



**Wesfarmers**

# Investment Conference Philosophy, Performance and Direction

Citigroup - London  
Goldman Sachs JBWere - New York

March 2007

Discussion Pack

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# Philosophy, Performance and Direction

## Satisfactory returns to shareholders

1

### **Enhance the performance of existing businesses**

*run our businesses at “best practice”*

2

### **Expand existing businesses**

*as opportunities allow*

3

### **Manage the portfolio and balance sheet**

*in order to enhance shareholder value*

4

### **Pursue sustainability**

*in both financial and non-financial terms*



Satisfactory returns to shareholders



## Recent and current actions

### Capital Projects

Curragh North

Kwinana AN2

Kwinana LNG

Bunnings rollout

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### Acquisitions

OAMPS

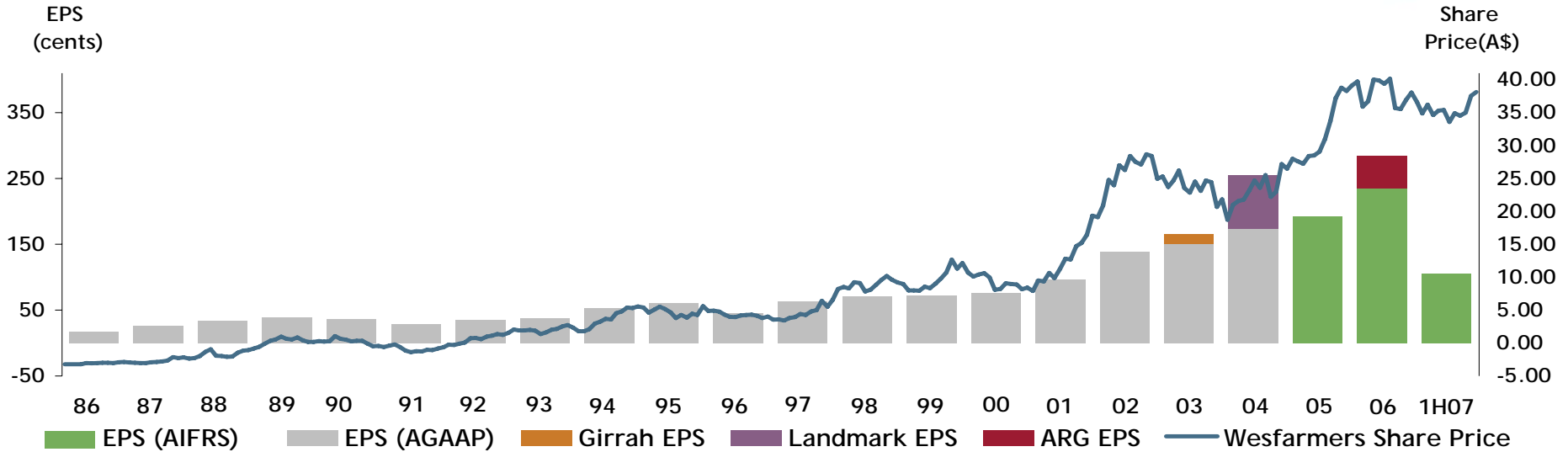
Linde Aust. (Coregas)

