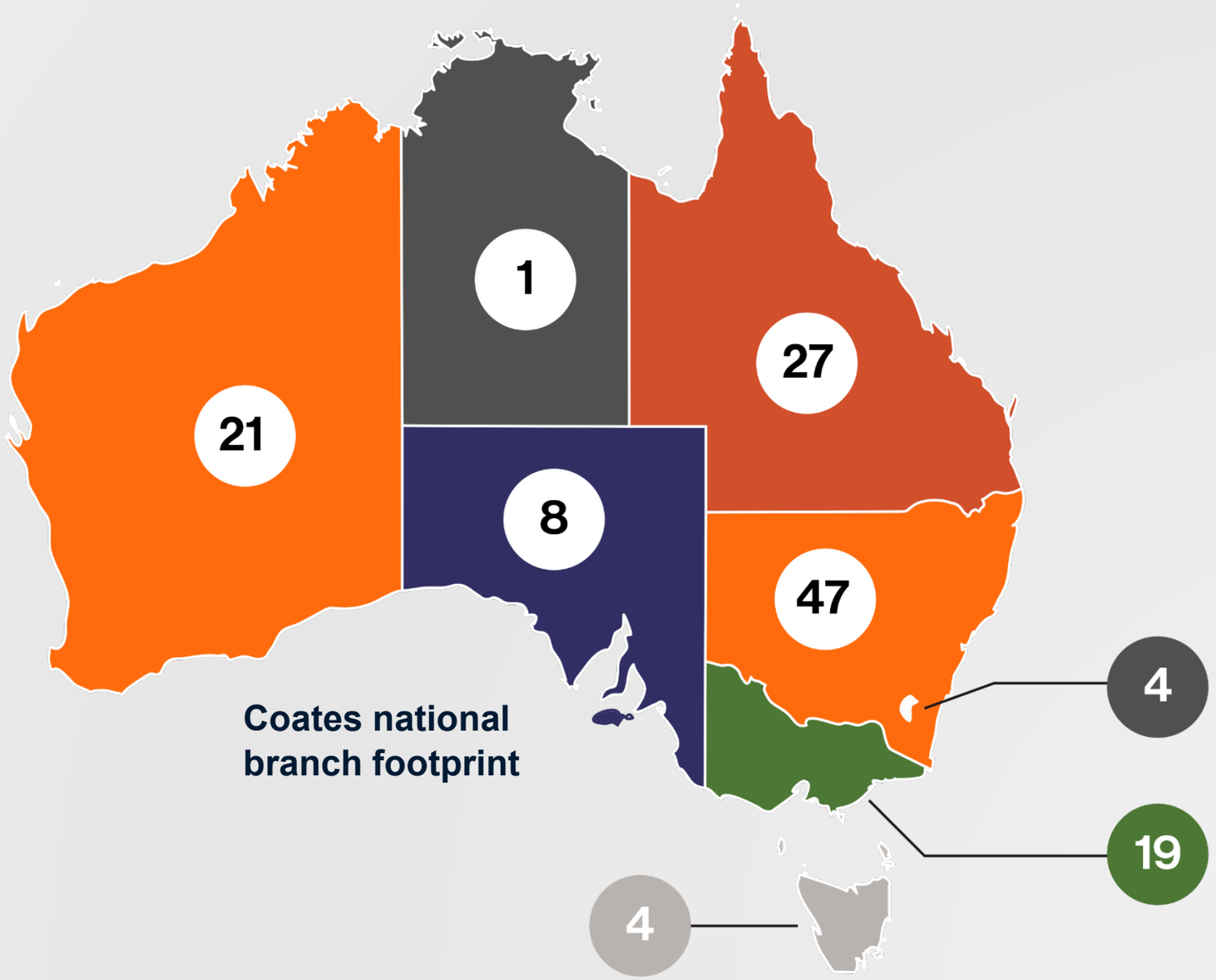
150
branches
nationwide

24/7
field
support

137
years
of operation

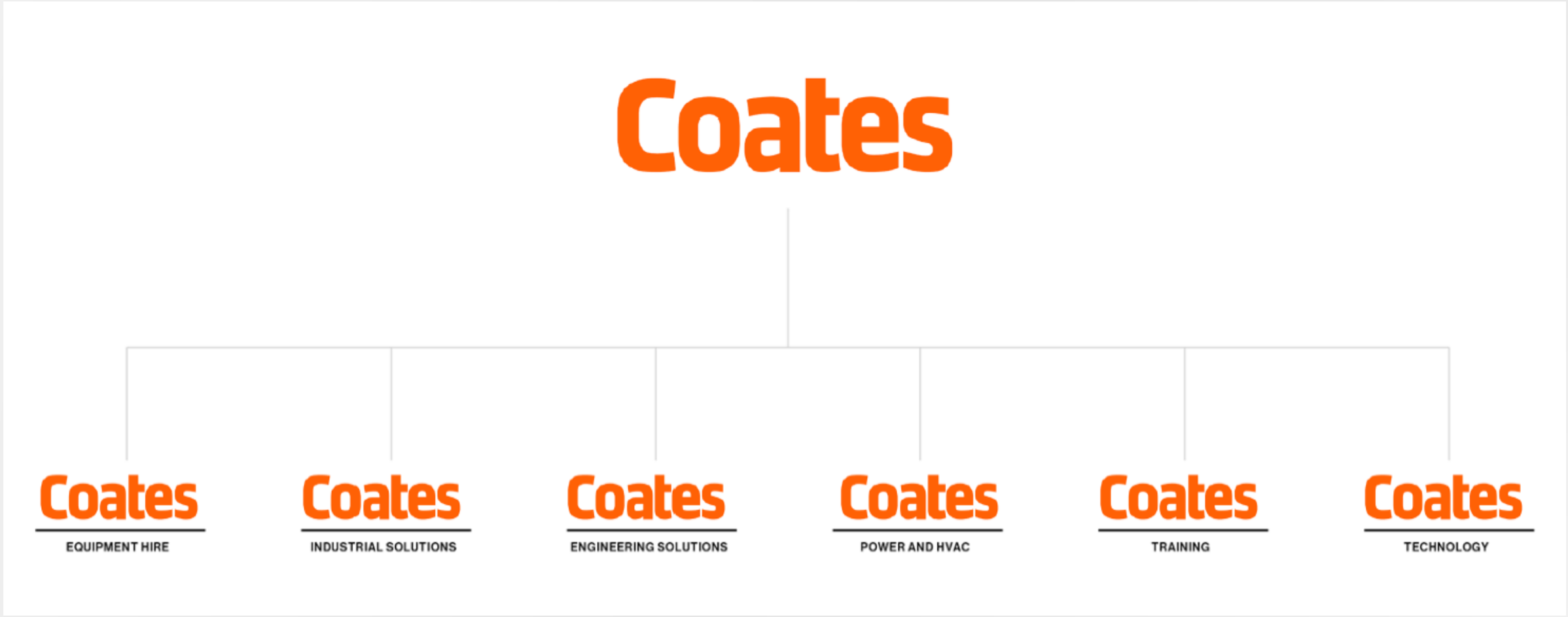
Coates National Footprint

Coates is embedded across Australia



Coates Equipped for anything

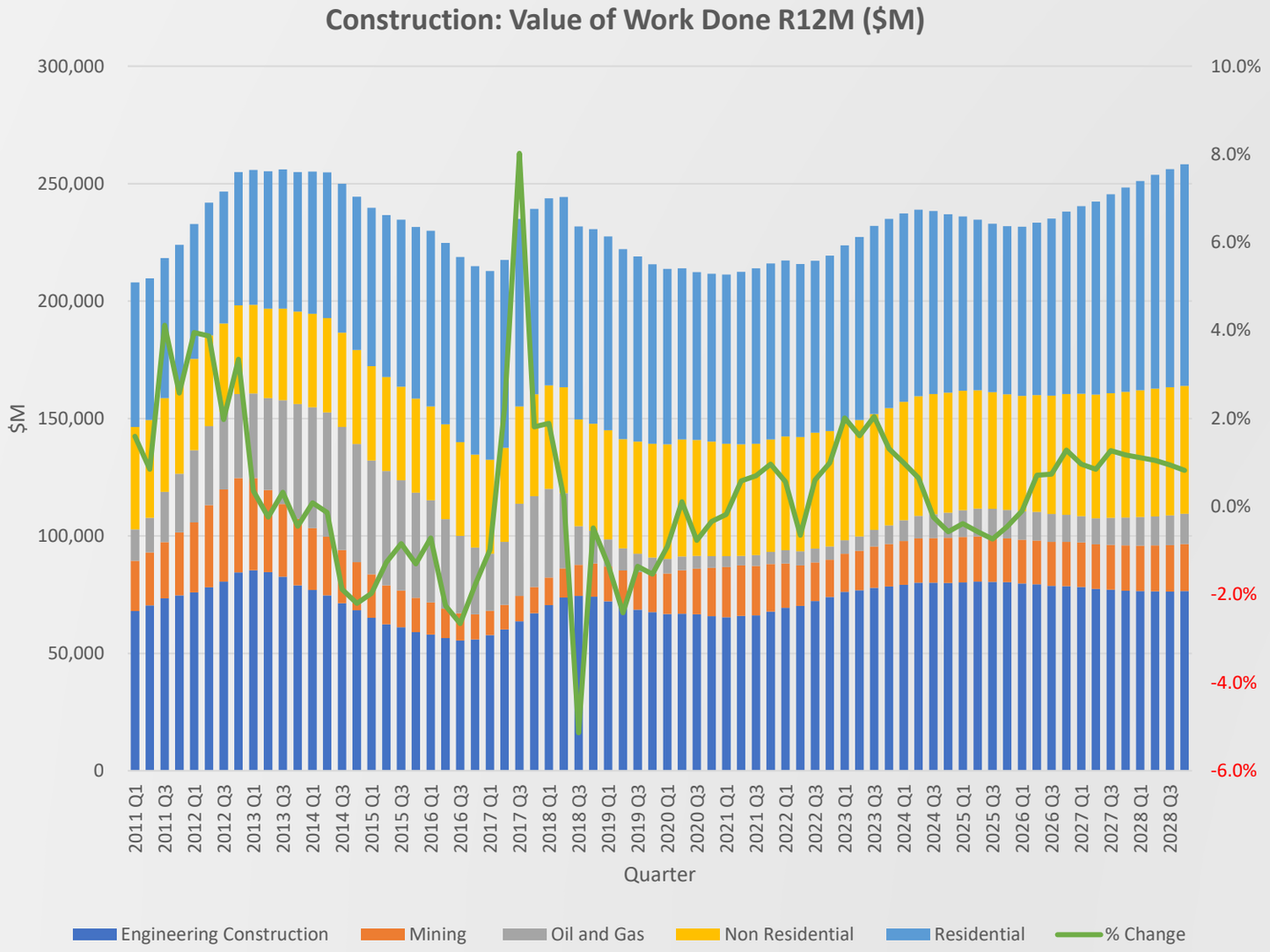
In 2021 Coates rebranded from Coates Hire to Coates. This aligns to our growth strategy and positioning Coates as 'Equipped for anything' delivering end-to-end turnkey equipment solutions



Coates Equipped for anything



Coates Market Trends



Total construction activity expected to expand over the next five years

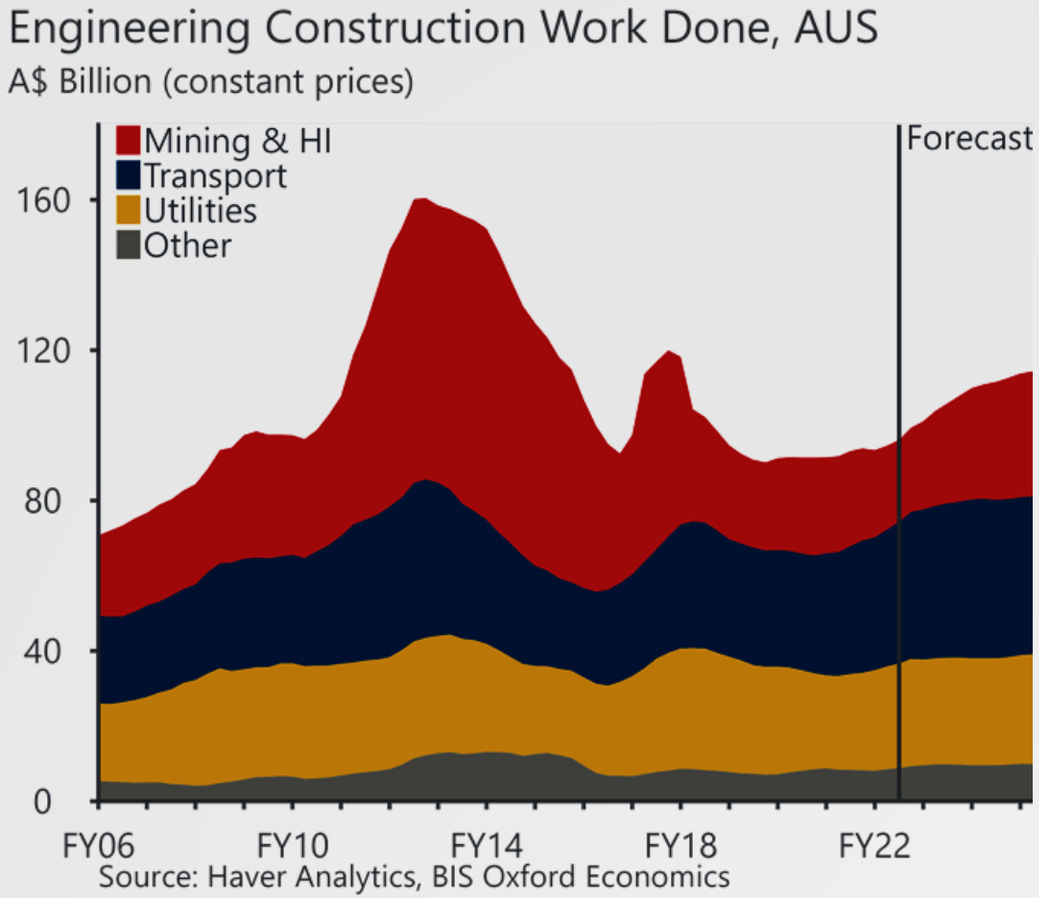
- The overall short to medium term supply side constraints in the economy are expected to extend the growth of construction over an extended period lasting more than five years.
- Infrastructure and construction spend of $1.2 trillion over the 5-year pipeline.
- Driven by continued growth in road and railway infrastructure investment.

Source: BIS Oxford Economics (ABS Underlying - https://www.abs.gov.au/statistics/industry/building-and-construction/construction-work-done-australia-preliminary/latest-release)

Coates Market Trends

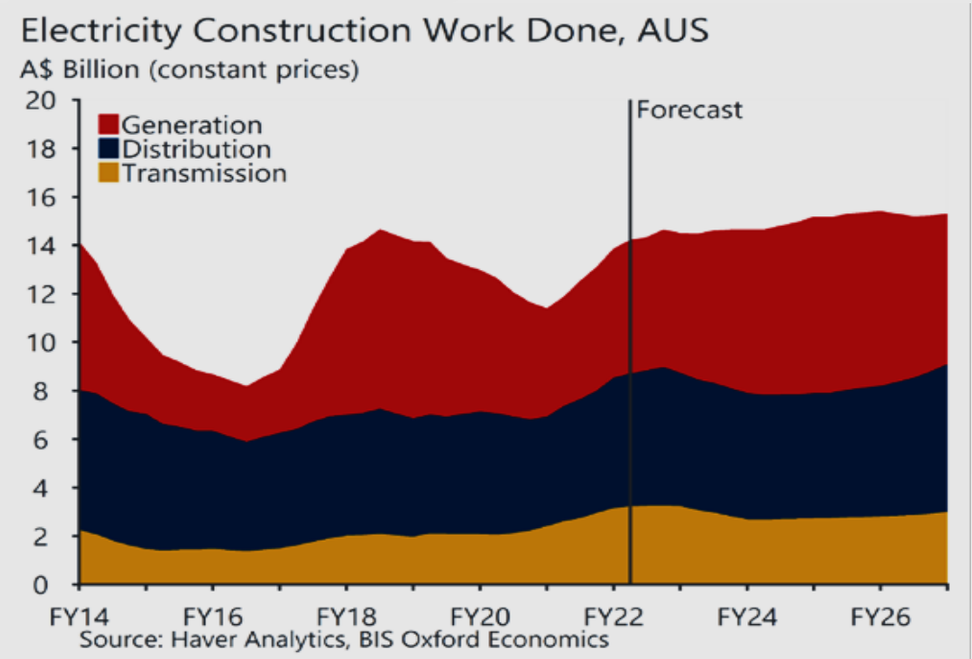
Strong public infrastructure pipeline, with expected project slippage

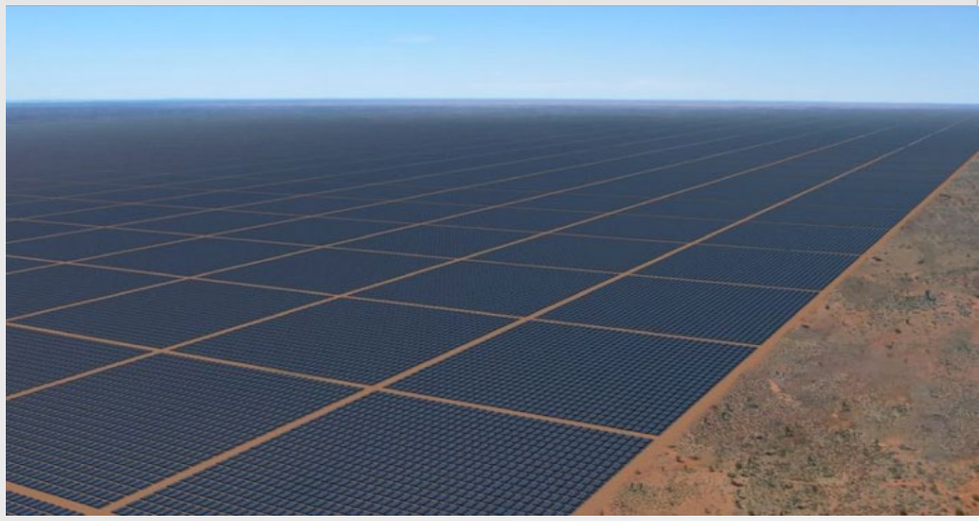
- Five year demand for major public infrastructure has grown more than $15 billion in the last year.
- The transport sector continues to represent the bulk (63%) of major public infrastructure spend.
- Demand for non-labour inputs (i.e. plant, equipment and materials) expected to more than double between FY21 and FY24.
- Expected project timelines to slip due to labour and resource shortages – likely to smooth the peak.



