



5 May 2021

The Manager
Market Announcements Office
Australian Securities Exchange

Dear Manager,

MACQUARIE CONFERENCE BRIEFING PRESENTATION

Please find attached a copy of the presentation by the Managing Director of Wesfarmers Limited, Rob Scott, that is to be given at the Macquarie Australia Conference today, Wednesday 5 May 2021.

Yours faithfully,

A handwritten signature in blue ink that reads "V. Robinson".

Vicki Robinson
Executive General Manager
Company Secretariat

This announcement was authorised to be given to the ASX by the Wesfarmers Disclosure Committee.



Macquarie Conference 2021

Wednesday 5 May 2021



Wesfarmers' primary objective is to provide a satisfactory return to shareholders

We believe it is only possible to achieve this over the long term by:



Anticipating the needs of our customers and delivering competitive goods and services



Looking after our team members and providing a safe, fulfilling work environment



Engaging fairly with our suppliers and sourcing ethically and sustainably



Supporting the communities in which we operate



Taking care of the environment



Acting with integrity and honesty in all of our dealings

Building trust to support long-term value creation

Wesfarmers has continued to play a critical role in supporting customers, partners and the communities in which our businesses operate through COVID-19



Anticipating the needs of our customers and delivering competitive goods and services

- Investing to provide greater value, service and convenience to customers
- Strengthening digital capabilities to support increased online demand



Looking after our team members and providing a safe, fulfilling work environment

- Continued to pay team members during periods of government-mandated trading restrictions
- Integrating COVID-safe changes into normal business practices



Engaging fairly with our suppliers and sourcing ethically and sustainably

- Supporting suppliers by remaining operational and with measures around payment terms in cases of hardship
- Adjusted ethical sourcing practices to accommodate travel restrictions



Supporting the communities in which we operate

- Dedicated services for vulnerable customers needing assistance with online channels
- Additional COVID-related support to community partners



Taking care of the environment

- Announced new ambitions to reach net zero emissions by 2030 (retailers) and 2050 (industrials)
- Enhanced environmental reporting (half yearly)



Acting with integrity and honesty in all of our dealings

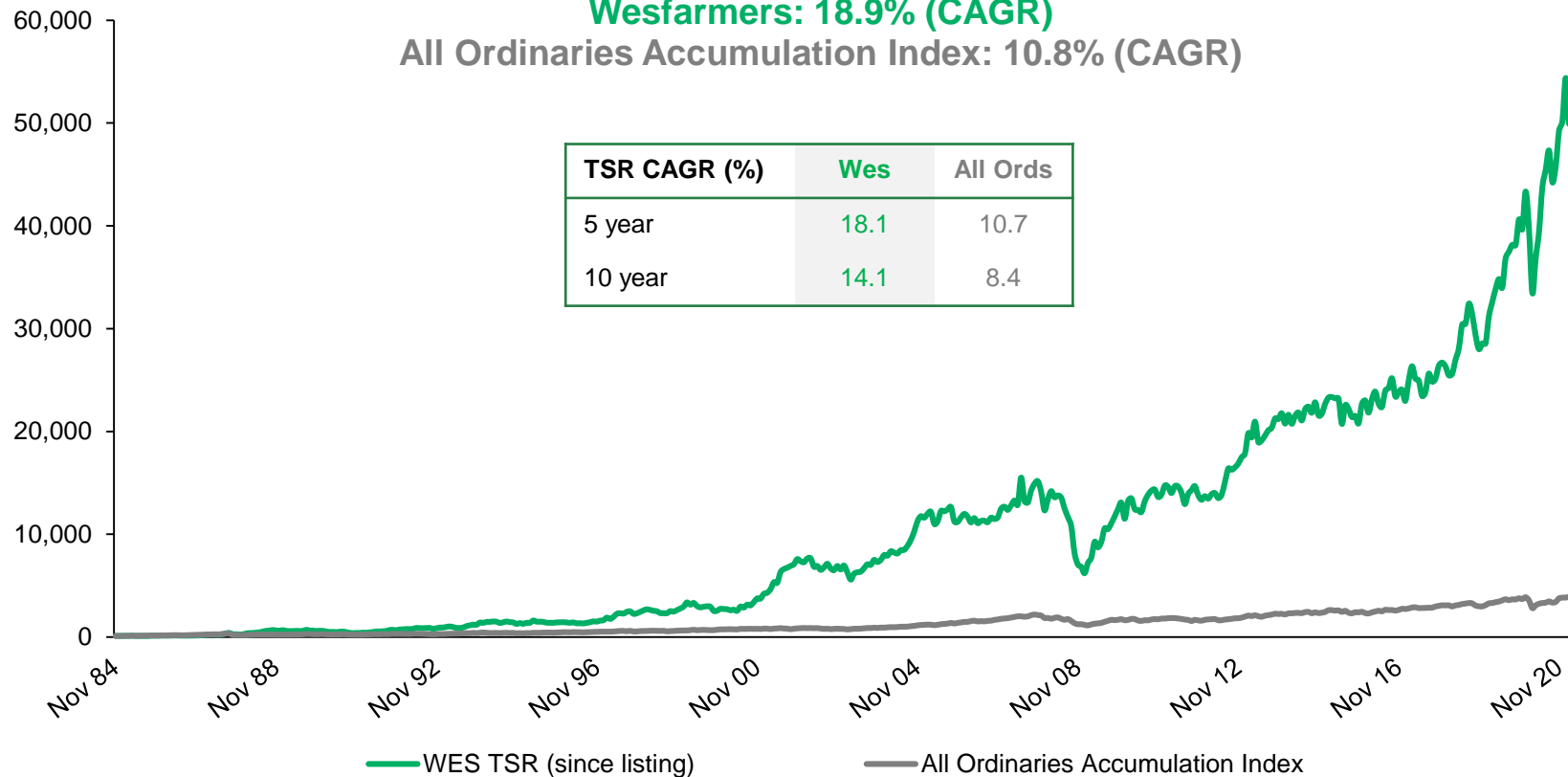
- All actions and decisions continue to be guided by our values and long-term objective