Crombie Lockwood

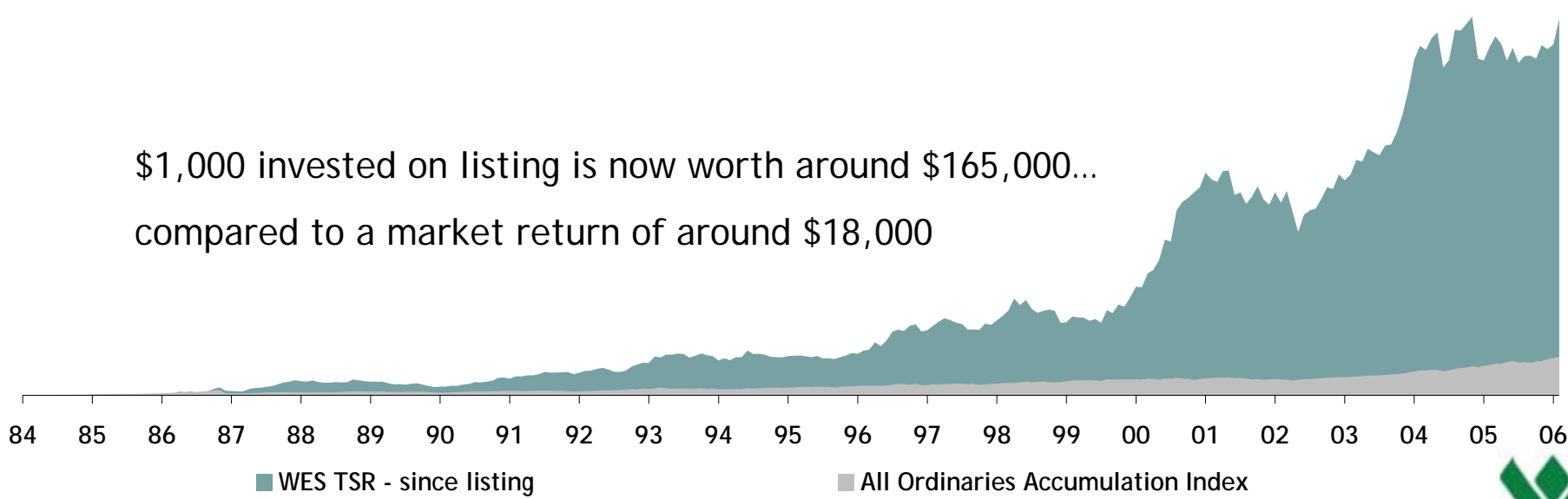
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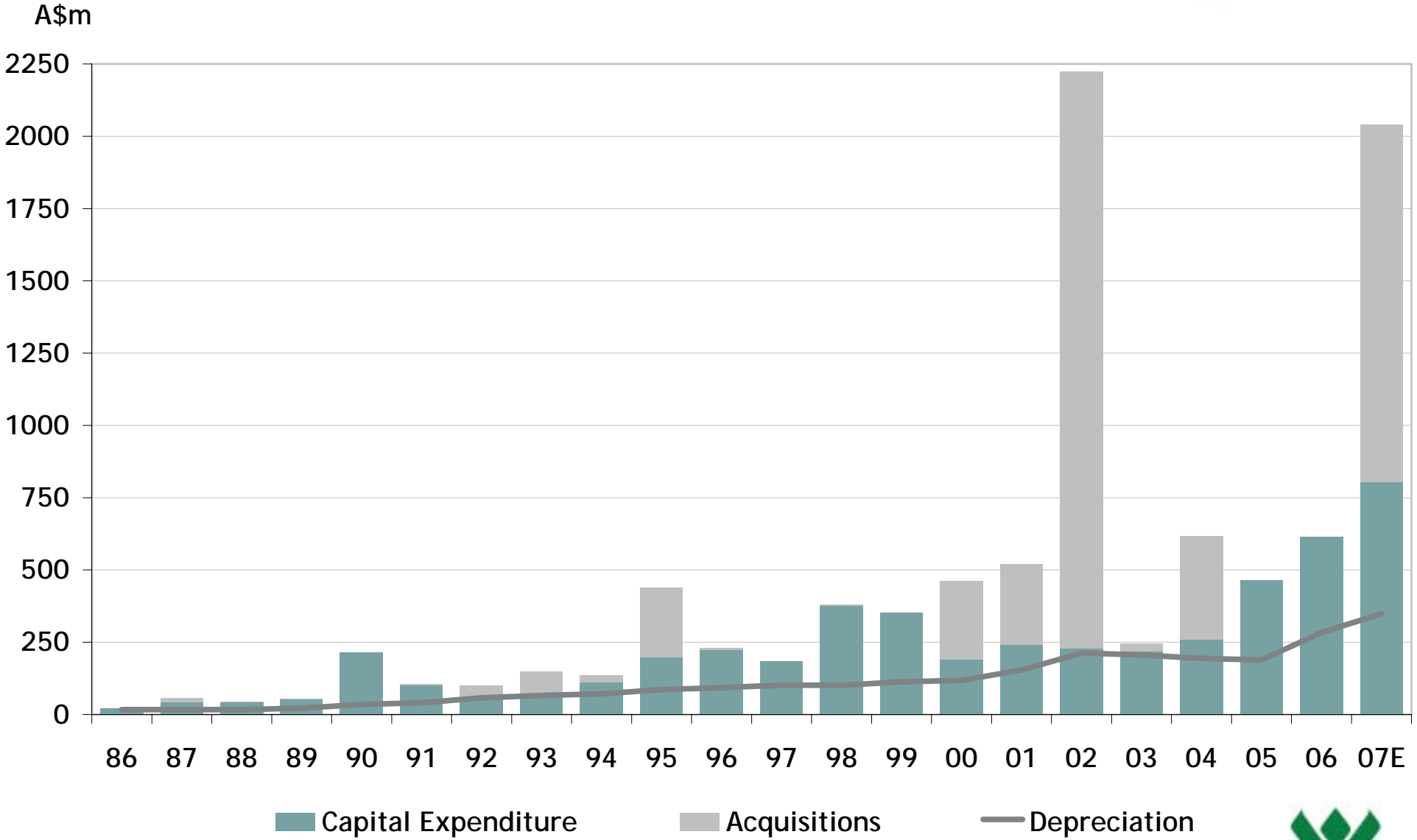
# Resulting in increasing returns



\$1,000 invested on listing is now worth around \$165,000...  
 compared to a market return of around \$18,000