Coates Renewables Pipeline

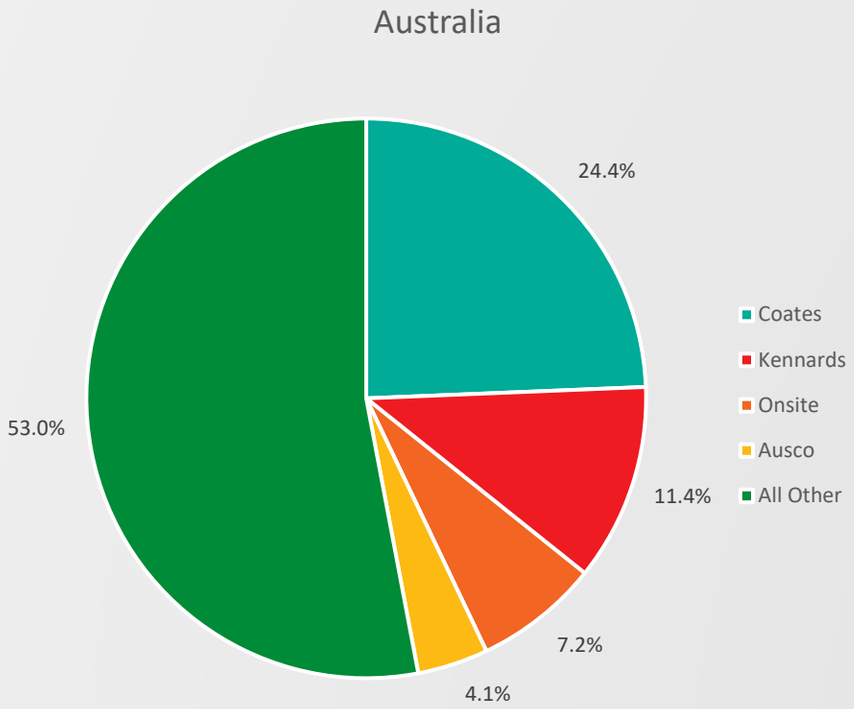
- The Australian energy system is rapidly transitioning to renewable energy sources, creating a $100Bn solar and wind investment associated distribution and transmission opportunity over the next decade.
- Coates is well positioned to benefit from this renewable investment due to its strong regional footprint matching the projects' geographic dispersion.
- Coates' products and services are in high demand throughout the renewable energy projects' construction and maintenance phases.
- The renewable energy surge is driven by various factors, including government commitment to emissions reduction, the closure of coal-fired power stations, and new transmission routes to support renewable energy zones.

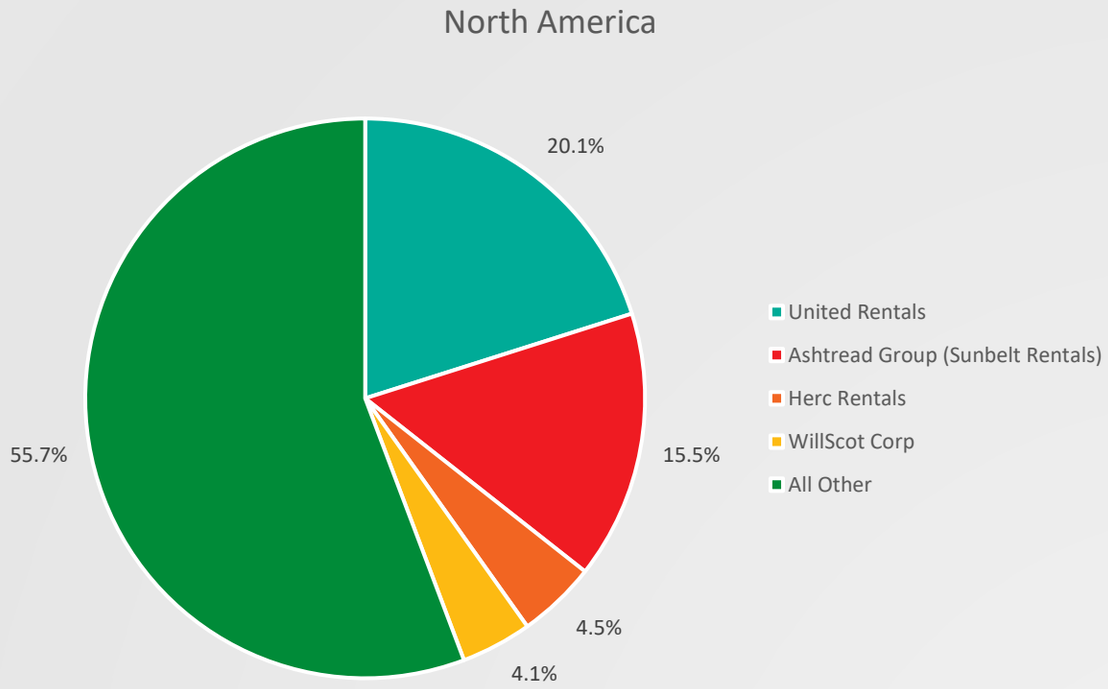




Coates Market Share

Coates leading market share at 24.4% that rivals global best in class





Market estimation

- Coates market share reported against IBISWorld industry report L6631 - Machinery and Scaffolding Rental in Australia.
- *Adjusted* for the removal of Cranes submarket (this segment includes truck-mounted cranes & cherry pickers).
- *Adjusted* for the removal of heavy earthmoving equipment supplier >30 tonne.
- Total revised addressable Market = $4.1 B

Coates Rental Penetration – shift to ‘asset light’

Shift to asset-light construction business models driven by:

- Increased complexity of construction projects has driven demand for specialized assets that are expensive to purchase and maintain
- Over the past 5 years Coates’ asset light customers grew revenue by 25%, increasing the opportunity to further penetrate the asset heavy projects
- Growing emphasis on sustainability and reducing environmental impact
  - Asset-light companies produce less waste and carbon emissions.
- Increases flexibility to adapt to changing markets and technologies
  - Supply chain disruption, IoT, digitization, drone technology, etc
- Coates addressable market spend lifts with asset light thematic
  - North American rental penetration grew from ~40% in 2003 to ~57% in 2019 (American Rental Association). Australia estimated at ~40%.



Coates FY23 Highlights

Growth

- **YOY revenue growth** (>16%) across all geographies.
- **Pricing conformance** (97%)
- Growth **ES** (>15%), **IS** (>10%).
- Establishment of **Power & HVAC Solutions**.
- **Secured $0.9bn debt** in January 2022.

Safety, People and Culture

- Improvement in **safety performance**.
- Delivered **Sales Capability** and Branch Manager programs.
- **Embedded Coates values** through Hire Road program.
- Ongoing implementation of the **Sustainability agenda**.

Differentiated Customer Experience

- Establishment of **National Operations Centre** (NOC).
- Launch and embedding of new **Customer Experience Principles**.
- Commenced **disputes management** program.
- Review and **update of customer complaints** process.

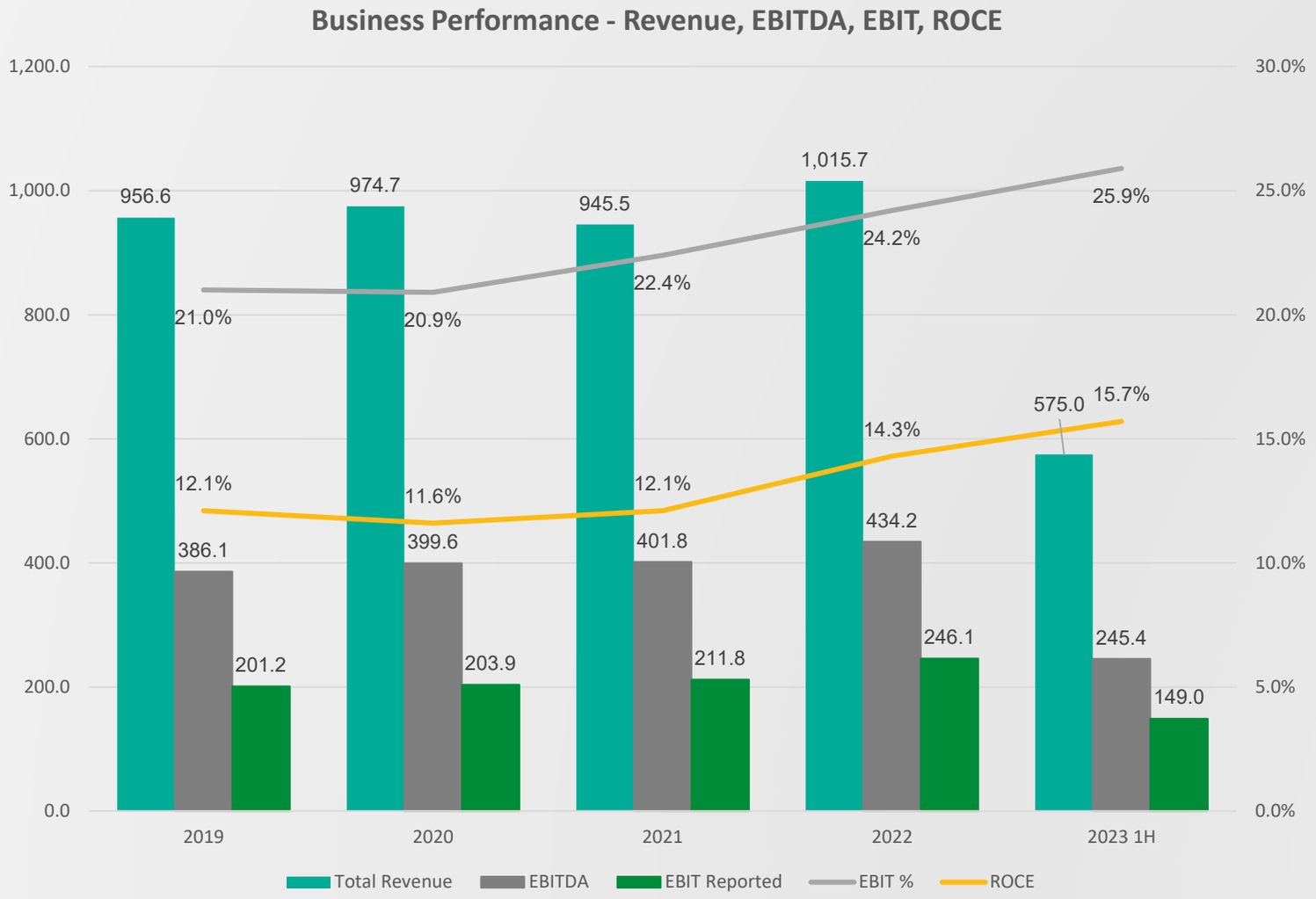
Competitive Operating Model

- Project Equipped with **Hub and Spoke** structures.
- Equipment Maintenance Controller to **improve R&M workflow**.
- **TMS rolled out** across >95% branches.
- **Margin improvement** - leverage of fixed cost base.
- Enhanced **operational disciplines** across the business.

Leading Equipment Solutions

- Fleet expansion by $50m in 1H FY23 (3% growth).
- 7% of fleet have a **greener choices** option
- **Enhancement to investment** processes.
- Inducted an estimated **>$440M equipment** in FY22 / FY23.
- Strong performance in **fleet trading** (>5,000 assets sold).
- **Return on capital** improved through stronger fleet management.

Coates Financial Performance FY19-FY23



- Coates is forecast to exceed its target financial KPIs in FY23.
- Increasing market demand and strong pricing performance is driving YOY revenue and EBIT growth.
- ROCE improvement continues, reflecting increasing margins through operating leverage and fleet utilisation moving above the 60% level across the business.
- Company high historical EBIT margin and ROCE have been achieved in H1 FY23 with further performance improvement targeted for the 5 year planning horizon.

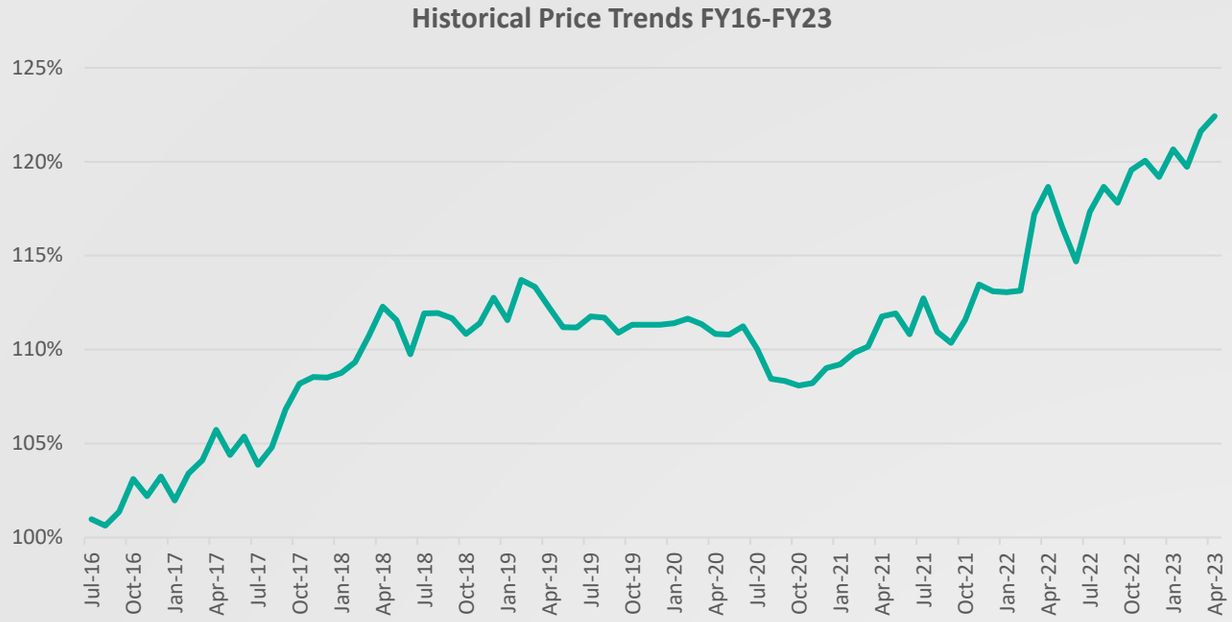
Coates Margin Improvement

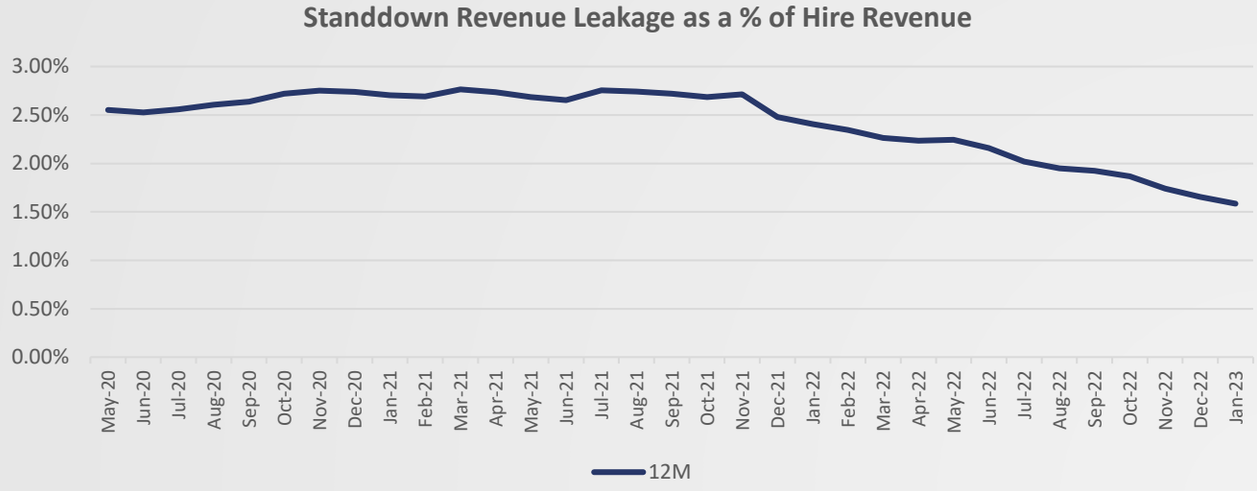
Over 20% Margin improvement in 3 years through

- Price discipline.
- Revenue leakage reduction.
- Operating leverage, including Project Equipped.
- Increased hire duration.

FY24 ongoing focus to improve margin

- Project Equipped and network benefits.
- Transport efficiency.
- Technology driven operations.
- Continued enhancement of operational disciplines.
- Targeting leading practice international margin benchmarks.





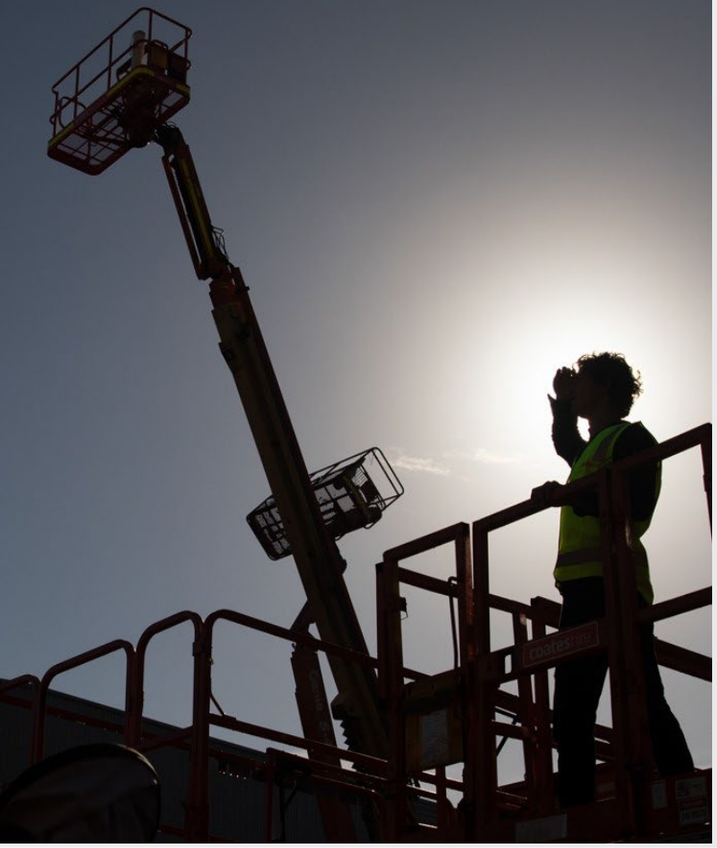
Coates Team24 Strategy

TEAM25

Coates STRATEGY

Coates

“Our vision is to be the market leader in safe, smart and sustainable equipment solutions.”