Superior long-term financial performance

Wesfarmers has a track record of delivering superior long-term performance

TSR Index
(November 1984 = 100)

Total shareholder return¹
Wesfarmers: 18.9% (CAGR)
All Ordinaries Accumulation Index: 10.8% (CAGR)



1. Assumes 100% dividend reinvestment on the ex-dividend date and full participation in capital management initiatives; as at 30 April 2021.
 Source: Annual report and IRESS.

Strong progress against key priorities

Wesfarmers has made strong progress to accelerate data and digital capabilities, position the portfolio for growth and address areas of underperformance

Accelerate data and digital capabilities

- Total online sales of \$2.0b recorded for 1H21, including the Catch marketplace
- Improvements to supply chain systems and processes to accommodate increased demand due to COVID-19, supported by the Advanced Analytics Centre (AAC)
- Ongoing optimisation of plant reliability and efficiency across chemicals facilities

Position the portfolio for future growth

- Approval of the final investment decision for the Mt Holland lithium project in February 2021
- Maintained significant balance sheet strength to support continued investment in long-term growth initiatives across the Group
- Bunnings' agreement to acquire Beaumont Tiles (subject to conditions, including regulatory approval)

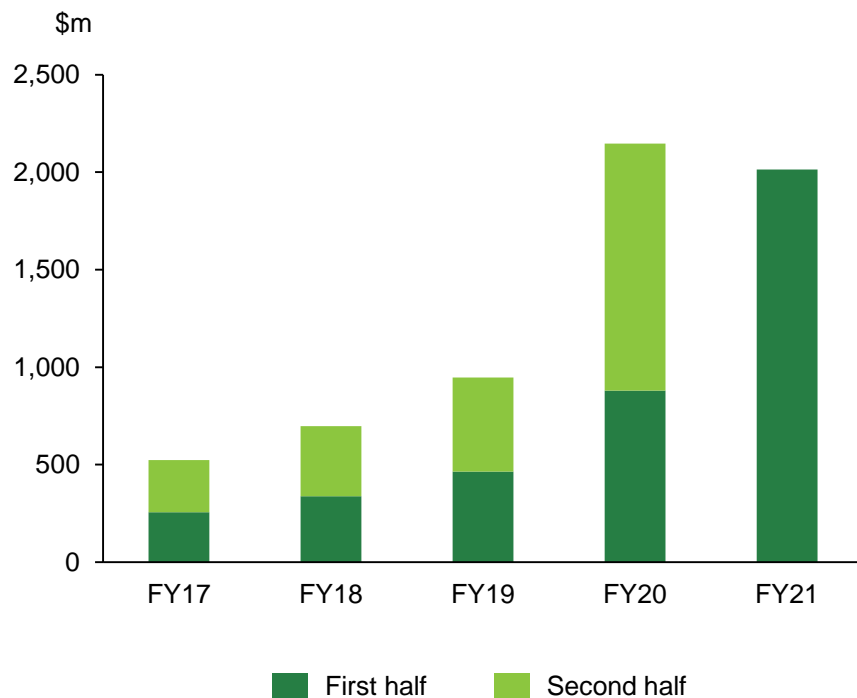
Address areas of underperformance

- Successful conversion of 74 Target stores to Kmart and K Hub stores to date with initial trading results above expectations
- Simplification of Target business through store support restructure
- Blackwoods on track to implement the new ERP system in calendar 2021