# Investment continues to exceed depreciation

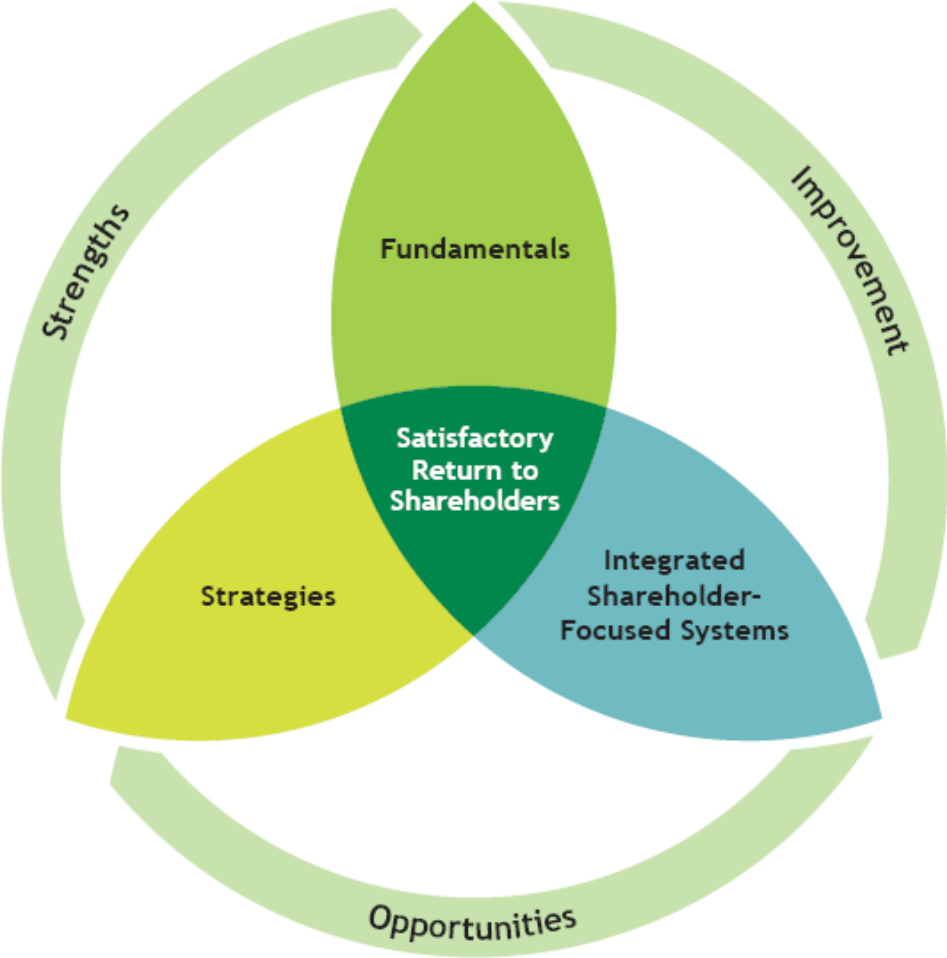


# Sustainable Performance is Driven By the Wesfarmers Model

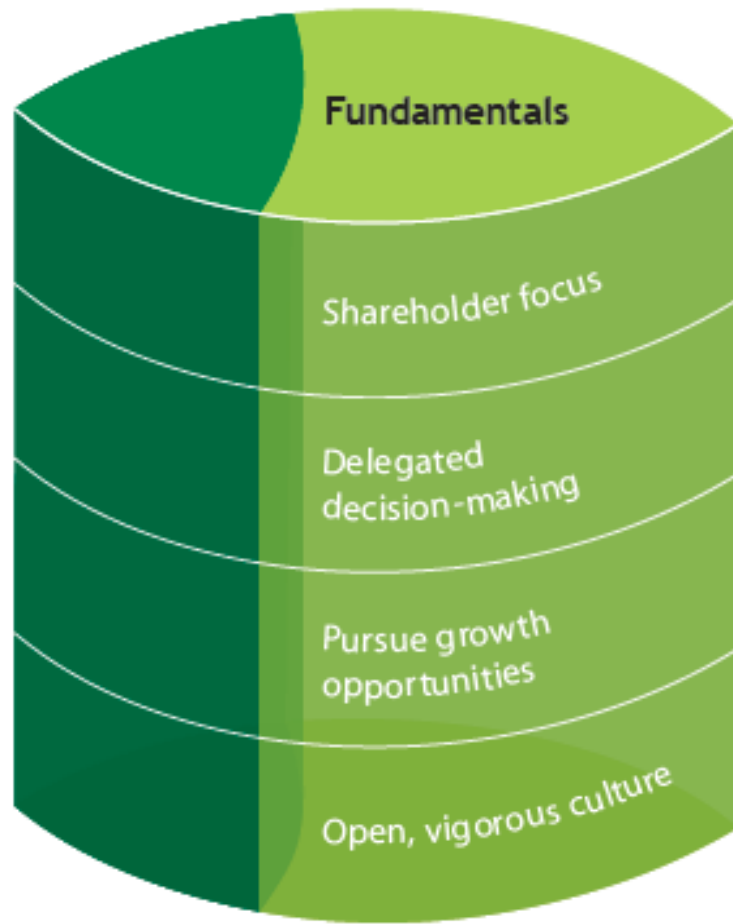




# The Wesfarmers Model



# Fundamentals



- Focus on shareholder returns
- Place decision-making and accountability at the point of profit making
- Create and capture a full range of growth opportunities
- Maintain our performance focus through outstanding people operating in an open, vigorous culture



# Integrated shareholder-focused systems



- Annual cycle, 5+10 years
- Integrated reporting and consolidation
- Clear roles, rewarded for performance
- Integral to investments and operations



# Strategies



- Profitable growth and enhanced performance
- Acquisitions and capital projects
- Sales (occasionally)
- Internal and external



# Sustainability

## Financial performance

- All our actions are directed towards satisfying our corporate objective of providing a satisfactory return to shareholders. To be sustainable, Wesfarmers must continue to achieve high standards of financial performance thereby allowing us to make the most meaningful contribution possible to the community through wealth generation and employment creation