Growth

- Growing Coates revenues by 2025
- Market penetration: Top-tier, Mid-tier, trades, Bunnings Partnership
- Acceleration of Solutions: ES, IS, Power and HVAC, Training and Adjacencies
- Future focused investment and additional growth through innovation and M&A

Safety, people and culture

- Embed a Safety First culture and accountability
- Bring Coates values to life
- Compelling Employee Value Proposition
- Build frontline capability
- Mature sustainability management

Differentiated customer experience

- Enhance and focus Voice of Customer
- Strengthen customer channels and partnerships
- Single and integrated view of customer
- Embed customer service standards
- Enhance National Operations Centre

Leading equipment solutions

- Enhanced capital asset allocation
- Equipment innovation and technology
- Drive asset utilisation and profitability
- New products and services
- Expand greener choices

Competitive operating model

- Deliver Project Equipped network model
- The Coates Way standardisation
- Enhance organisational structure
- Streamline maintenance model
- Deliver digital transformation
- Efficient and productive transport service

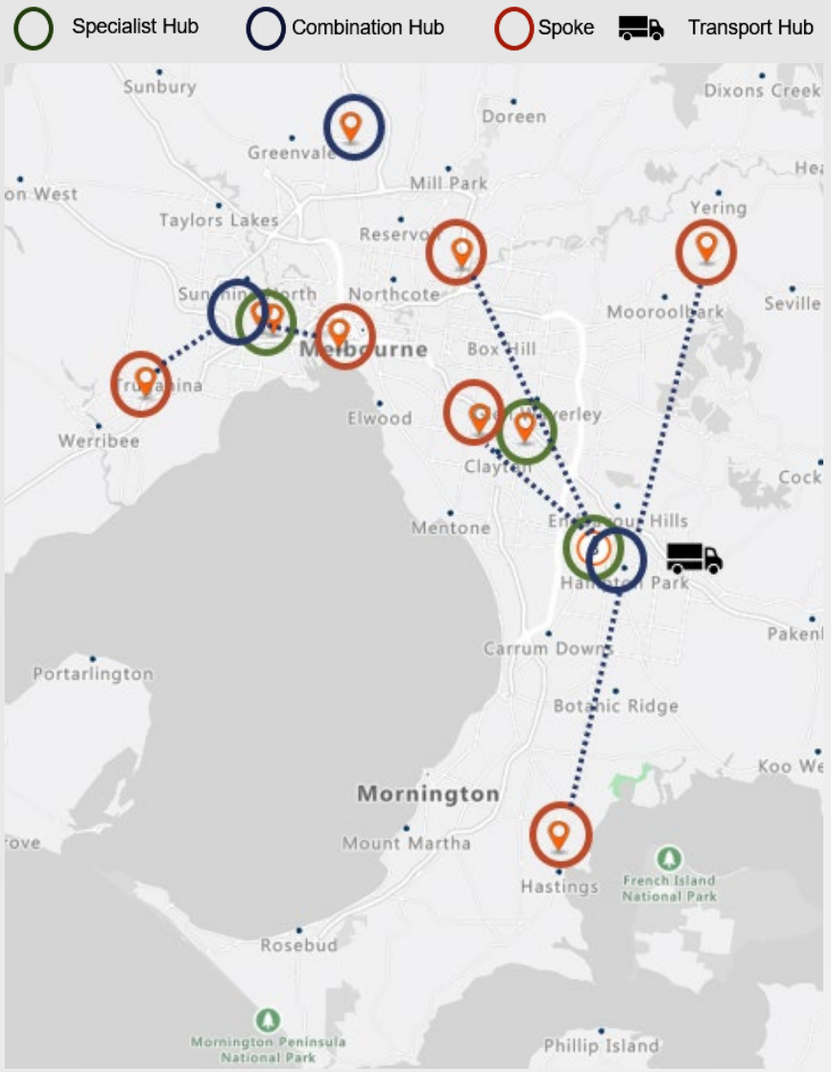
Coates Project Equipped

Project Equipped leveraging benefits of network scale

- Standardisation of systems, processes, customer experience (e.g. hires, stand-downs and delinquent hires; and Repairs and Maintenance).
- Deliver the most competitive range of products at the lowest cost.
- Exploiting the natural strengths of the Coates branch footprint, while minimising cost duplication and internally focused activity.
- Improved customer experience through availability and quality.
- Lift EBITDA margin toward best practice benchmarks.

Progress

- Implementation of a Hub and Spoke model within the metro T&E network underway – 65% complete on establishment of Hubs.
- Centralisation of Inbound calls and administrative functions continues across identified Hubs.
- R&M Hub target state confirmed – planning underway for implementation.
- New Equipment Maintenance Controller (EMC) role in place.
- Establishment of specific property strategy to align future strategic property requirements.



Melbourne metro hubs and spokes

Coates Property Strategy

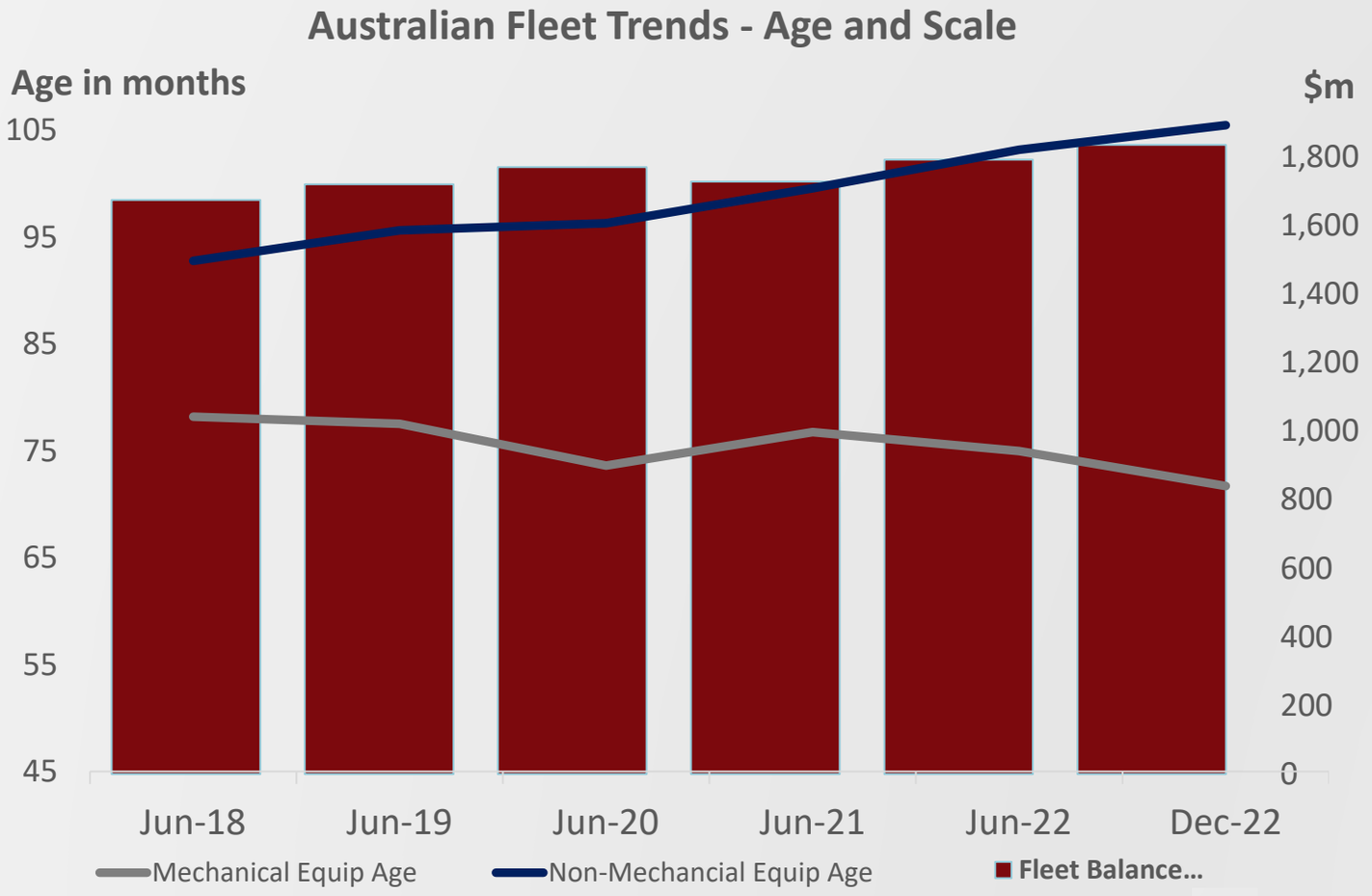


We are focused on embedding a fit-for-purpose network

- Standard property classification across network with common structures.
- Property templates based on standard fleet requirements.
- Investment based on economic value criteria.
- Delivery targeted site consolidation and upgrades.
- Establish third party procurement support, including greenfield investment.
- Consistent branding and experience.

Location type	Property strategy
Specialist Hubs	In major markets based on Top-tier demand and specialist skills
Combination Hubs	Combine specialist and T&E products, mechanical repair centres, fleet managers and customer service
Spokes	Localised outlet supporting customer pick-up and facilitation of services

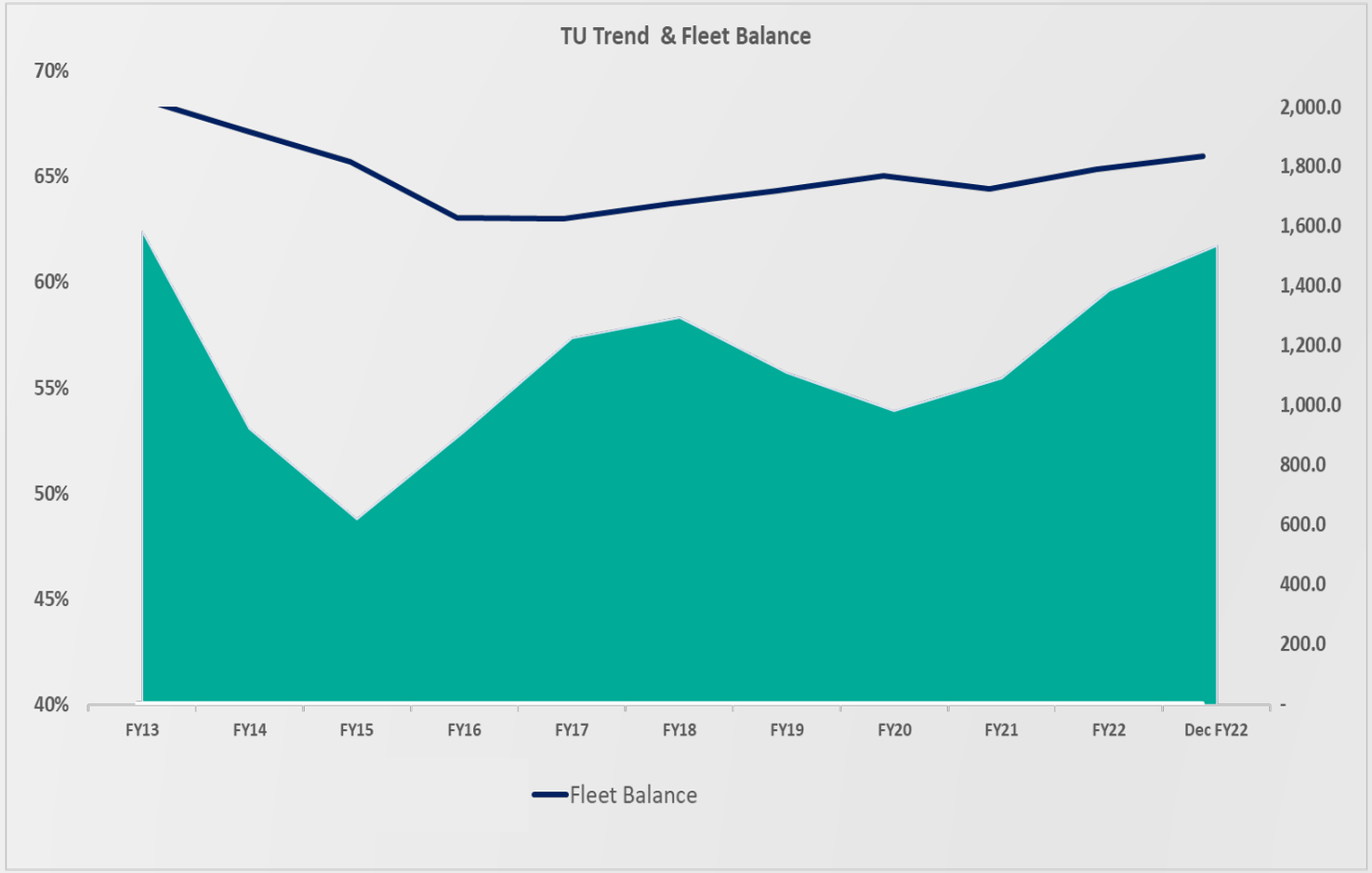
Coates Fleet



Growing fleet and reducing age

- Our fleet strategy focuses on continual improvement in the quality, availability, and utilisation of the fleet across an optimised footprint of branch assets.
- Maximise ROCE and futureproof the economic sustainability of the enterprise.
- The planned investment profile in the Coates fleet will deliver a reduction in the average age with an initial focus on mechanical assets.
- In FY23 Mechanical fleet age has decreased by 7%; while an older fleet of non-mechanical equipment is a manageable scenario in a period of solid market growth.
- There has been strong Fleet growth in H1 with $130M of fleet inducted.
- We will continue to make targeted disposal decisions to ultimately grow fleet in H2.

Coates Fleet Performance



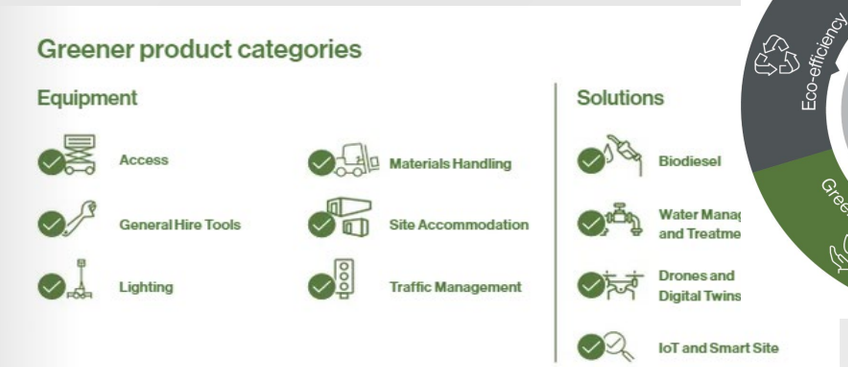
Maximising Coates operating leverage

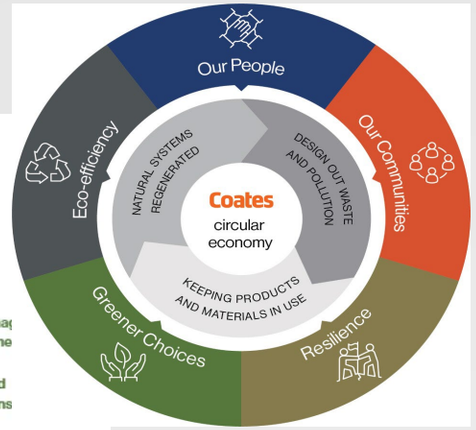
- We have challenged and moved beyond historical perceived TU operating limit of 60% with the strategy targeting and achieving >61.7%.
- Our strategic initiatives (e.g. Project Equipped, property, R&M, Category management, etc) focus on maintaining TU threshold >60%.
- Project Equipped refines Coates operating model and increases the capacity for leveraging fleet.
- The project will also centralise data driven decision making on high value fleet categories
- Adopt a regional approach to fleet management guiding smaller branch activity.

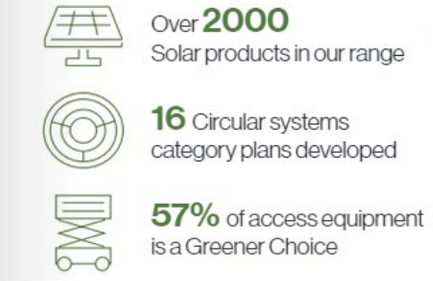
Coates Greener Choices

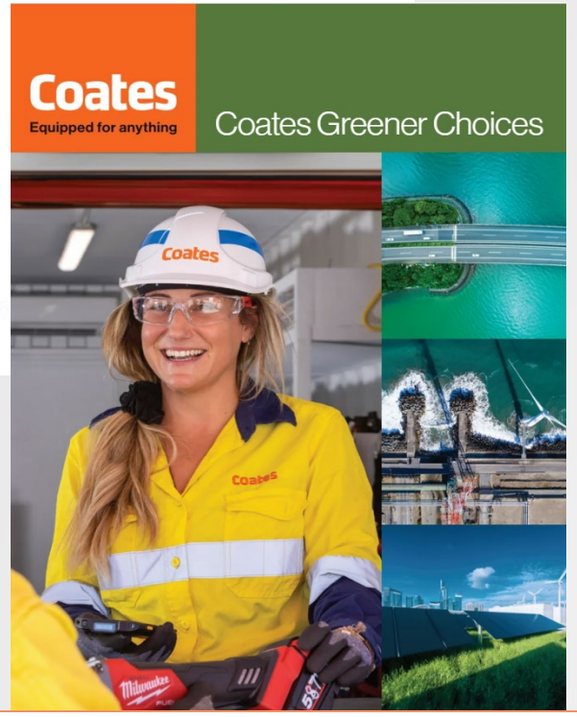
Coates Greener Choices offers customers tangible opportunities to reduce emissions, improve efficiencies and commit to best practice environmental sustainability standards.