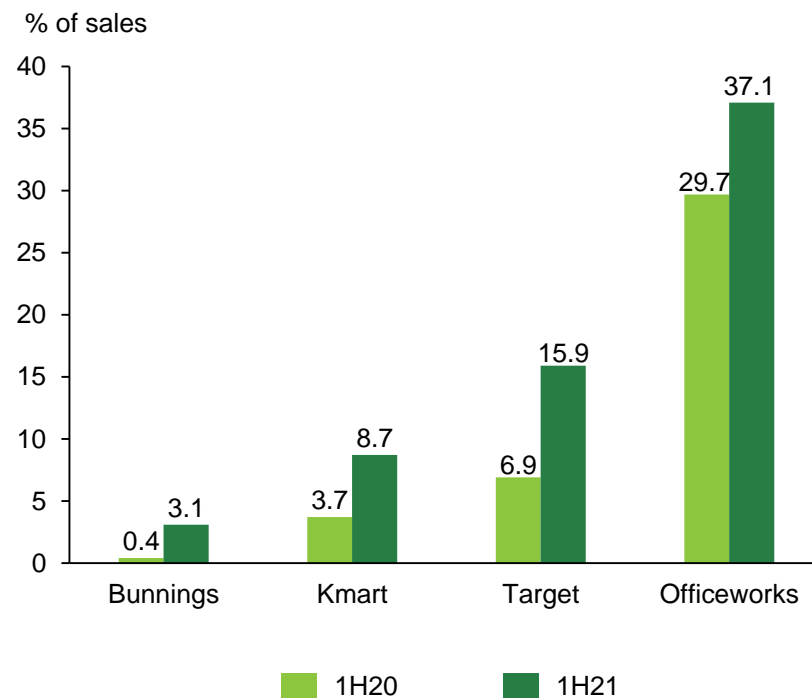
Investment in data and digital capabilities

Following significant investment in recent years, digital engagement with customers is increasing across the Group's businesses

Total retail online sales¹



Divisional online penetration



1. Includes Catch gross transaction value from 12 August 2019.

Group financial performance update

Wesfarmers recorded a strong result for the first half of FY21, reflecting progress against the Group's strategic priorities

\$17,774M

REVENUE

↑ 16.6%

\$1,414M

NET PROFIT
AFTER TAX

↑ 25.5%

125.0cps

EARNINGS
PER SHARE

↑ 25.5%

\$871M

NET CASH
POSITION¹

\$2,216M

OPERATING
CASH FLOW

↑ 4.0%

88¢

INTERIM DIVIDEND
PER SHARE
(fully franked)

Note: results exclude significant items and discontinued operations.

1. Interest-bearing liabilities less cash at bank and on deposit, net of cross-currency interest rate swaps and interest rate swap contracts.

Capital allocation approach aligned to superior long-term returns

Opportunities to deliver superior and sustainable returns by investing for the long term

Portfolio of existing businesses	Adjacent opportunities	Value-accretive transactions
<ul style="list-style-type: none">– Opportunities to invest and drive continued growth in existing businesses, building on leading positions in growing markets– A long-term approach, with through-the-cycle investment focused on driving greater value for customers– Resources available to support investment in data and digital capabilities, including through increased operating expenditure	<ul style="list-style-type: none">– Investment opportunities to assist in expanding addressable markets by developing new channels, capabilities, products or services– Framework and incentives to encourage entrepreneurial initiative, leveraging existing assets and competencies– Focus on leveraging data and digital platforms to develop new revenue streams	<ul style="list-style-type: none">– Disciplined investment in opportunities that deliver long-term value by leveraging Wesfarmers' unique capabilities– Strong capabilities in evaluation and execution of opportunities

Wesfarmers applies a flexible, opportunistic and disciplined approach to all investment decisions

Development of Bunnings' digital capabilities and enhancing the offer for commercial customers provides new growth opportunities



Digital evolution

Technology investments continue to improve the customer shopping experience

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- Ongoing enhancements to website functionality
 - Increased online access to product ranges
 - Enhancements to Product Finder app including interactive store maps
 - Supported by Click & Collect, Drive & Collect, Click & Deliver services



Commercial customer

Improving commercial offer to better service builders, tradespeople and organisations

-
- Expanded supply and install product offer for builders
 - New trade service desk format and more trailer parking spaces
 - Increased PowerPass app functionality and engagement
 - Opened new format Adelaide Tools store in Parafield, South Australia (March 2021)
 - Agreement to acquire Beaumont Tiles in April 2021 (subject to conditions, including regulatory approval)

Pleasing progress has been made on actions to optimise the Target store network and accelerate the growth of Kmart