## Safe and rewarding workplaces

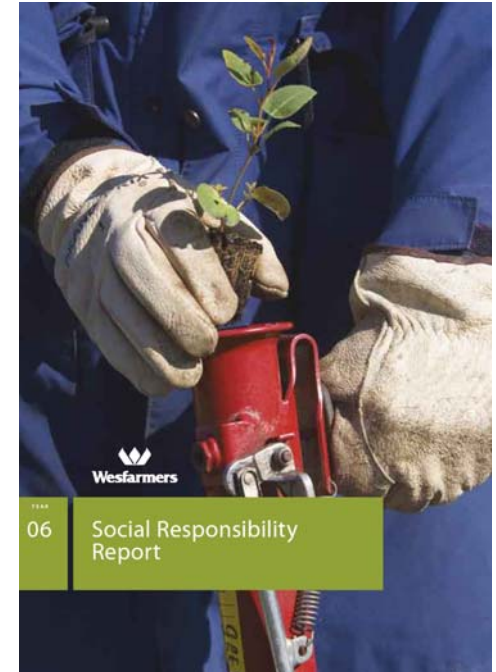
- Attraction and retention of skilled and committed employees is one of our key priorities. We have an obligation to provide safe workplaces, to treat our people with decency and respect and provide them with opportunities for interesting and rewarding career paths. Each business unit is set a target of reducing its lost time injury frequency rate by 50 per cent a year on the path to zero. Senior staff remuneration is linked to achievement of safety targets

## Good value products and services

- Central to our business success is to maintain a reputation for quality and value across the range of our diversified suite of operations. We seek to apply the same principles and standards to delivering export coal as we would to dealing with clients in the insurance businesses and catering to the needs of our retail hardware customers

## Respect for customers and suppliers

- Retention of high levels of satisfaction in both these groups is essential if we are to continue to succeed. Extensive customer feedback systems are maintained in the retail operations with procedures in place to handle feedback of a positive or negative nature



# Sustainability

## Environmental responsibility

- Our diverse range of businesses expose us to a number of challenging or potentially challenging environmental issues, including waste disposal, contamination and greenhouse gas emissions. We set legal compliance as a minimum and seek to exceed that wherever possible.

## Ethical dealings

- Respect for the letter and the spirit of the law is paramount. There are codes of ethics and conduct in place at both Group and business unit level, as well as for the Board of Directors. Every year hundreds of our employees participate in detailed seminars covering obligations under the Trade Practices Act in Australia and consumer protection legislation in New Zealand.

## Community contribution

- We believe the company benefits from having a reputation as a good corporate citizen. We have a significant programme of support for community-focused organisations and causes which the Board contributes up to 0.25 per cent of before tax profits each year. In 2005/2006 this amounted to A\$2.8 million with a further \$3.1 million in direct assistance from the business units and another \$3.2 million attributable to fundraising activities of our Home Improvement division.

**Wesfarmers is a member of the Dow Jones Sustainability World Indexes for 2006, rating it in the top 10 per cent of companies assessed worldwide against economic, environmental and social criteria**



# Sustainability

## Sustainability reporting

- Voluntarily publicly reporting on sustainability issues since 1998/99. The stand-alone Social Responsibility Report is published to coincide with the company's Annual General Meeting. The 2006 report ran to 100 pages of very detailed information on our environmental, health and safety and community engagement performance and was independently verified using the AA1000 Assurance Standard. The 2005 report was judged equal best occupational health and safety report by the judges of the 2006 Australasian Reporting Awards. The report can be accessed on-line at [www.wesfarmers.com.au](http://www.wesfarmers.com.au).

## Climate change

- Greenhouse gas emissions from wholly-owned business units or those where we have management responsibility are disclosed in the Social Responsibility Report. Three of our operating businesses - CSBP and the Curragh and Premier coal mines - are members of Greenhouse Challenge Plus, the Australian government's voluntary emissions reduction programme. Our remote power generation business, Energy Generation, has submitted a letter of intent to join the programme.
- In 2006 we took part in the extension to Australia and New Zealand of the Carbon Disclosure Project which sought responses from major companies to their approach to climate change-related risks and opportunities. Wesfarmers will again respond in 2007. Our 2006 report can be accessed at [www.cdproject.net](http://www.cdproject.net)
- Our coal operations are contributors to the Coal21 Fund established by the Australian coal industry to demonstrate promising technologies to reduce greenhouse emissions from coal-fired power stations. The Fund is expected to raise up to \$300 million over five years with Wesfarmers putting in around \$15 million.
- We support the development of a global emissions trading scheme and the work being done in Australia at the moment to investigate the feasibility of setting up a domestic scheme ahead of global agreement. Any such local scheme would need to involve both the Commonwealth and state governments and contain protections for trade-exposed companies competing in markets which have not adopted such measures.

## Energy efficiency

- We will be registering all divisions under the Australian government's Energy Efficiency Operations (EEO) programme which requires companies using more than 0.5 petajoules in any year to conduct assessments and report on implementation of measures designed to increase energy efficiency. We believe there are financial as well as environmental benefits to be obtained from adopting a positive approach to this new legislative requirement.



# Group Overview



# Financial Summary

		FY05	FY06*	1H07	% Change pcp	
<b>Operating Results</b>						
Operating revenue	<i>A\$m</i>	8,159	8,859	4,718	6.1	↑
EBITDA	<i>A\$m</i>	1,260	1,650	791	4.7	↓
Earnings before interest and tax	<i>A\$m</i>	1,071	1,366	613	13.3	↓
Net profit after tax	<i>A\$m</i>	702	869	392	12.3	↓
<b>Financial Position</b>						
Total assets	<i>A\$m</i>	7,153	7,515	9,300	22.7	↑
Net borrowings	<i>A\$m</i>	1,723	1,458	2,600	25.1	↑
Shareholders' equity	<i>A\$m</i>	2,742	3,166	3,086	10.1	↑
Capital expenditure on PPE	<i>A\$m</i>	465	615	317	4.9	↑
Depreciation and amortisation	<i>A\$m</i>	189	283	178	45.1	↑
<b>Financial Performance</b>						
Earnings per share	<i>cents</i>	192.0	235.6	105.8	12.7	↓
Dividends per share	<i>cents</i>	180	215	85	30.8	↑
Net tangible assets per share	<i>A\$</i>	3.47	4.59	4.02	10.5	↑
Operating Cash flow per share	<i>A\$</i>	2.48	2.99	1.26	9.5	↑
Return on average shareholders' equity	%	25.4	31.1	27.7	2.5pt	↓
Gearing (net debt to equity)	%	62.9	46.1	84.2	10.1pt	↑
Net interest cover (cash basis)	<i>times</i>	12.4	13.8	13.9	4.5	↑