- Customers increasingly look to us for solutions that support their sustainability objectives.
- Our Greener Choices Catalogue showcases our full range of greener hire and solutions offering benefits such as reduced energy use, lower emissions and reduced noise impacts on site.
- Greener Choices equipment are approximately 7% of the Coates full fleet. Applicable equipment categories include:
  - Hybrid, Battery Electric, Solar
  - Low emissions engines: USA Tier 4 Final / EU stage 4, EU stage V.
  - Portable buildings: Responsible Construction Leadership Group (RCLG) alignment.









Coates Our Solutions



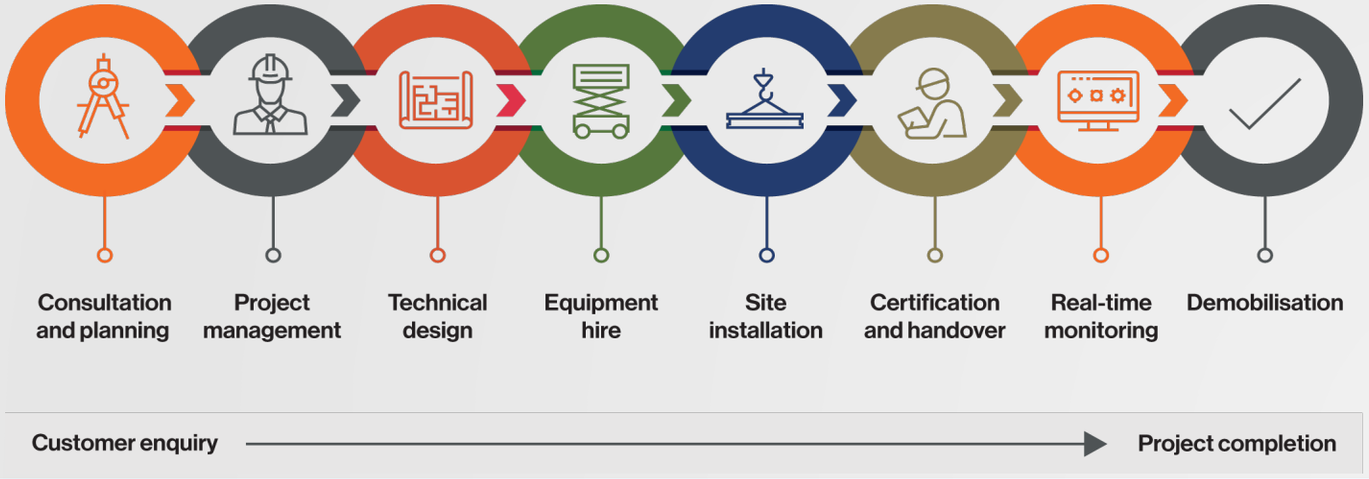
- FY21 Coates launched Team25 strategy - acceleration of solutions:
  - Accelerate and scale Engineering Solutions.
  - Scale and deeper penetration of Industrial Solutions.
  - Develop and grow Power & HVAC specialist services.
  - RTO (Training) is also seen as an important solution offering.
- Rationale – mitigates cyclical risk of Engineering Infrastructure market; higher margins and less asset intensive.
- Rebranded from ‘Coates Hire’ to ‘Coates’ – key enabler.
- Strong performance of Engineering Solutions and Industrial Solutions, PHVAC established, Training impacted by COVID on growth path.
- Significant opportunity to take share of addressable market.
- Focused on growth – organic and M&A; expand solutions adjacent offerings.

Coates Engineering Solutions



Specialists in above and below ground temporary works

- Highly experienced national team – 40+ Engineers (Civil, Structural, Chemical, Geotechnical, including Chartered), Product Specialists, Project Managers and Installation Managers.
- Industry-leading equipment – including proprietary propping and hydraulic shoring solutions, modular systems and 24/7 remote monitoring via telemetry.
- Investment in Intellectual Property – including R&D partnerships with Monash University & UTS Tech Lab.



Coates Industrial Solutions

Experts in optimising shutdowns, maintenance and asset management

- Highly experienced national team – Shutdown Managers, Product Specialists, Project Managers, Tool Store Controllers and Mechanics.
- Deep industry expertise – Mining, Metals, Oil & Gas, Government & Infrastructure, Construction, Power, Ports & Shipyards, Rail, Heavy & Light Manufacturing, Chemicals, Pulp & Paper.
- 24/7 tool store management – flexible options, powered by proprietary SiteIQ asset management system.
- Industry-leading technologies – smarter asset management via SiteIQ, Smart Site, telemetry and drones.



Coates Industrial Solutions



Video: Coates Industrial Solutions



Automated and unmanned toolstores

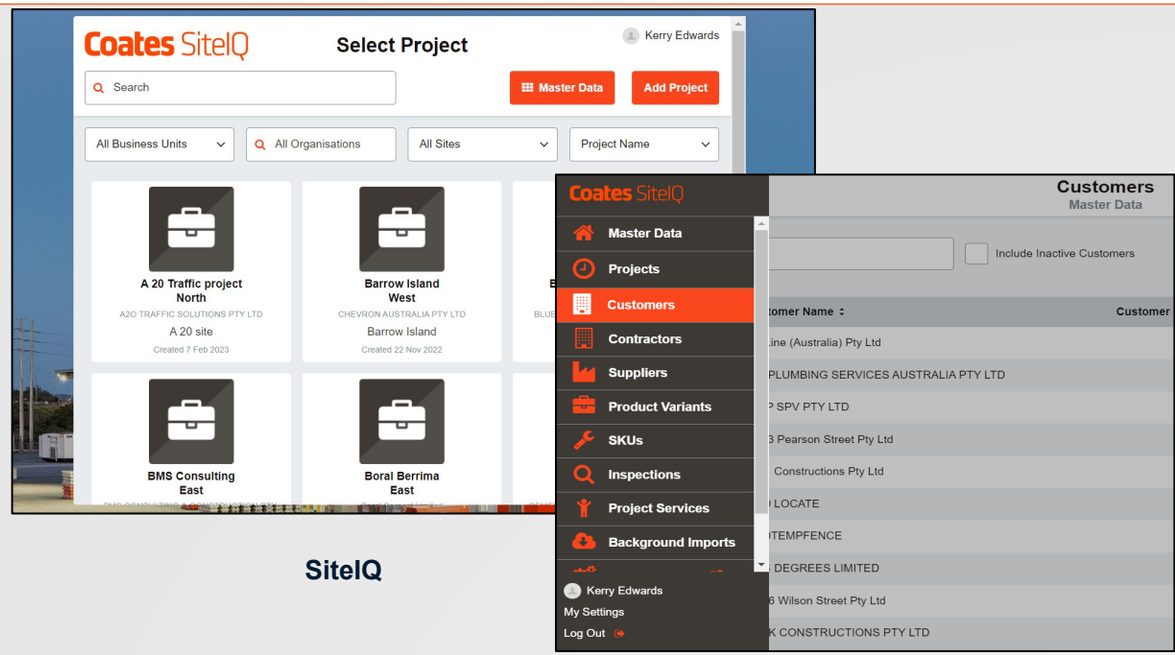




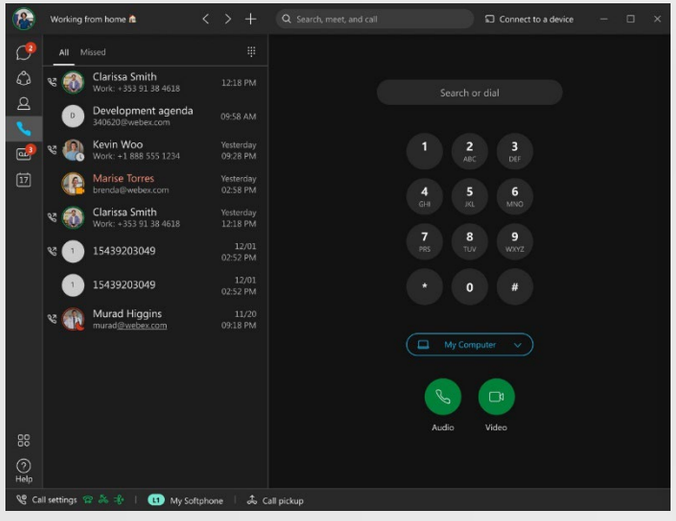
Coates Digital Enhancements and Roadmap

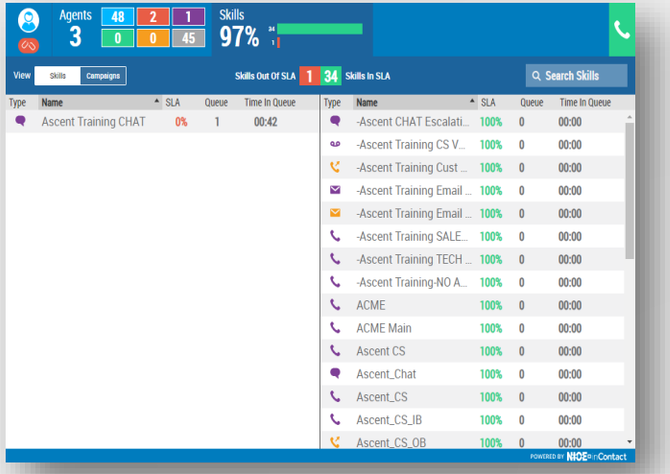
Digital enablement is key to providing a competitive edge. Further focus, resourcing, and investment in the digital program will support the business to deliver its strategic program.

- CRM Cloud Migration
- IoT / Telematics
- Towards omni-channel and e-commerce
- Data and analytics strategy
- Site IQ
- Contact Centre & Webex Telephony
- DIFOT : Phase 1 Customer Notification (sms)



SiteIQ





Contact centre & Webex Telephony

Coates Summary



- FY23 strong performance and growth.
- FY24 Team25 Strategy focused on growth and ongoing margin improvement.
- Strong market outlook across our markets.
- Coates continues to focus on Growth - market penetration; the acceleration of our solutions offerings; forward-looking capital management plan, innovation and M&A.
- Drive continuous improvement: Safety; People and Culture; Differentiated Customer Experience; Competitive Operating Model; and Leading Equipment Solutions.
- Significant plan transformation of our network and property footprint.

Investor Day Presentation
Business Unit Presentations - Boral

Vik Bansal







SGH | Industrial Services, Media, Energy and Investments

Boral – Business Update

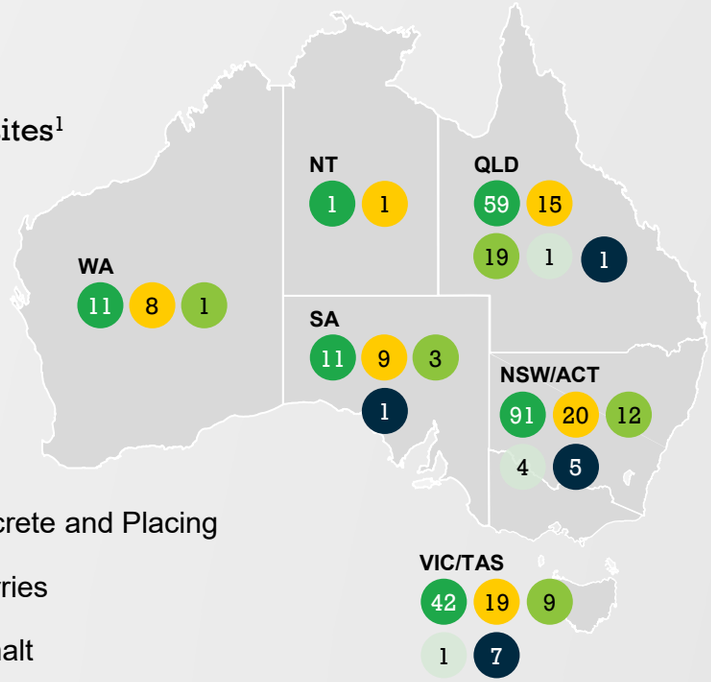


SGH | Industrial Services, Media, Energy and Investments

Our Business – scale, scope, footprint

Australia's largest integrated construction materials company

361
operating sites[1]



- 215 Concrete and Placing
- 72 Quarries
- 44 Asphalt
- 6 Cement
- 14 Recycling

4,723
employees[2]

~4,300
contractors

~3,500
heavy road vehicles

~14,000
customers

Property:
Maximising value creation from our surplus property assets

~30
surplus property assets

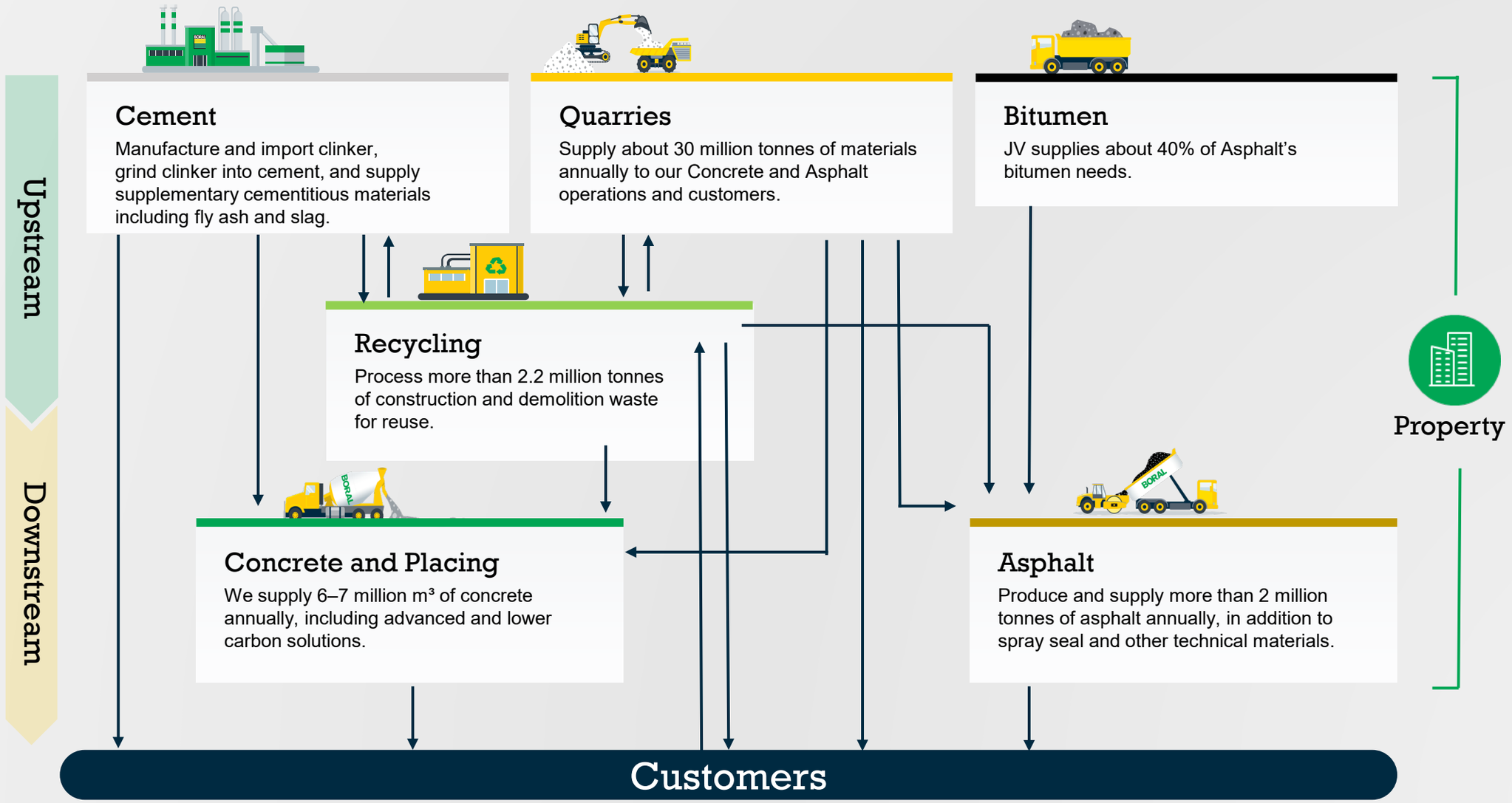
Totalling
~3,800
hectares

Major surplus properties include:
- Donnybrook, Vic
- Scoresby, Vic
- Waurn Ponds, Vic
- Western Sydney Lakes, NSW[4]

1. Operating sites include transport, fly ash, and research and development sites as at 31 December 2022
2. Full-time equivalent from continuing operations
3. Refer to footnote 1 on slide 26
4. 40% owned in joint venture with Holcim and Hanson (Penrith Lakes)

Our Business – integrated network

Valuable upstream and downstream operations with market leadership positions

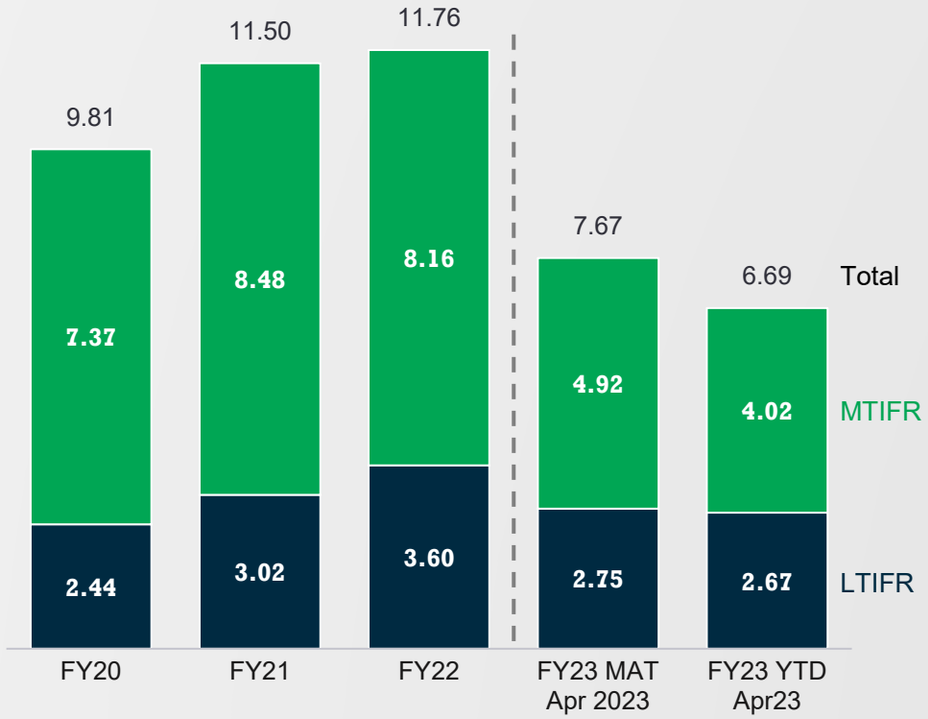


Performance Overview - safety

Safety performance shows improvement, significant work remains to deliver best in class performance