- Store conversions expected to support Kmart Group's growth by:
 - Accelerating Kmart's network growth to address key market gaps while increasing the flexibility of the store network
 - Significantly increasing sales density across the Kmart Group
 - Unlocking scale benefits and delivering earnings uplift
 - Simplifying the Target business and reducing costs
- Converted stores have received positive customer feedback and trading results have exceeded expectations
- There is continued focus on affected team members, with:
 - Successful redeployment of a significant number of store and support office team members across the Wesfarmers Group
 - Additional roles created in regional communities
- Execution of store conversions in the year to date is on-track
 - 22 large format Target stores converted to Kmart stores
 - 52 Target Country stores converted to the new K Hub format



**Officeworks is focused on expanding its B2B, education and Print & Create offers
WIS turnaround remains a work in progress with continued investment in the ERP system**

Officeworks

- Continued execution of the strategic agenda
 - Strengthen and broaden the B2B offer, focusing on SMEs
 - Expand presence in the education segment
 - Investment in Print & Create both online and in store
 - Extend leading digital offer and investment in store layouts and design
 - Enhancing supply chain capacity and increasing use of technology
- Investment in both the product and service offerings to leverage trend toward increased working from home

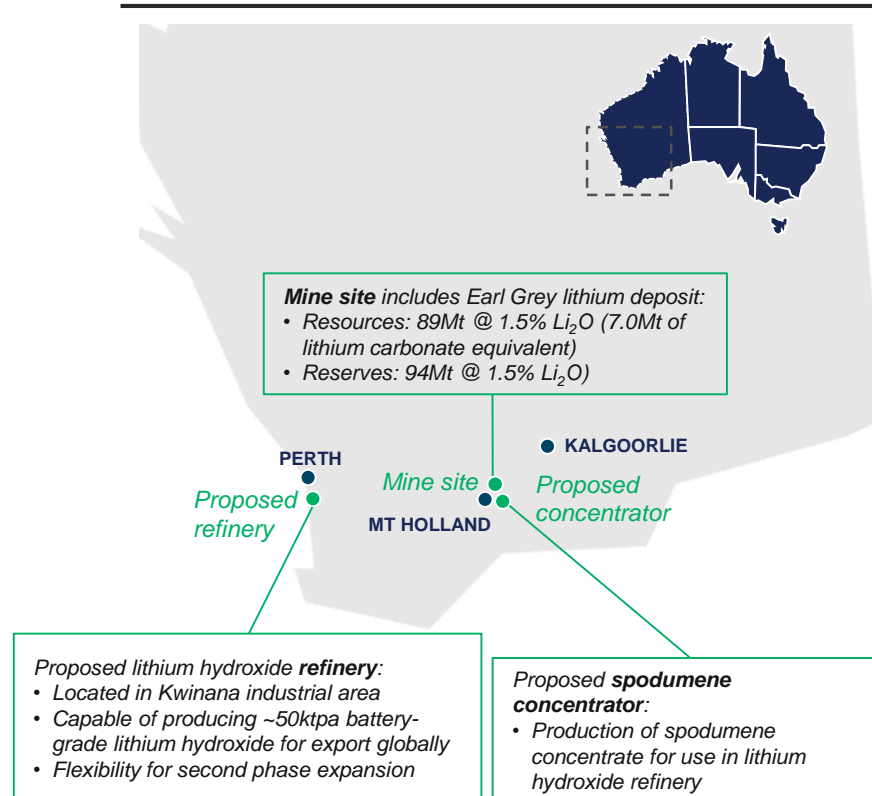
Industrial and Safety

- Business turnaround remains a work in progress
 - Improvement in performance in 1H21
 - Continued investment in data, digital and the Blackwoods ERP system
- Blackwoods focused on improving the customer value proposition
- Workwear Group customers impacted by COVID-19
- Development of a hydrogen refuelling station at existing Port Kembla Coregas hydrogen production facility to be operational by late 2021

The Mt Holland lithium project provides a new growth opportunity that capitalises on WesCEF's chemical processing capabilities and track record of delivering plant development projects

- Wesfarmers together with 50:50 JV partner, SQM, approved the final investment decision (FID) for the Mt Holland lithium project
- FID follows completion of an updated definitive feasibility study (UDFS) over the past 12 months
 - Greater certainty on engineering design
 - Concentrator and refinery production capacity increase from ~45ktpa to ~50ktpa of sustainably-sourced battery-grade lithium hydroxide
 - Capacity for second phase expansion
- Wesfarmers' expected share of total project capital expenditure estimated at approximately \$950m¹
- Indicative construction timeline, subject to approvals:
 - Project construction to commence: 2H CY21
 - First production from refinery: 2H CY24

Overview of Mt Holland lithium project



CY = calendar year
1. Real 2021 terms.

Questions



Wesfarmers