\* excludes the sale of ARG



# Financial Summary

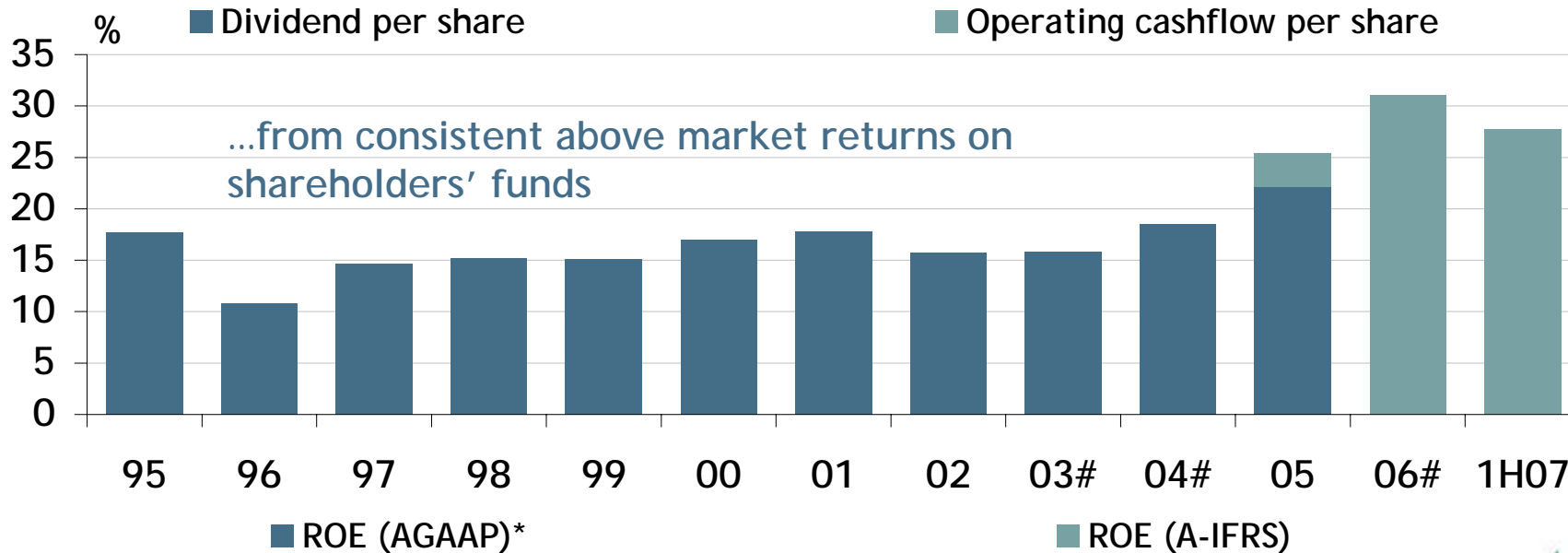
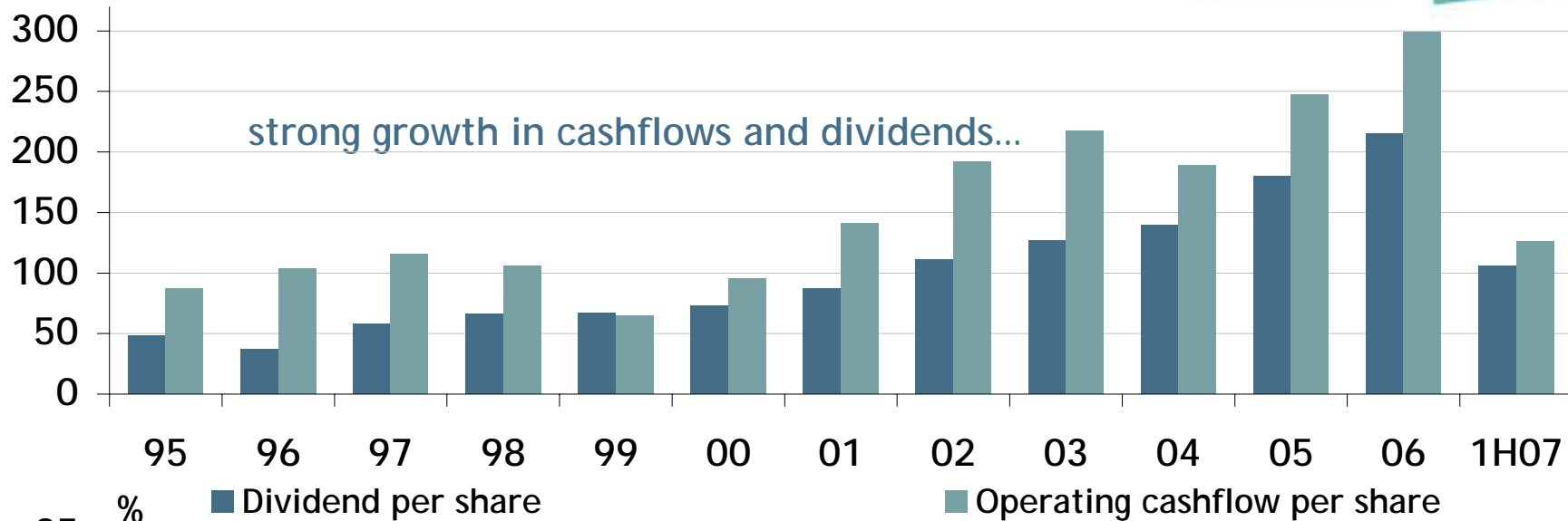
	Activities	R12 Dec 06 Revenue (A\$m)	R12 Dec 06 EBIT * (A\$m)	R12 Dec 06^ EBIT Contribution	R12 Dec 06^ Capital Employed
Home Improvement	Australasia's leading supplier of home and garden improvement products and building materials	4,530	470		 A\$1,868m
Coal	Mining of metallurgical and steaming coal to domestic and export markets	1,263	427		 A\$808m
Insurance	Provider of general and specialist insurance products in Australia and New Zealand	1,170	121		 A\$492m
Industrial & Safety	Supplier and distributor of maintenance repair and operating (MRO) products and industrial safety products and services	1,170	102		 A\$743m
Chemicals & Fertilisers	Manufacture and marketing of industrial chemicals and fertilisers	573	84		 A\$562m
Energy	Production, marketing and distribution of LPG; manufacture and marketing of industrial gasses; and power generation	409	63		 A\$190m
Other Businesses	50% interest in Gresham Partners and private equity investments through Gresham Private Equity; 50% interest in Wespine	16	73		 A\$441m