Safety performance

Total recordable injury frequency rate (TRIFR)*



Safety focus

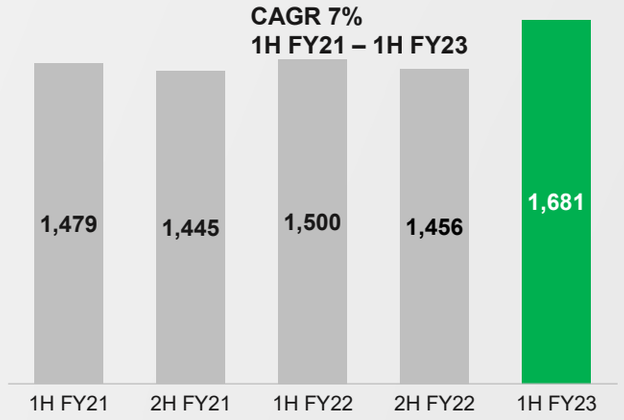
- Zero Harm is our goal. TRIFR moving annual total (MAT) of 7.67 is a ~35% improvement on FY22. Whilst April YTD TRIFR of 6.69 reflects improved performance, significant work remains to deliver best in class performance.
- The safety of our people is our highest priority. Safety performance remains a key performance indicator for executives. Safety provides an lead indicator for broader leadership and employee engagement.
- The key safety initiatives include:
  - Expanding employee engagement, critical to achieving sustainable improvements in safety outcomes
  - Launching our “Life Saving Rules”
  - Visible leadership through setting the standards and safety walks
  - Ensuring we have Leader accountability
  - Engaging in “Stop for Safety” toolbox talks

* Per million hours worked for employees and contractors in controlled businesses

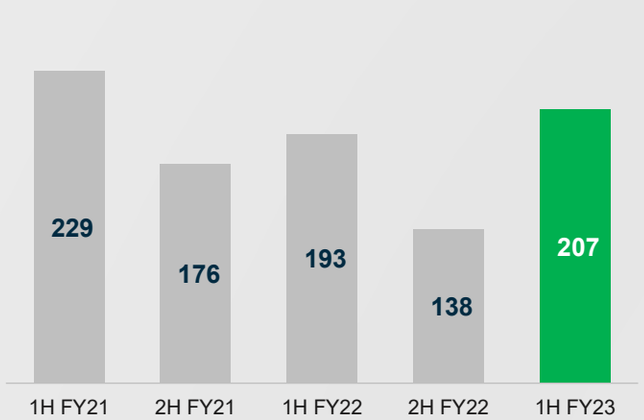
Performance Overview – financial trends

All key financial metric trends have improved half-on-half for FY23

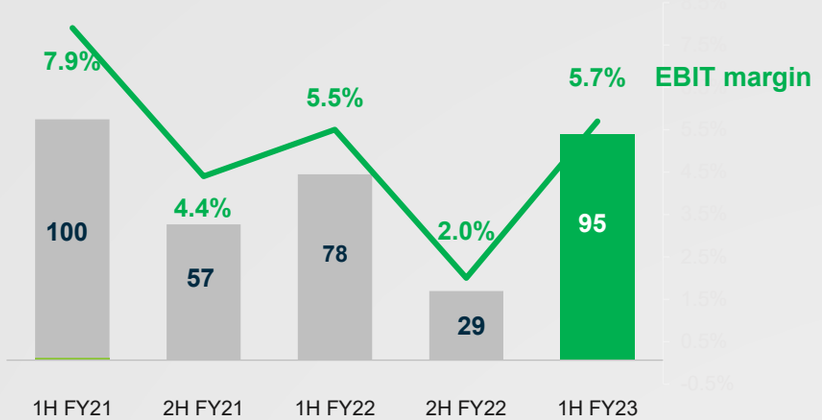
Net revenue ($m)



EBITDA[1] ($m)



EBIT and EBIT margin ($m and %)



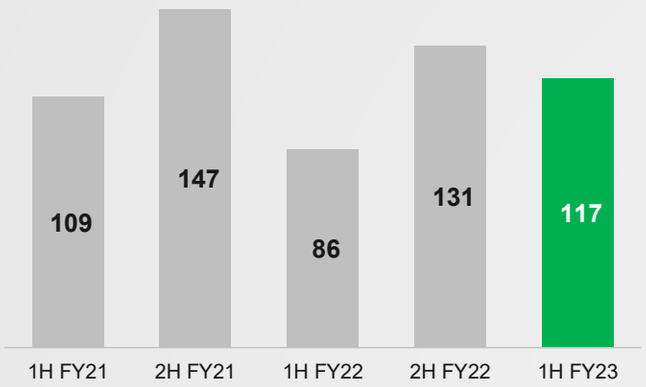
NPAT[1] ($m)



Earnings per share[1] (cents)



Operating cash flow ($m)

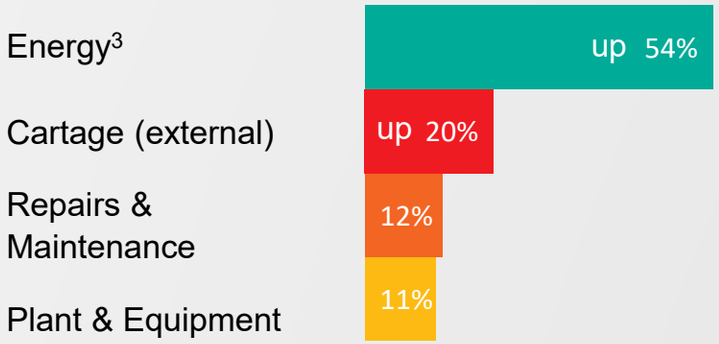


CAGR calculated from FY21 to 1H FY23
Prior years restated to reflect continuing operations
1. Excluding Significant Items

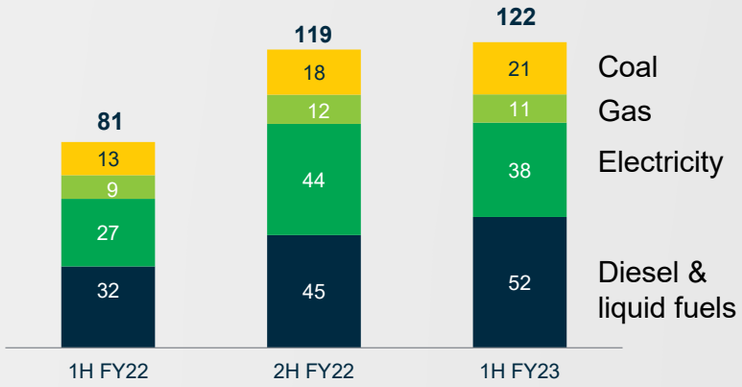
Performance Overview – volume, price & costs

Pricing has gained some traction, volumes are growing but inflation remains a challenge

Key direct costs increases
(1H FY23 vs. 1H FY22)



Energy costs ($m unhedged)



Volume, price & costs

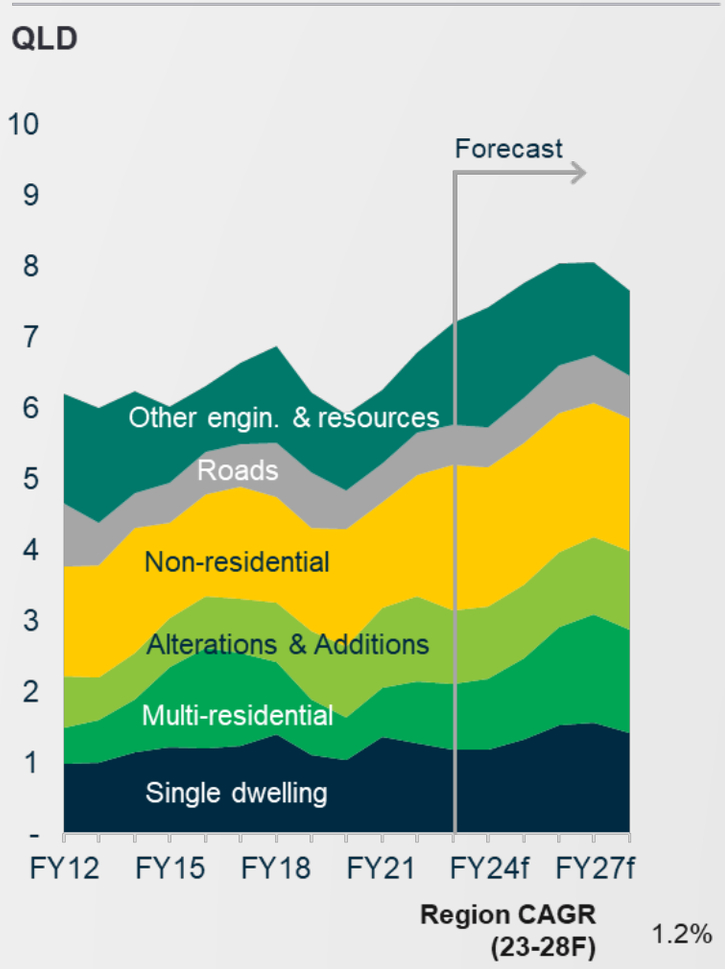
- Growth in **volume**[2], up by more than 4% compared to 1H FY22
- Average sales **price**[1] higher across all regions and products with varying degrees of traction
- **Costs** continue to increase with several drivers across key categories
  - Energy costs up $40 million compared to 1H FY22, including hedging benefits in both periods
  - Raw material price inflation continues to flow through as domestic and international supply contracts are re-negotiated
  - Cartage costs continue to rise with industry wide driver/truck shortages and competition from outside industry (e.g. grain haulage)
  - Repair & maintenance (R&M) costs are exceeding prior year due to contractor shortages and replacement part price increases
- Total direct **costs** remain high - continued focus on cost discipline, alongside price traction, is required if we are to achieve our goal of margin expansion

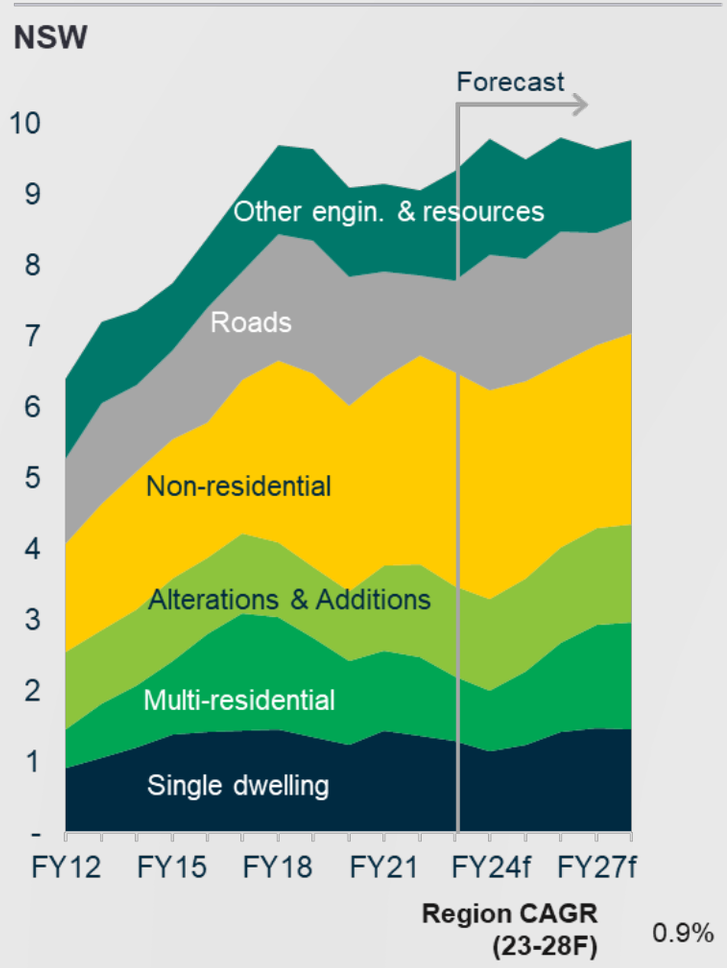
1. For external and internal sales including wholesale cement but excluding Sunstate JV
2. Volume reflects total delivered volume for internal and external sales for Concrete, Quarries and Cement (excluding Sunstate JV) compared to 1H FY22
3. Energy includes Diesel and liquid fuels, Electricity, Gas and Coal inclusive of hedging benefits

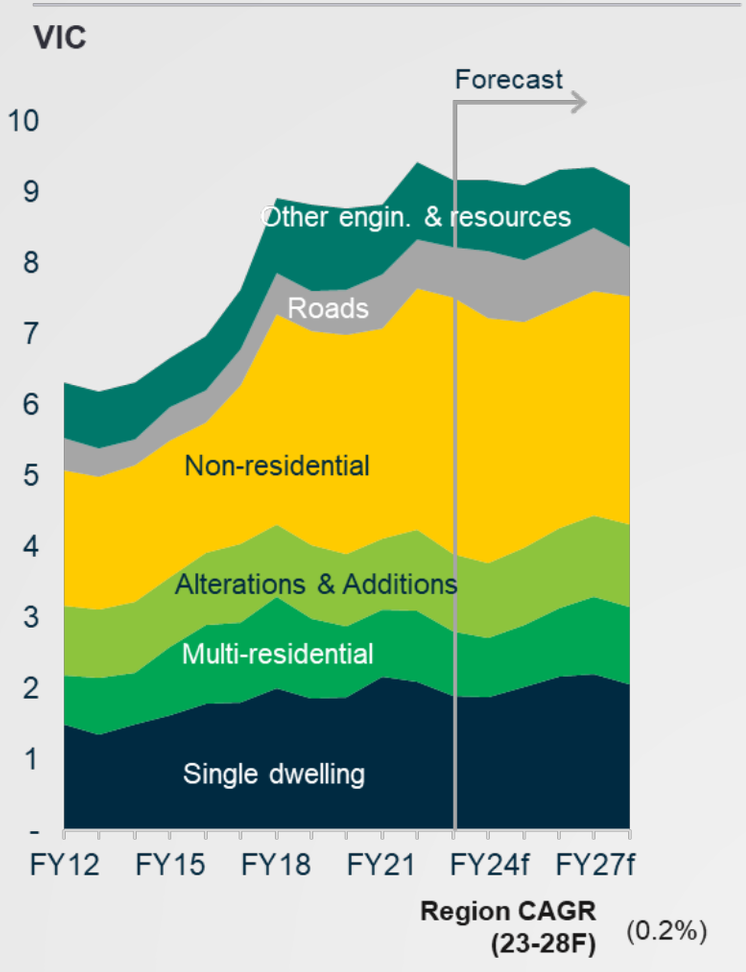
Demand Outlook – concrete by segment

Demand forecast to remain steady levels in line with long-run concrete volumes

Concrete demand forecast by segment east coast 2012 – 2028f (cubic metres; millions)







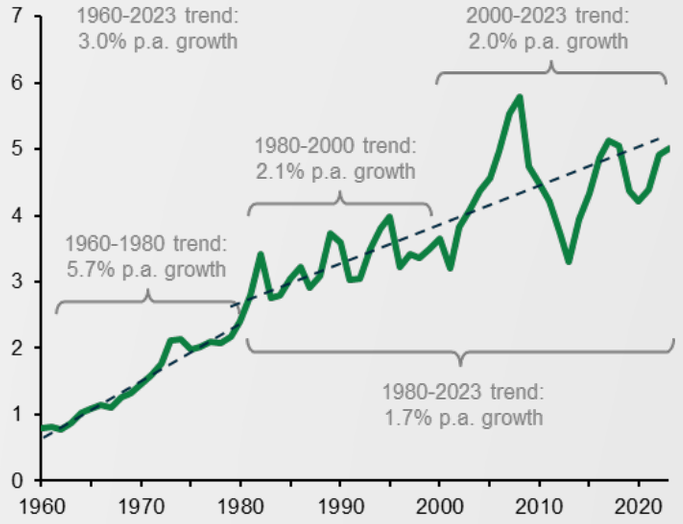
1 Macromonitor, Construction Materials forecast, March 2023
2. CAGR = Compound annual growth rate

Demand Outlook - long-run concrete volumes

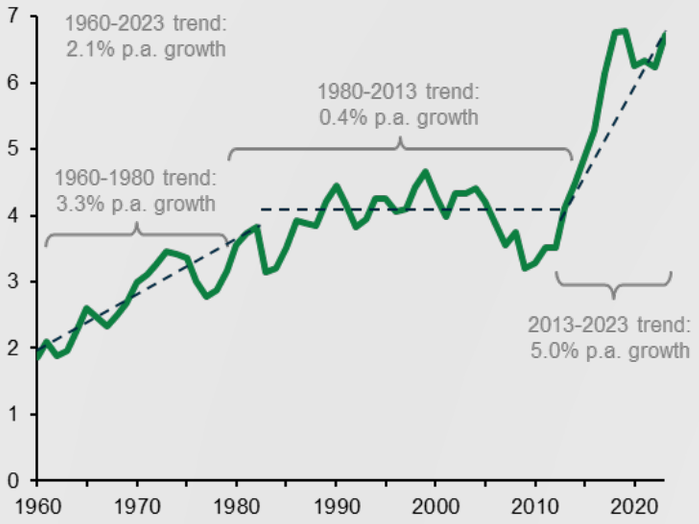
The long-run concrete demand annual growth rate is over 2% for key east coast metropolitan regions

Long Run East Coast Metro Region Concrete Volume Growth, 1960 to 2023e (million cubic metres*)