\* excludes sale of ARG ^ excludes corporate overheads and consolidation adjustments



# Cashflow and Dividends per share

Cents



# excludes profit on sale of Girrah (2003), Landmark (2004) and ARG (2006)

\* excluding goodwill amortisation



# 2007 Half Year Results

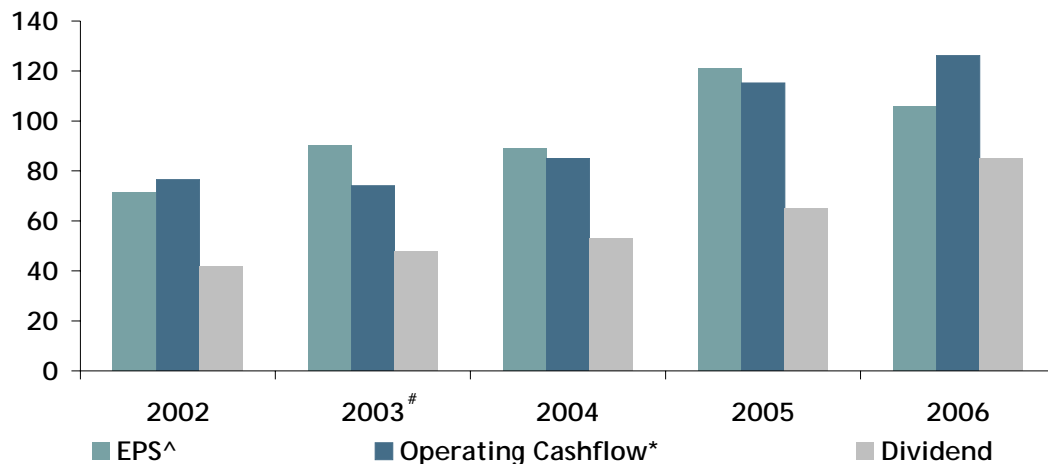
# 2007 Half Year Results Performance Highlights

## Group Performance Highlights

- Operating revenue of \$4.7 billion, up 6.1%
- Group profit after tax of \$392 million, down 12.3%
- Earnings per share of \$1.06, down 12.7%
- Operating cash flow up 9.7%
- ROE of 27.7%, down from 30.2%
- Interim dividend increased to 85 cents per share, up 20 cents per share

Half Year ended 31 December (A\$m)	2006	2005	↑ %
Operating revenue	<b>4,718.1</b>	4,447.1	6.1
EBITDA	<b>790.6</b>	829.6	(4.7)
EBIT	<b>612.9</b>	707.1	(13.3)
Net profit after tax	<b>391.9</b>	446.7	(12.3)
Operating cash flow	<b>477.4</b>	435.3	9.7
Earnings per share (ex. employee res. shares)	<b>105.8</b>	121.2	(12.7)
Earnings per share (inc. employee res. shares)	<b>103.6</b>	118.2	(12.4)
Cash flow per share (inc. employee res. shares)	<b>126.2</b>	115.2	9.5
Dividends per share	<b>85.0</b>	65.0	30.8

cents per share



# EPS and Cash flow exclude sale of Landmark \* WANOS incl. employee reserved shares

^ AGAAP excl. goodwill amort. (2002 to 2003), AIFRS excl. emp res shares (2004 onwards)