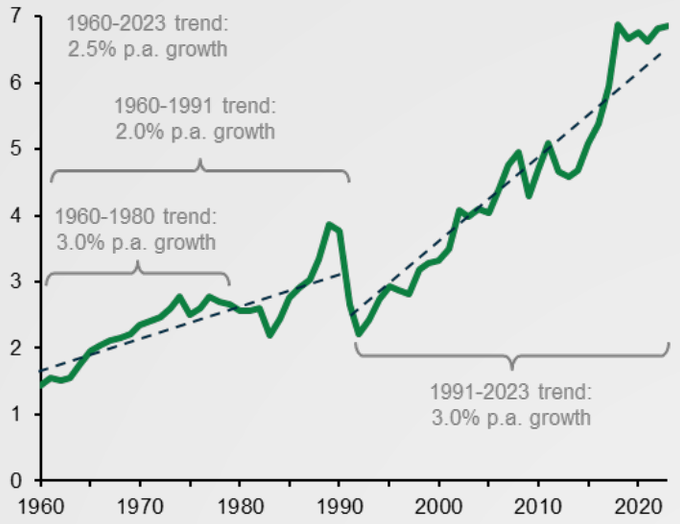
SEQ



SYDNEY



MELBOURNE



* calendar year-end; pre-1998, concrete volume is estimated using the rate of change of long-run cement data

PEMAF Pillars

We are establishing business cadence with focus and discipline on People, Environment, Markets, Assets and Financials to deliver the outcomes





Simplification and Standardisation

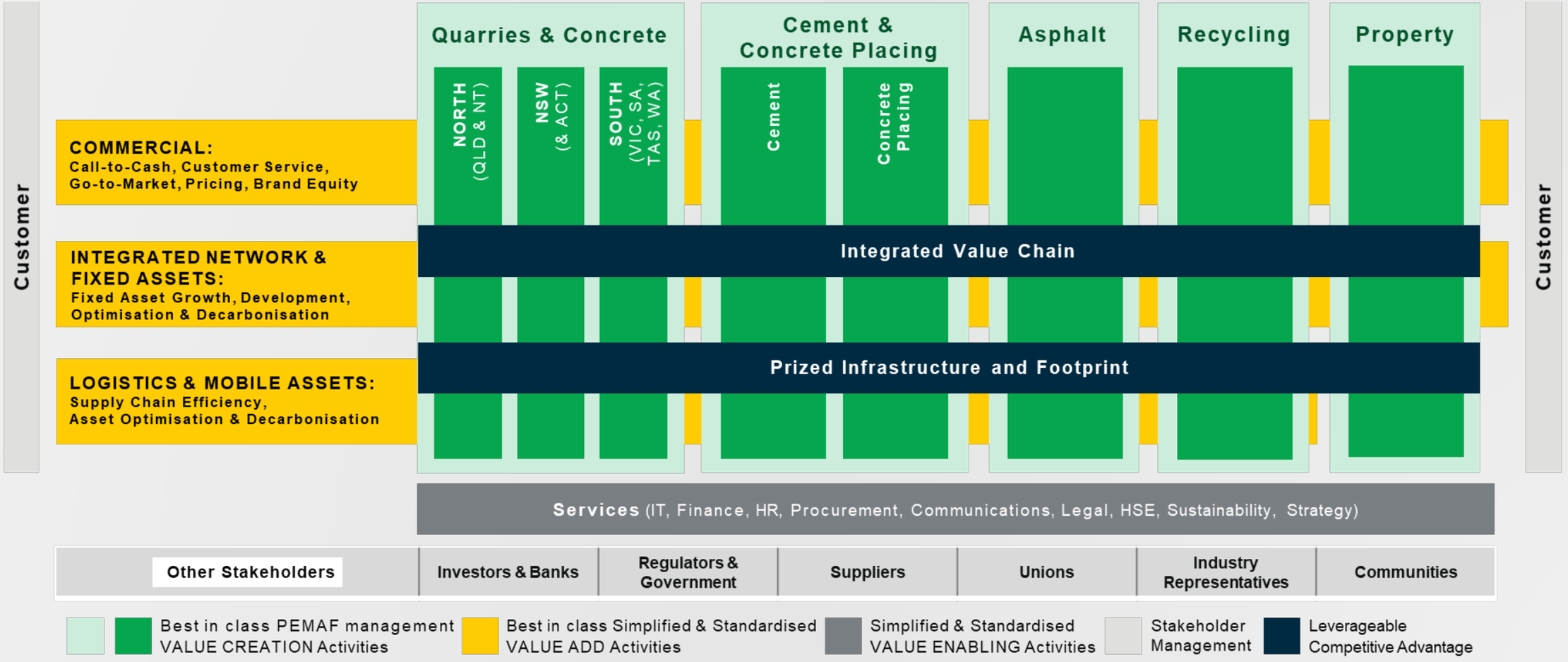




Financial, commercial and operational rigour

People - new operating model

We are implementing a new decentralised but standardised, aligned and accountable operating model, where we create, add and enable value

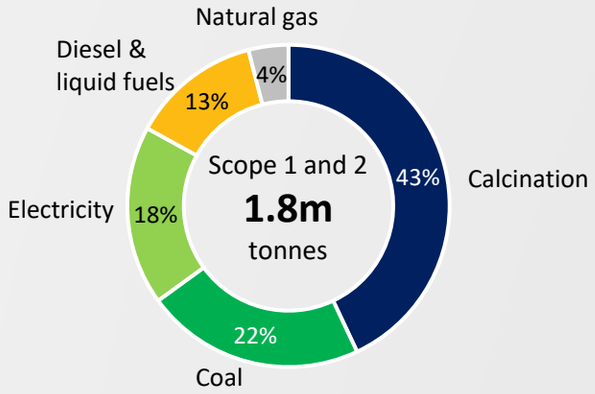


Environment - decarbonisation

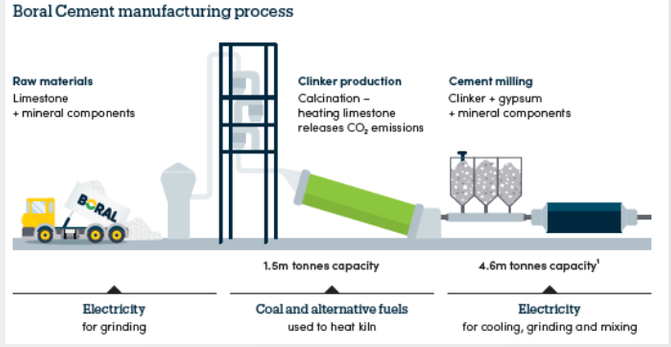
We have identified the key initiatives to deliver our 2025 emissions target

Our emissions…

FY2019 baseline CO_2-e emissions

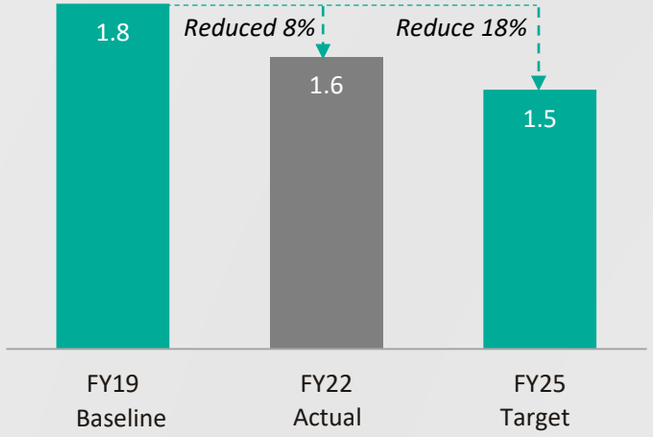


Cement manufacturing process has a substantial carbon footprint – calcination… coal… electricity



Our 2025 target…

Scope 1 and 2 targets for 2025 (emissions millions tonnes)



Our key initiatives…

Key initiatives to deliver our 2025 target:

Alternative fuels:
- Expand use of alternative kiln fuels
- Upgrade Berrima cement operation for increased fuel use

Lower carbon concrete:
- Increase penetration and adoption of lower carbon concrete as a % of sales
- Increase use of supplementary cementitious materials

Renewable energy and energy efficiency:
- Transition power supply to renewable sources
- Implement targeted energy efficiency programs

Transport:
- Implement initiatives to optimise our supply chain e.g. Auto Allocations

Markets – improve the customer experience

We are working to create a simple, streamlined and standard process for the customer

SEARCH & EVALUATE → **ORDER** → **RECEIVE** → **PAY**

- Easier contact options
- Faster quotations
- Broader product information online
- Contact centre engagement on jobsite and product requirements

- Simplify online ordering
- Ability to view and change orders
- Review of time slot availability
- Proactive notification to changes

- Ability to track my truck
- Simplify delivery and docket queries
- Addition of real time surcharges
- Online docket and testing data

- Easy access to account status
- Increase customer data integration
- Refine disputed invoice process









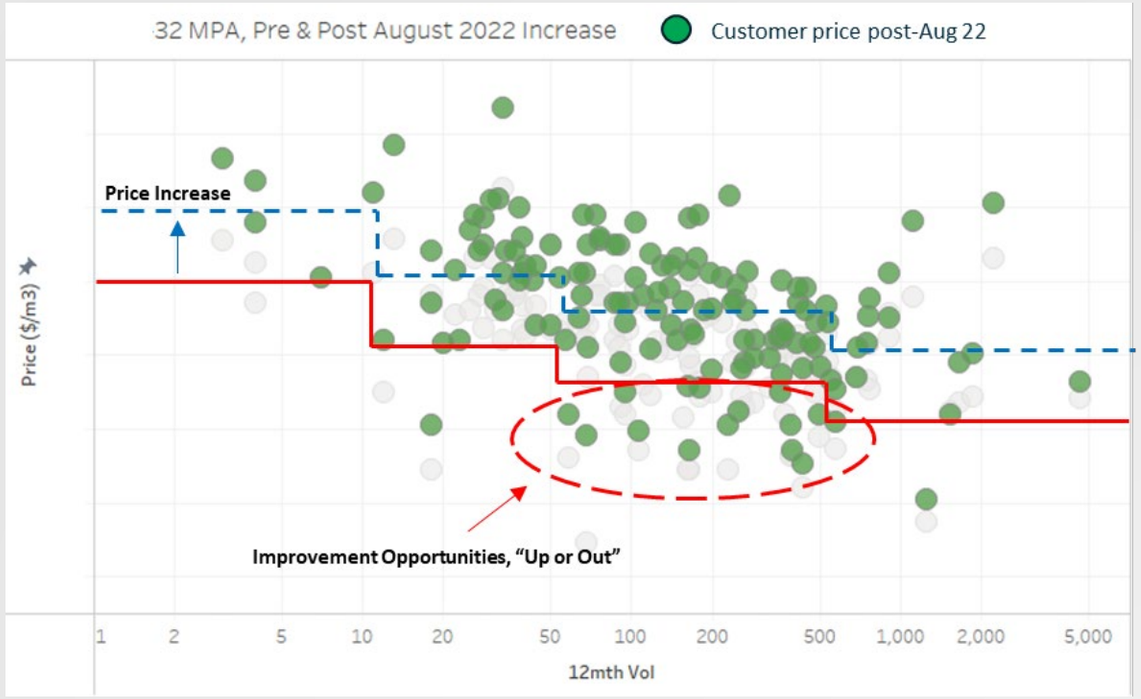
Markets – building commercial rigour

Standardise and simplify pricing with improved pricing disciplines will optimise outcomes

Commercial focus

- Building the commercial discipline and rigor across the business:
  - volume and price focus across all regions and product lines
  - focus on price realisation rather than just cost recovery
- Refining pricing architecture and tools to ensure pricing calibration and optimisation
- Reviewing customer pricing agreements including price duration and escalation provisions
- Developing monitoring and compliance tracking processes for underlying pricing and increases
- Relentlessly focusing on standardisation

Pricing discipline



Markets – optimise our segmentation by region

Tracking our customer segmentation ‘shape’ by region and aligning our sales effort

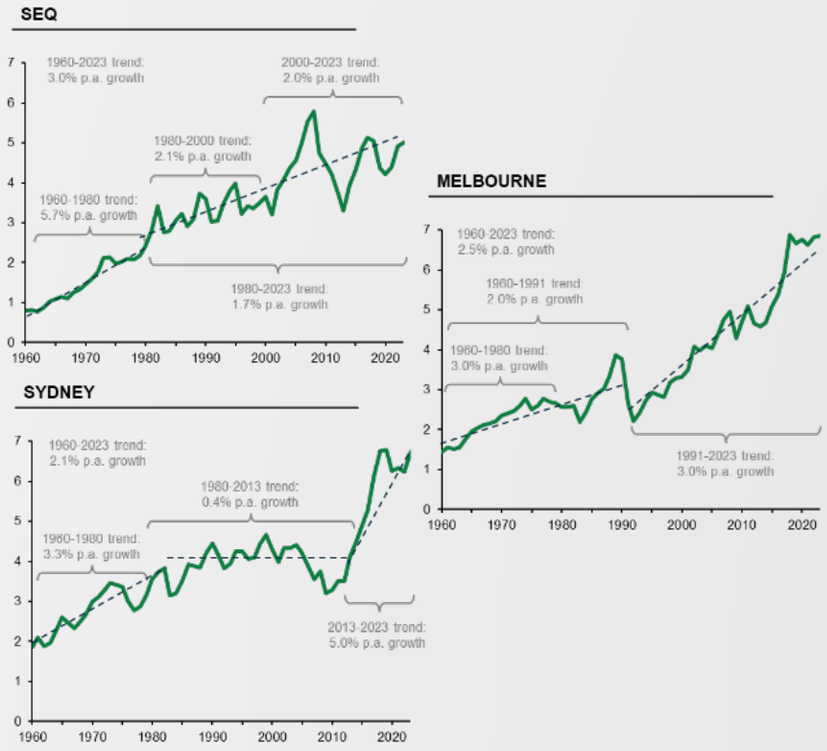
We have confidence in the long-run demand to align business model and capabilities

We are choosing the ‘Shape’ by region to optimise our business performance

We are aligning the ‘Shape’ targets with our sales teams and tracking delivery

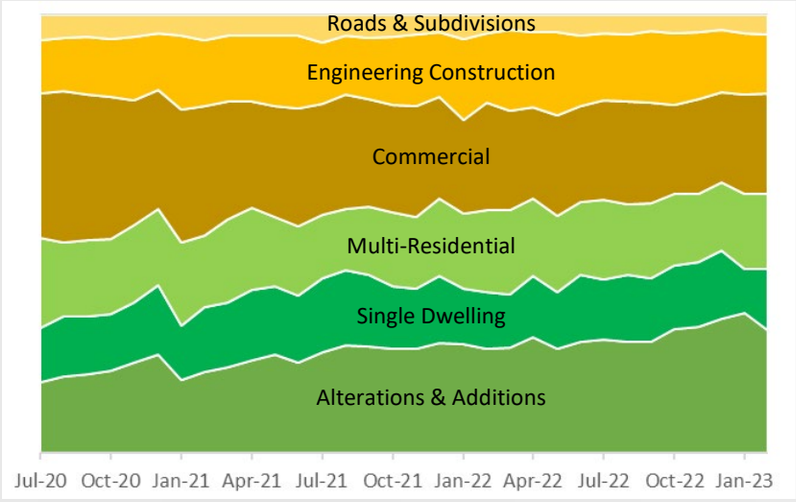
‘Long-run’ east coast concrete volume 1960-2023e

Millions of cubic metres



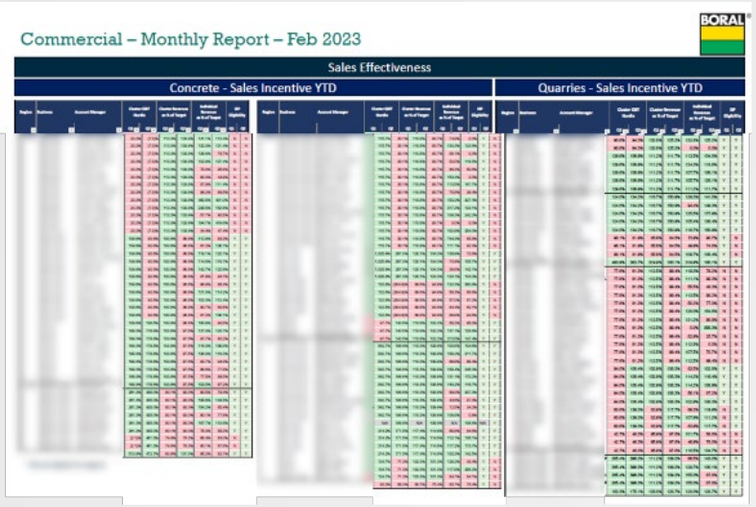
‘Shape’ – region 1 concrete sales by segment

% of concrete volumes by segment **FY21-FY23YTD**



Sales Effectiveness by salesperson by attribute

FY23 YTD ‘example’



Assets – building upstream prized infrastructure

Our strategic priority is to invest in our prized upstream assets

Upstream



Cement

- ✓ Geelong cement facility Vic supplying cement and slag products to Vic, SA & Tas
- ✓ Tarong fly ash facility Qld operational, capability to supply central & SE Qld, nth NSW
- ✓ Supply agreements in place to optimise the network
- ○ Procure medium-term alternate fuel supply for the Berrima kiln NSW
- ○ Berrima chlorine bypass will expand the range of fuels we can process NSW



Quarries

- ✓ Acquired Dunmore hard rock reserves NSW
- ✓ Acquired Hillview sand, operational improvements completed Vic
- ○ Expansion of Dunmore sand NSW
- ○ Townsville plant replacement underway Qld
- ○ West Burleigh plant upgrade in planning Qld

✓ Delivered ○ WIP



Recycling

- ✓ Establish Adelaide recycling SA
- ✓ Expand into broader material solutions
- ○ Enter C&D recycling SEQ
- ○ Expand Kooragang consent limit NSW
- ○ Broaden Emu Plains inbound scope NSW
- ○ Increase internal use in product mixes

Concrete and Placing



Asphalt



Customers

Assets – building 'close to customer' downstream footprint

Targeted investments in our downstream networks as important channels to market are underway



Cement



Quarries



Bitumen



Recycling

Downstream



Concrete and Placing

- ✓ Acquired Badgerys Creek land NSW
- ✓ West Gosford plant upgrade NSW
- ✓ Upgraded West Burleigh plant Qld
- ○ Upgrading Montrose plant Vic
- ○ Building new Bridgewater plant Tas
- ○ Upgrade St Peters plant NSW
- ○ Upgrade Botany plant NSW



Asphalt

- ✓ Deer Park RAP upgrade Vic
- ✓ Moolap hot bin upgrade Vic
- ✓ Toowoomba bitumen tank upgrade Qld
- ○ Upgrade Townsville Qld plant Qld
- ○ Moolap Recycled Asphalt Pavement (RAP) upgrade Vic

Property

✓ Delivered ○ WIP

Customers

Assets – leveraging technology solutions in mobile assets

Our technology investment and process improvements are delivering the benefits we anticipated

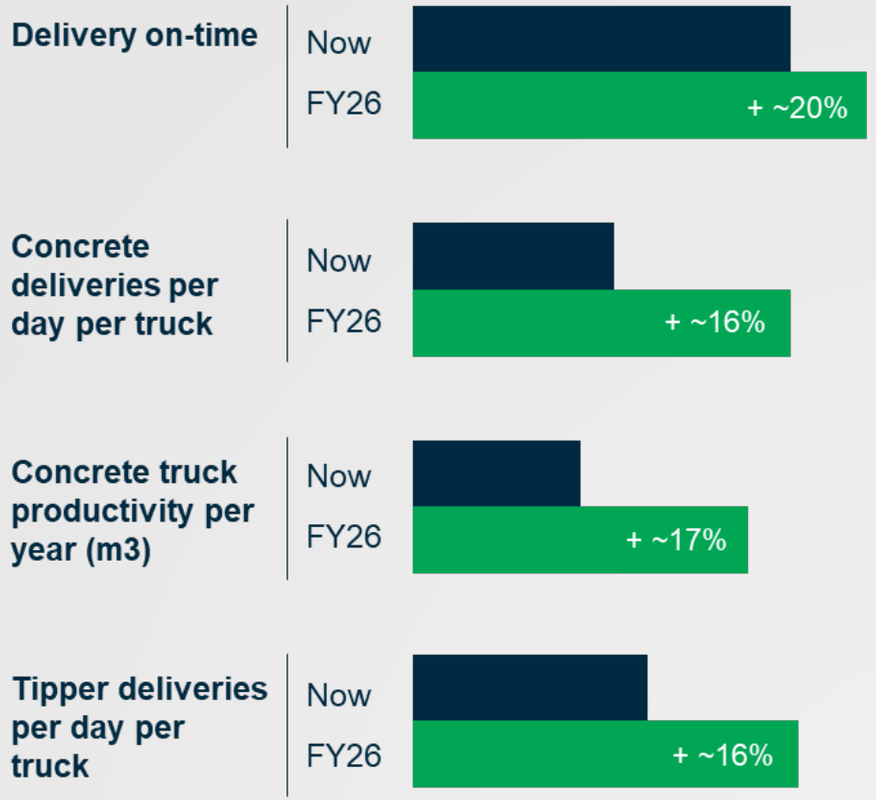
Objectives

- Modernisation of customer order fulfillment
- Implement integrated tool to optimise customer on-time delivery and lower transport cost
- Implement standardised service centre, allocation and scheduling processes
- Provide end-to-end supply chain transaction visibility in real time

Opportunity

- 10,000 deliveries per day = 1 every 8 seconds
- ~3,500 vehicles to optimise
- +$500m annual cost
- Prize:
  - Improvements in customer delivery-on-time (DOT)
  - Growth in volume and price through improved customer service
  - Reduced annual transport costs

Targeted Outcomes



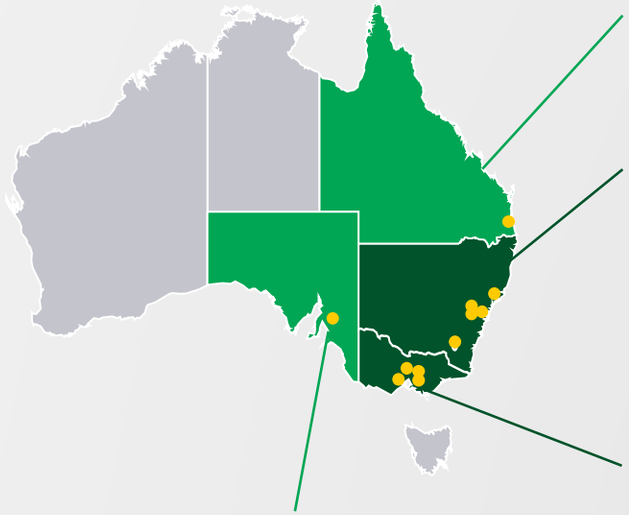


Video: Boral Auto Allocations

Assets – building our Recycling position

Boral's participation in recycling is currently focussed in C&D processing with the aim to replace quarry material, we will assess options to move into other parts of the value chain to increase our value capture

Current Recycling positions



- Staplyton – operational 2023
- Kooragang – 'clean' C&D recycling
- Widemere – 'clean' C&D recycling
- Emu Plains – VENM recycling
- Mugga – 'clean' C&D recycling
- Eraring – fly ash offtake & process

- Sunshine*
- Wollert
- Coldstream
- Lysterfield
- Deer Park
- Waurn Ponds

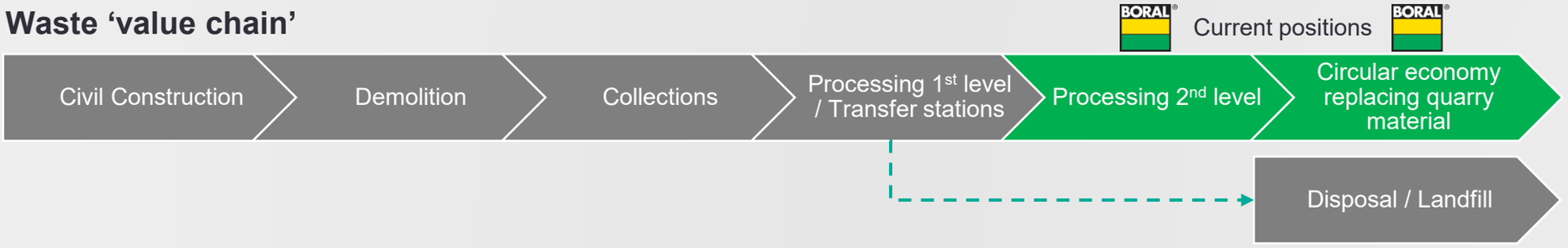
'clean' C&D recycling and excavation stone recycling, co-located at quarries (ex-Sunshine & Waurn Ponds)

- Salisbury – 'clean' C&D recycling co-located at quarry site

Recycling opportunity

- Value creation and capture through the chain varies across different stages
- Assessing options to move up the value chain, broaden inbound scope and increasing "upcycling" for outbound
- There is clear rationale to expand our position:
  - Customers preference
  - Lower costs
  - Growth potential
  - Extends quarry life
  - Reduces emissions

Waste 'value chain'



C&D = construction & demolition *Sunshine = Delta site

Assets – optimising our property portfolio

Applying a fixed asset lifecycle approach to property and the large portfolio of surplus property

Construction Materials segment

Includes earnings from optimisation initiatives on land that is or will possibly be used for operations

Secure & Approve
leading integrated network

→

Operate & Optimise
utilisation of operating property footprint

→

Next best alternative
What is the highest and best use?

→

Strengthen performance and profitability, and position for long-term success

Property segment

Earnings from repurposing of property that will never revert back to operations

Remediate & Rectify
strategic planning phase

Repurpose
through the best combination of recurring and divestment earnings

With our ongoing commitment to investing in our strategic network and operational footprint, the surplus property pipeline will continue to evolve and refresh

Surplus property – >$1b on a PV basis

- Contracted >$400m
- Uncontracted 0-5 years >$25m
- Uncontracted 5-15 years >$550m
- Uncontracted +15 years >$25m

Closing summary and progress

Our priorities remain unchanged, some positive progress evident

People

- Relentless focus on **safety** with increased employee engagement and strong leadership
- Embedding the new **operating model** to leverage scale, increase agility and efficiency
- Improving underlying organisational **culture** as we implement new operational and strategic focus

Progress
- ✓ *Zero harm journey continues – improved performance YTD*
- ✓ *New flatter organisation structure implemented driving alignment and accountability*

Environment

- Remaining focused on **decarbonisation** initiatives to deliver 2025 target

Progress
- ✓ *Emission target 18% reduction on track - FY22 down 8%, circular economy participation increasing*
- ✓ *Berrima alternative fuel will expand in FY24 with chlorine bypass project completion*

Markets

- Improving our Go-to-Market and **customer experience**
- Building focus and rigour around **pricing** and **volume** as foundations to margin expansion
- Establishing clear and regional 'go-to-market' **segmentation** supported by **sales effectiveness**

Progress
- ✓ *Pricing process updates in architecture, disciplines and reporting implemented*
- ✓ *Commenced work on customer experience and target segmentation*

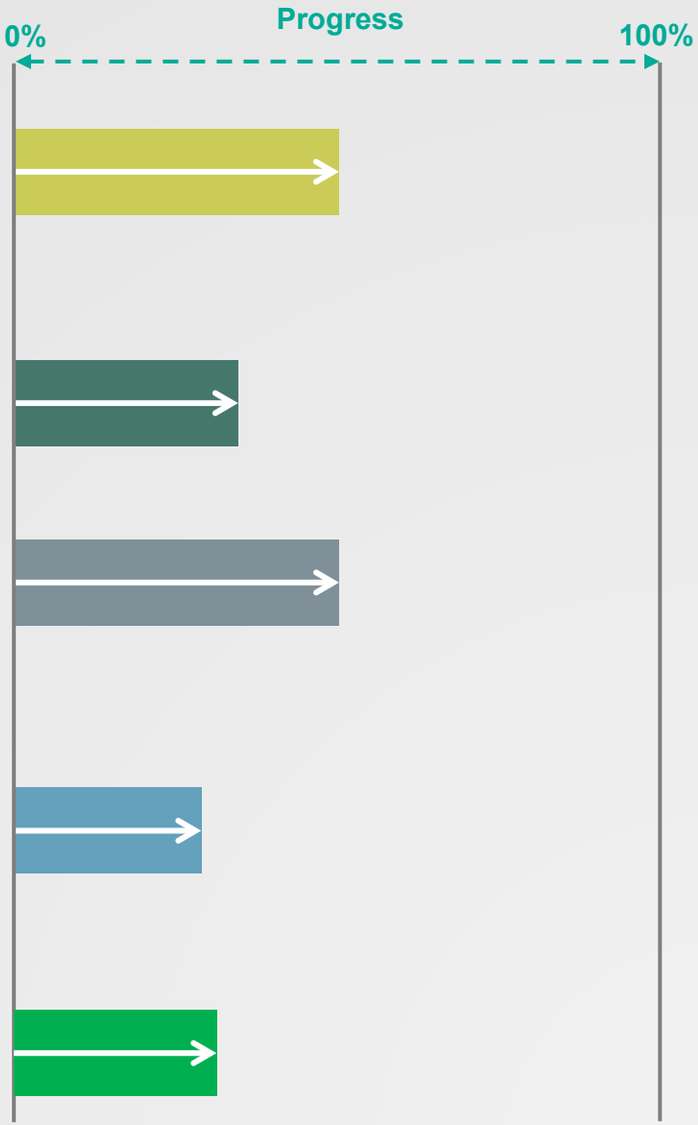
Assets

- Continuing to build our **integrated networks** that give us market leadership positions
- Significantly improve fixed and mobile **assets performance**
- Fully realise our surplus **property** portfolio potential

Progress
- ✓ *Key investments in integrated network underway, asset performance early set up work underway*
- ✓ *R&M and hire cost process upgrades underway, cartage cost transparency & Auto Allocations underway*

Financials

- Establishing stronger **cost** discipline and much sharper **capital** allocation process & accountability
- Improving **cash conversion cycle** across all levers
- Ambition remains for **double-digit returns and EBIT margins**



Investor Day Presentation
Energy & Media

Ryan Stokes









SGH | Industrial Services, Media, Energy and Investments

Energy – Business Update



SGH Energy Crux Overview & Update

Crux LNG backfill project

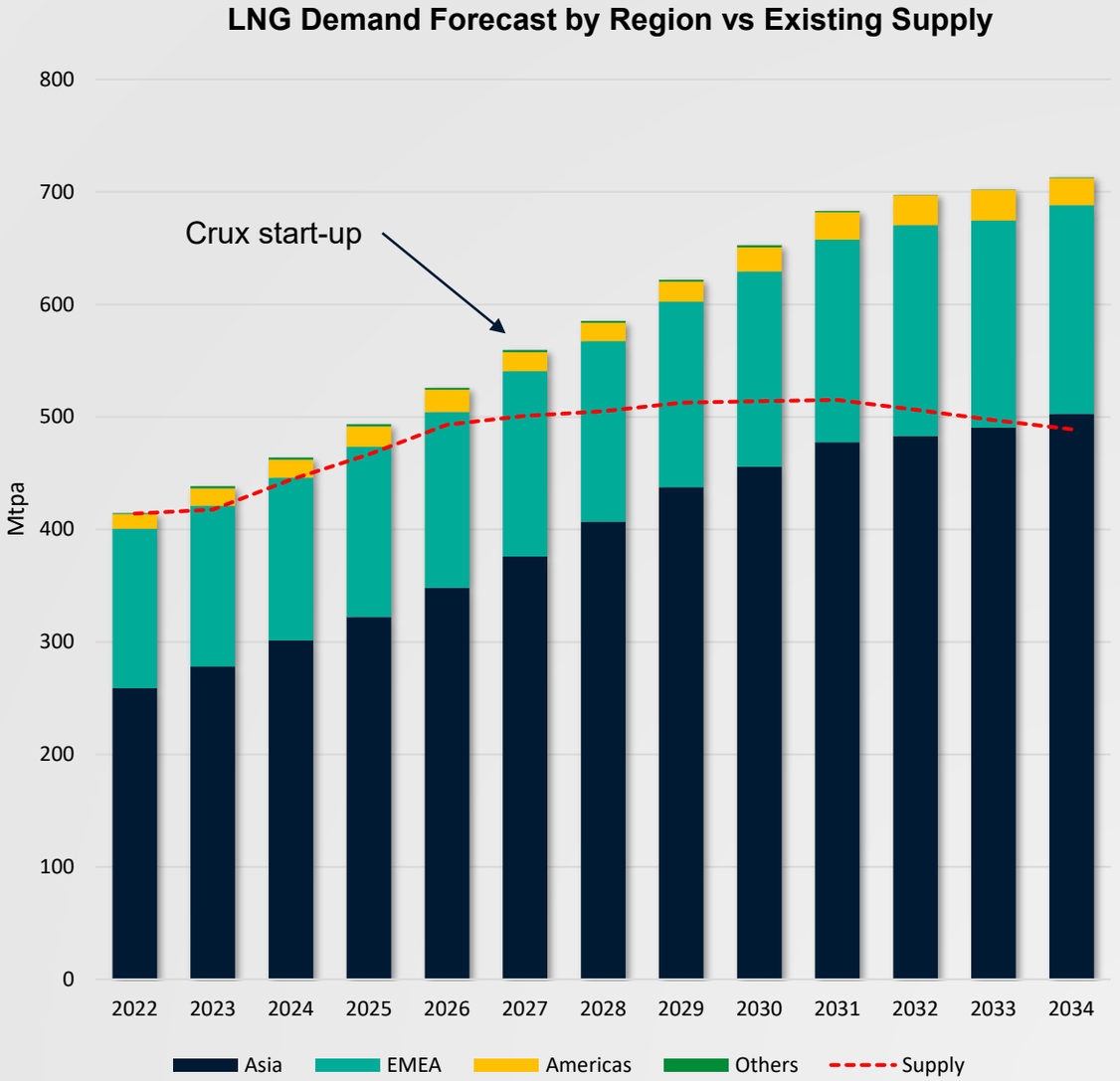
- Significant proven reserves
- Leverages existing LNG infrastructure
- Prelude FLNG is proving nameplate capacity and reliable performance

Dual-track development and divestment approach

- Project in construction phase, start-up expected FY27 amid tightening LNG market
- Engaging with parties through sales process

Gas required to support increasing renewables

- Early rotation out of energy assets
- Expect this to reverse as gas emerges as an essential transition fuel, vital to support Variable Renewable Energy generation



Source: Rystad Energy – Gas Market Analytics

Beach Energy (30%) Investment Overview

Strategic focus on domestic gas and LNG exports

- Demand supported by tailwinds from energy transition

Strong balance sheet and cash flow

- Sub-15% gearing and significant cashflow growth expected from FY24/25
- New capital management policy to pay 40-50% of FCF ex growth