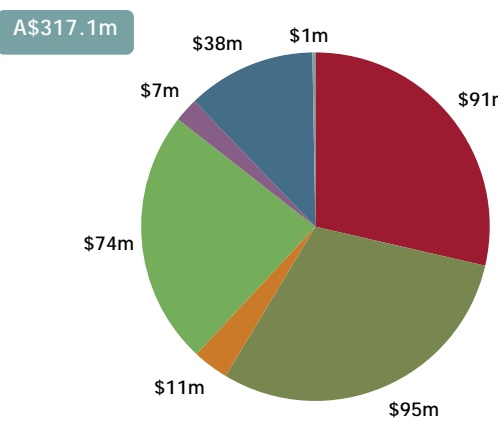
# 2007 Half Year Results Performance Highlights

## Divisional Performance Overview

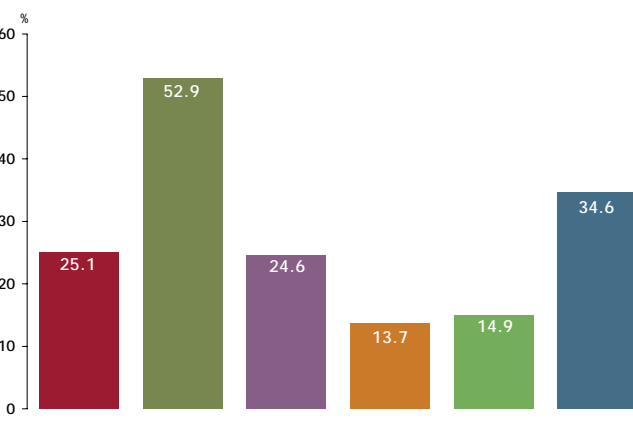
- Improved performance from most divisions
- Significant increase in earnings from Home Improvement
- Coal earnings down due to softening export metallurgical coal prices and increasing costs
- Insurance EBIT impacted by significant claims
- Chemicals & Fertilisers affected by lower fertiliser sales from poor opening to season
- Industrial & Safety EBIT improving as a result of major restructuring initiatives
- Energy EBIT higher due to continuing high LPG prices and increased LPG volumes
- Capital expenditure of A\$317m, lower than budget due to timing delays

Half Year ended 31 December (A\$m)	2006	2005	↑	%
Home Improvement	<b>269.7</b>	220.9		22.1
Coal	<b>168.1</b>	317.8		(47.1)
Insurance	<b>60.1</b>	63.5		(5.4)
Industrial & Safety	<b>50.9</b>	46.0		10.7
Chemicals & Fertilisers	<b>27.8</b>	26.7		4.0
Energy	<b>38.1</b>	25.5		49.5
Other	<b>33.3</b>	36.5		(8.7)
<b>Divisional EBIT</b>	<b>648.0</b>	736.8		(12.1)
Corporate overheads and consolidation adj	<b>(35.2)</b>	(29.7)		(18.5)
<b>Group EBIT</b>	<b>612.9</b>	707.1		(13.3)

## Capital Expenditure Half Year to 31 Dec 2006



## Return on Capital Rolling 12 months to 31 Dec 2006



■ Energy 
 ■ Coal 
 ■ Insurance 
 ■ Hardware 
 ■ Chemicals & Fertilisers 
 ■ Industrial & Safety 
 ■ Other



# Home Improvement - 2007 Half Year Performance

## Highlights

- 14.1% cash sales growth
  - store on store cash sales growth of 10.3%
- 3.0% lift in trade sales
- 5 warehouse and 3 small format store openings
  - 17 store upgrades
- Good traction on key merchandising and operational strategies
- Solid business effectiveness and efficiency gains

## Outlook

- Continued cash sales growth
  - Improved retail conditions, some volatility concerns remain
- Steadily improving trade performance
- Ongoing network development
  - 12-14 warehouse store openings likely for 2006/07
- Focus on progressing strategic agenda

## Financial Performance

Half Year ended 31 December (A\$m)	2006	2005	↑ %
Revenue	2,470.5	2,215.5	11.5
EBIT	269.7	220.9	22.1
ROC (R12 %)	25.1	22.8	2.3pt
Safety (R12 LTIFR)	14.0	10.5	
Trading Revenue* (\$m)	2,448.0	2,198.6	11.3
Profit from Property sales (\$m)	9.1	3.0	203.3
Trading EBIT* (\$m)	255.1	216.0	18.1
Trading EBIT/Trading Revenue (%)	10.4	9.8	0.6pt

\* Excludes property and other non-trading items



# Coal - 2007 Half Year Performance

## Highlights

- Increased metallurgical sales
- Curragh North Materials Handling Project commissioning
- Premier Char Demonstration Plant completed
- Bengalla Modified Development Consent approval

## Outlook

- Infrastructure constraints continue in 2006/07
- Curragh North Development completion
- Premier Char Demonstration Plant operation
- Input cost and availability pressures to continue
- Curragh metallurgical sales 6.2 - 6.5mt in 2006/07
- Curragh sales mix remains unchanged
- Metallurgical coal price settlements

## Financial Performance

Half Year ended 31 December (A\$m)	2006	2005	↑ %
Revenue	587.4	629.1	(6.6)
EBITDA	267.5	370.3	(27.8)
Depreciation & Amortisation	(99.4)	(52.5)	(89.2)
<b>EBIT*</b>	<b>168.1</b>	<b>317.8</b>	<b>(47.1)</b>
ROC (R12 %)*	52.9	76.6	(23.7pt)
Coal Production ('000 tonnes)	7,133	7,604	(6.2)
Safety (R12 LTIFR)	3.7	6.0	