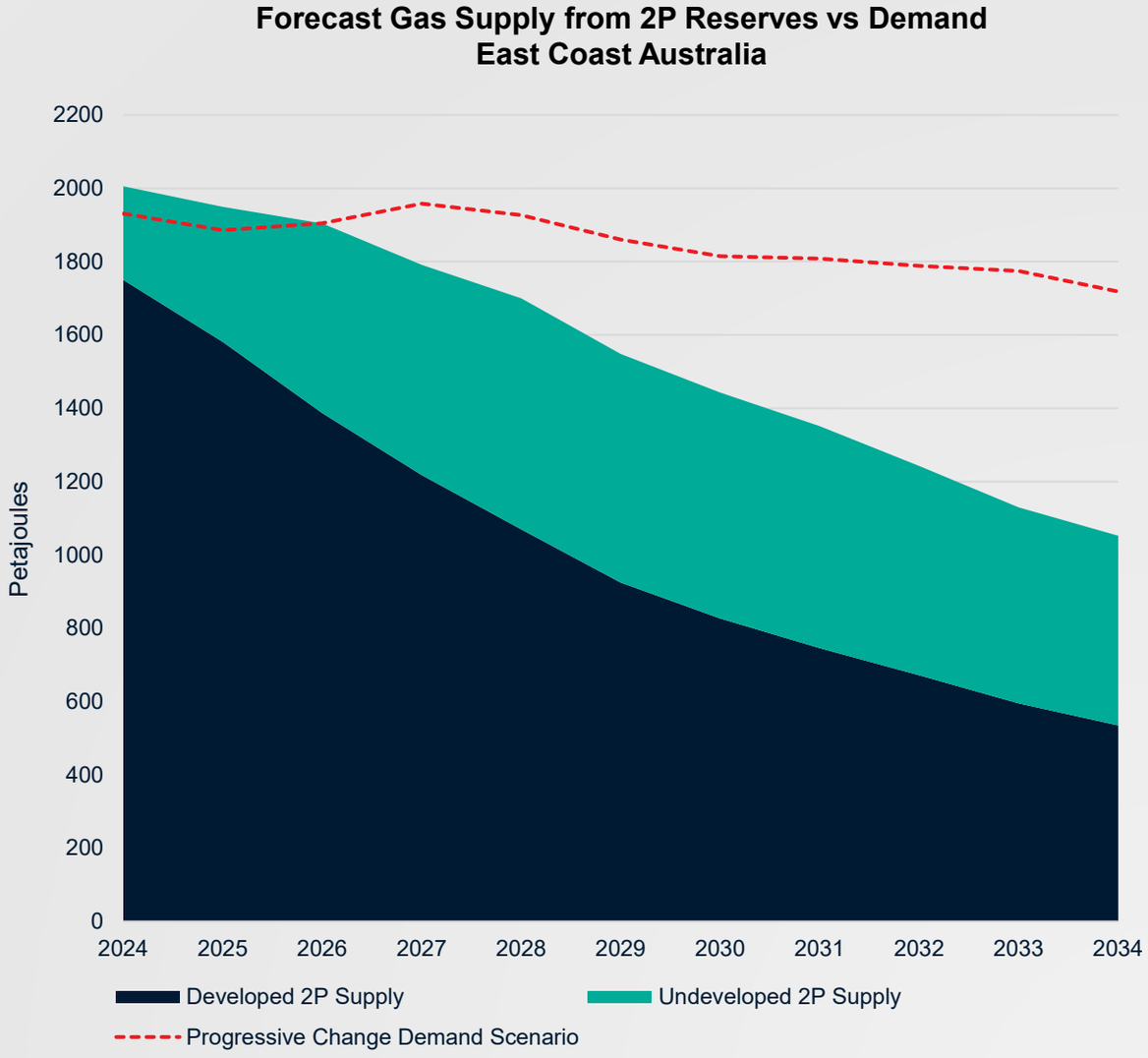
Production ramping up in key markets

- Supplying 12% of East Coast gas, with Otway ramping up
- Waitsia Stage-2 expected to produce first gas in CY24

Execution is key to unlocking value

Beach excluded from government intervention in future gas pricing

- Increasing uncontracted and repricing gas volumes



Source: ACCC Interim Gas Report – January 2023

Beach Energy Key Projects

Otway Basin update

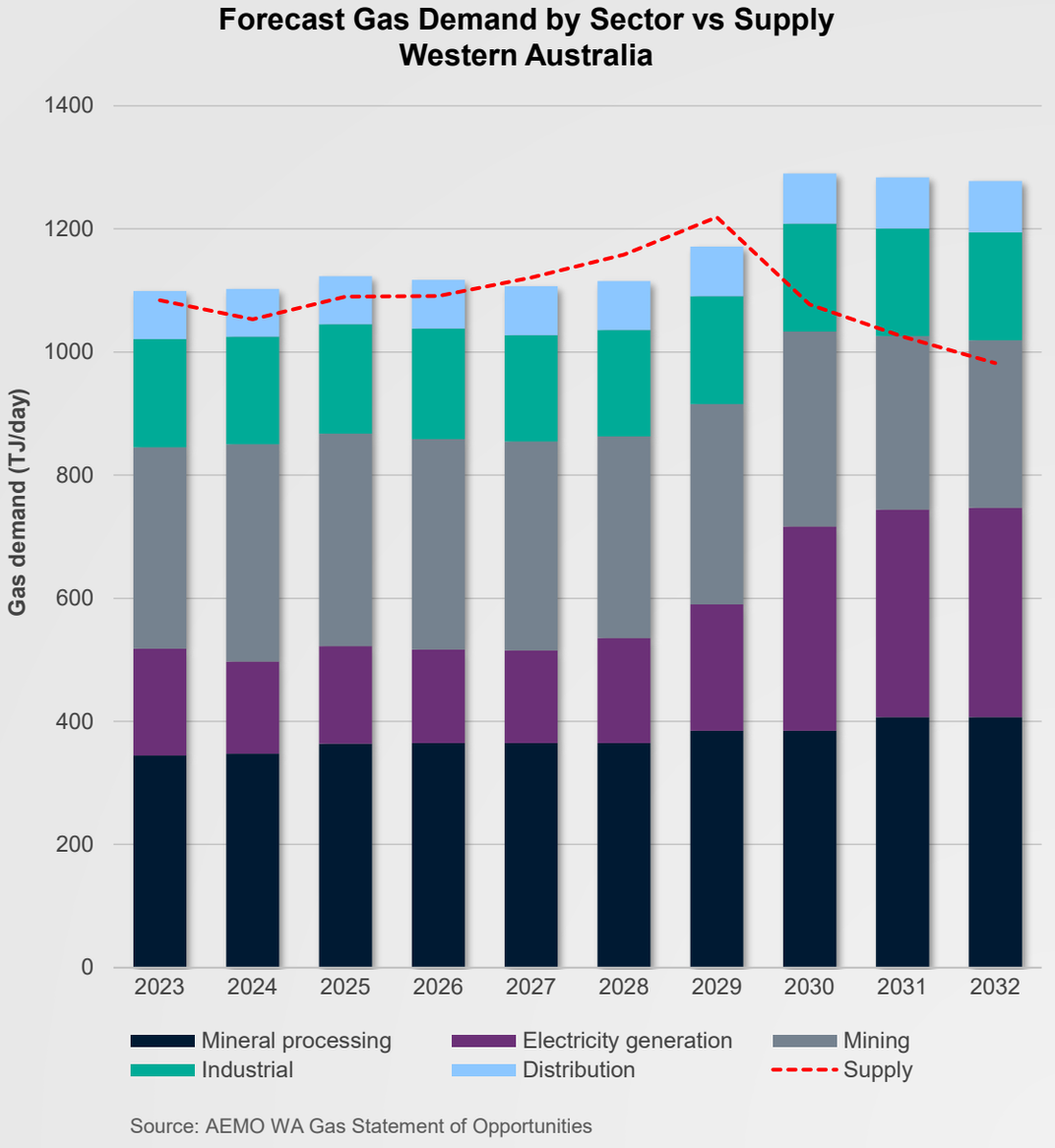
- FY23 completion of Beach's first major offshore drilling campaign (seven wells) on time and on budget
- Targeting connection of Thylacine wells mid-CY23, Enterprise discovery in mid-FY24
- Planning next exploration and development program to extend Otway Gas Plant production

Perth Basin update

- Waitsia Stage-2 development drilling complete, first LNG cargo expected early CY24
- 12+ months of exploration commenced, Gyantrix-1 discovery, Trigg-1 drilling ahead
- Options available to increase gas processing capacity, or backfill existing projects

Moomba CCS (Beach 33.3%)

- Project 60% complete, first CO_2 injection expected in CY24
- Ability to capture ~1.7mtpa of CO_2, among the largest and lowest cost CCS projects globally



Source: AEMO WA Gas Statement of Opportunities

Media – Business Update



Seven West Media Successfully Repositioned

Market leading reach

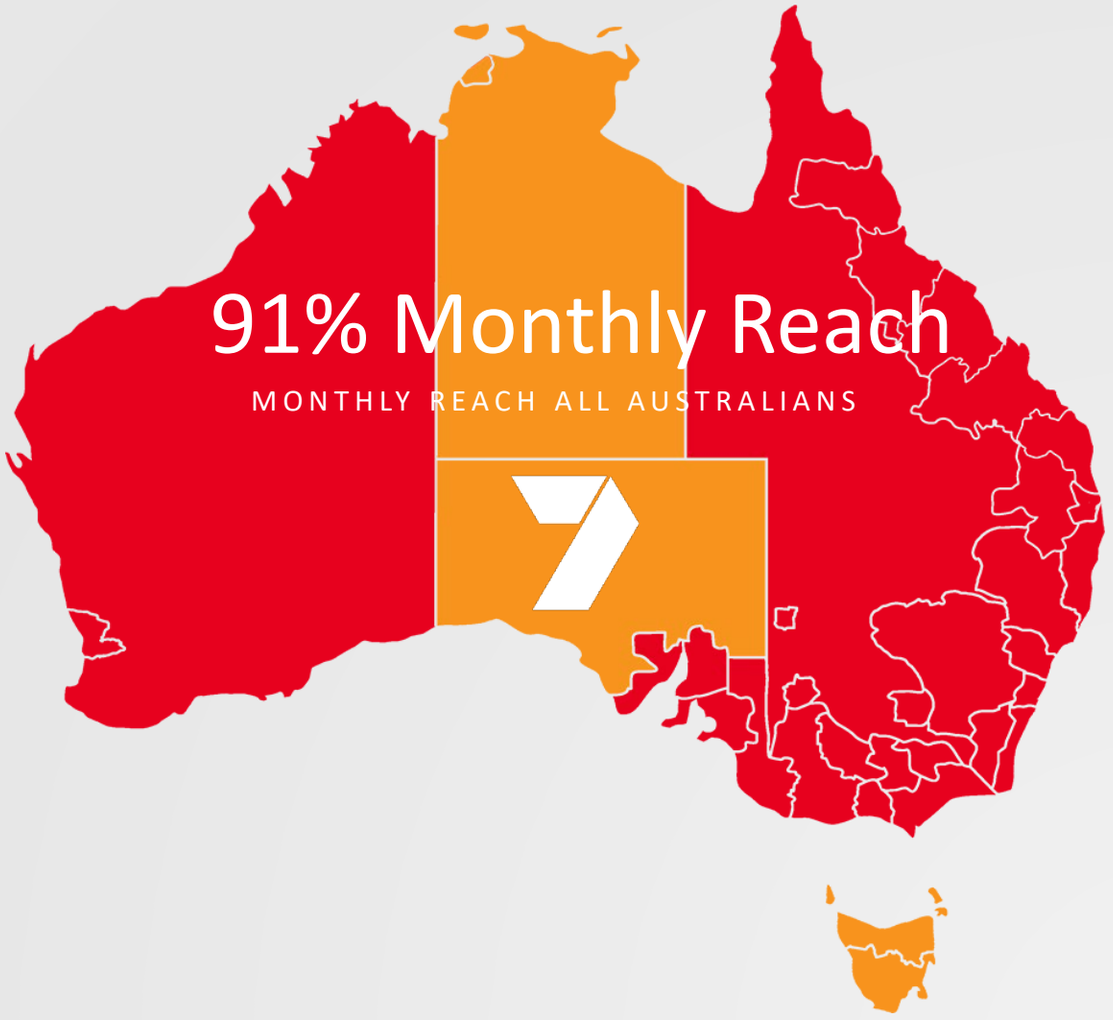
- Consolidated regional affiliate to create leading national network, SWM now reaches ~20m (91%) of Australians over 14yo every month
- Australia's leading BVOD platform, with 41% average minutes share since CY20, targeting 45%

Increasing digital focus

- Digital now 40% of Group earnings, with 120% CAGR since 2018
- Secured #1 summer (cricket) and winter (AFL) sports rights until 2031, with new digital rights from 2024/25

Financial strength

- Strong and flexible financial position, with ~1x leverage
- Reset cost base with cost discipline maintained



Seven West Media Operating Strength and Outlook

Operating Strength

- Leading Total TV revenue share of 39% in 1H FY23, targeting 40%+ in FY24
- 7+ (digital and streaming) minutes CAGR of +36% since 2019
- 7+ revenue CAGR of +40% since 2019
- BVOD delivering premium yield, with 2-3x higher CPM than linear media
- NBCU minutes more than doubling month-on-month since introduction in January, now +10% of total minutes

39%, Target +40%	$101m ↑ 29%[2]
Total TV Share	Digital Revenue
$80m ↑ 35%[2]	+36% 3yr CAGR
Digital EBITDA	BVOD Minutes

Business Outlook

- Expecting continued growth in Total TV share this half
- BVOD market forecast to grow at 32%[1] CAGR to CY26
- Exploring options for disciplined organic growth
- Competitive position to participate in market consolidation

41% 3yr Average	~1x ND/EBITDA
BVOD Mkt Share	Leverage

1. PWC Media Outlook
2. Underlying 7Digital revenue is adjusted to remove Olympics revenue in 1H22

Investor Day Presentation
Closing Messages

Ryan Stokes









SGH | Industrial Services, Media, Energy and Investments

Closing Key Messages

Autonomous, accountable operating model

- Group and BU delineation with separate board structures promotes autonomy, P&L accountability and scalability
- Driving a lean (efficient), empowered and front-line focused workforce
- Relentless focus on disciplined execution, delivery and long-term growth, supported by Owner's mindset

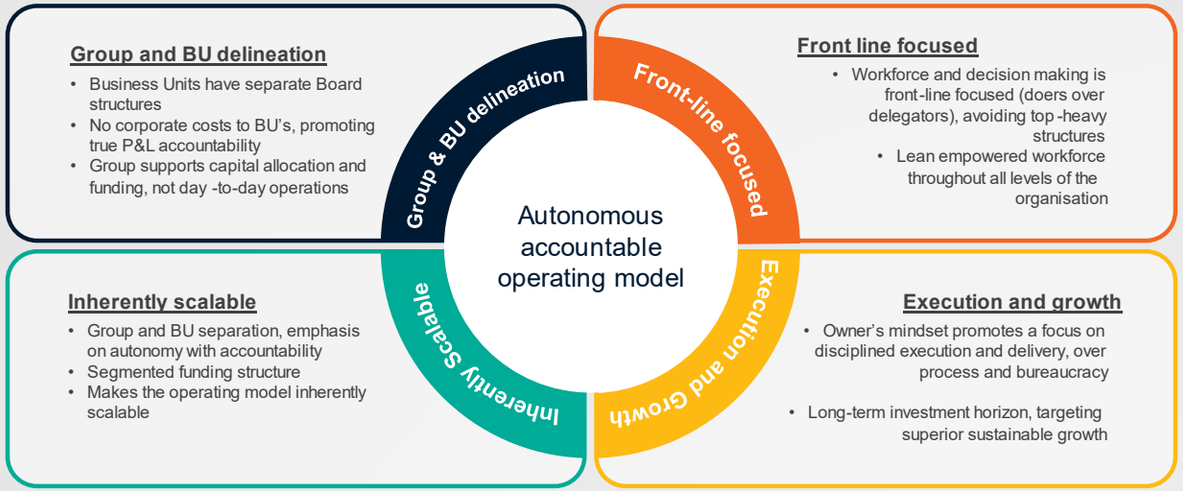
SGH Advantage

- Market leading businesses, privileged assets, limited fixed price contract risk, ability to manage inflation and strategic sector exposures with demand tailwinds

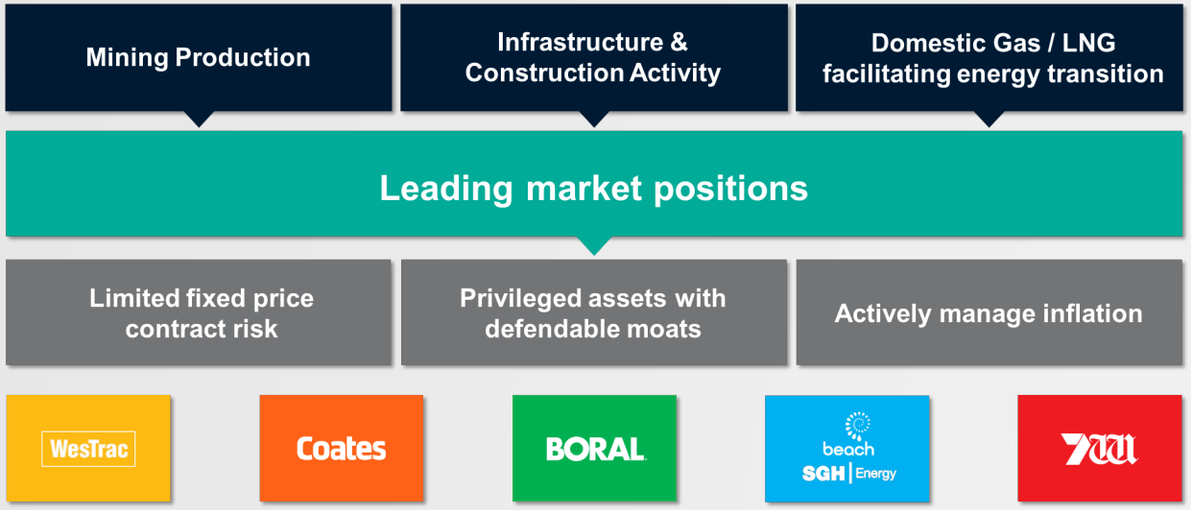
Strategic Sector Exposures

- Mining production - Not commodity price
- Infrastructure and construction - $1.2 trillion pipeline
- Transitional Energy - Gas supporting VRE

Autonomous, Accountable Operating Model



SGH Advantage



Closing Key Messages

WesTrac

- Ageing equipment population and bulk commodity export growth to support service demand over the medium-term
- Electrification represents significant long-term opportunity for fleet replacement and sophisticated aftermarket support



Coates

- Coates medium-term customer activity outlook supported by the infrastructure and construction pipeline, long-term supported by renewables build-out
- Focused on growth through market penetration, solutions offerings and innovation



Boral

- Earnings supported by infrastructure and construction pipeline and significant internal optimisation opportunities
- Focused on embedding the new operating model to leverage scale, increase agility and efficiency



Closing Key Messages and Outlook

Seven Group Holdings

- Delivering Core Plus returns, 13% long-run EBIT CAGR and threefold market cap expansion over the past decade
- Entered the ASX100 in April
- Financial strength, with investment grade funding costs, 2.7x leverage - targeting 2.5x over next 6 months

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

- WesTrac - “Mid-teen per cent FY23 EBIT growth”
- Coates - “High-teen per cent FY23 EBIT growth”
- Boral - Boral expects 2H FY23 EBIT to be broadly in line with 1H FY23



Investor Day Presentation Q&A

Ryan Stokes



SGH | Industrial Services, Media, Energy and Investments

Appendix Businesses and Markets

Industrials	Industrials	Industrials	Energy	Media
WesTrac CAT	Coates	BORAL	beach SGH | Energy	7
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**

Disclaimer

Basis of preparation of slides

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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.