\* Based on preliminary allocation of overheads





# Insurance - 2007 Half Year Performance

## Highlights

- Half year result was below expectations
- Deterioration in underwriting results for Lumley in Aust. & NZ
- WFI reported an excellent result
- Acquisition of OAMPS Ltd effective 1 November 2006
- Acquisition of Crombie Lockwood announced

## Outlook

- Continued pressure on margin
- Achieve modest synergies from OAMPS integration
- Complete Crombie Lockwood acquisition by end of February
- Continue to evaluate growth opportunities

## Financial Performance

Half Year ended 31 December (A\$m)	2006	2005	↑ %
Gross Written Premium	546.0	503.3	8.5
Net Earned Premium	406.1	376.6	7.8
Insurance Trading Result	53.7	54.3	(1.1)
EBIT	60.1	63.5	(5.4)
Net Earned Loss Ratio (%)	59.9	61.0	1.1pt
Combined Operating Ratio (%)	90.5	88.8	(1.7pt)
Insurance Margin (%)	13.2	14.4	(1.2pt)



# Industrial & Safety - 2007 Half Year Performance

## Highlights

- Operating Revenue flat at \$580m (allowing for translation differences)
- Earnings increased by 10.7% to \$50.9m
  - Reflects restructuring and business improvement initiatives
- Capital employed reduced by \$43 million
- Return on Capital increased to 13.7%
- Acquisition of Bullivants - Australia's leading supplier of lifting, rigging and materials handling products and services

## Outlook

- Ongoing mixed conditions - Growth in Australia, while New Zealand performance is expected to remain subdued
- Bullivants contribution to 2<sup>nd</sup> half results
- Ongoing strong focus on business improvement initiatives
- Review acquisition opportunities to complement organic growth - exposure to higher growth sectors / products

## Financial Performance

Half Year ended 31 December (A\$m)	2006	2005	↑ ↓ %
Revenue	580.1	588.0	(1.4)
EBITDA	57.9	53.1	9.0
Depreciation & Amortisation of PPE	(6.9)	(7.1)	2.7
<b>EBIT</b>	<b>50.9</b>	<b>46.0</b>	<b>10.7</b>
EBIT/Revenue (%)	8.8	7.8	1.0pt
ROC (R12 %)	13.7	13.2	0.5pt
Safety (R12 LTIFR)	4.1	4.8	



# Chemicals & Fertilisers - 2007 Half Year Performance

## Highlights

- Ammonia plant shutdown completed within budget
- Significantly improved contribution from QNP
- Incremental improvement from sodium cyanide, ammonium nitrate
- Fertiliser sales impacted by seasonal conditions
- Profit on sale of chlor-alkali business offset lower fertiliser contribution
- Careful management of expenses
- Construction on Kwinana ammonium nitrate duplication continues

## Outlook - Chemicals

- Demand for mining chemicals remains strong
- Commission Kwinana AN2 in first half FY08
- Seasonal break critical for fertiliser sales
  - Lower sales during back-loading period
  - Pasture and cropping products affected
  - Purchases likely to be delayed until needed
  - Carryover product on farm
  - Analysts tip strong plantings of wheat subject to seasonal break
- EBA re-negotiation

## Financial Performance

Half Year ended 31 December (A\$m)		2006	2005	↑ ↓ %
Revenue:	Chemicals	125.1	121.7	2.8
	Fertilisers	105.6	131.6	(19.8)
		230.7	253.3	(8.9)
EBITDA		46.1	48.5	(5.0)
Depreciation & Amortisation of PPE		(18.3)	(21.8)	16.1
EBIT		27.8	26.7	4.0
Sales Volume: ('000t)	Chemicals	227.6	237.7	(4.3)
	Fertilisers	289.4	370.2	(21.8)
ROC (R12 %)		14.9	17.7	(2.8pt)
Safety (R12 LTIFR)		6.0	1.3	



# Energy - 2007 Half Year Performance

## Highlights

- Growth of newly formed division
- Entered agreement to acquire Linde Gas Pty Ltd - renamed Coregas following completion 1 February 2007
- Project works commenced on new \$138 million LNG project at Kwinana
- Construction of five new remote community power stations underway
- WLPG production and sales increased

## Outlook

- Energy businesses performing well
  - Half year earnings above last year
  - Outlook dependent on Saudi CP, LPG content and LPG export volumes
- Positive part year contribution from Coregas
- Implement/develop current growth opportunities
  - \$138 million LNG project
  - Remote Power Stations
- Look to capture future growth opportunities

## Financial Performance

Half Year ended 31 December (A\$m)	2006	2005	↑ %
Revenue	222.4	185.4	20.0
EBITDA	50.6	37.4	35.2
Depreciation & Amortisation of PPE	(12.5)	(12.0)	(4.8)
<b>EBIT*</b>	<b>38.1</b>	<b>25.5</b>	<b>49.5</b>
ROC (R12 %)*	33.2	34.6	(1.4pt)
LPG production (kt)	93.8	78.6	19.3
Safety (R12 LTIFR)	0.5	2.1	

\* Based on preliminary allocation of overheads



## Other Businesses - 2007 Half Year Performance

### Highlights

#### ARG

- Sale completed 2 June 2006
- Pre-tax profit \$234.9m, partially taxable

#### Gresham Private Equity - Fund 1

- Three remaining investments - capital invested \$28.1m

#### Gresham Private Equity - Fund 2

- Capital commitments of A\$325m
- Wesfarmers capital commitment A\$150m; capital invested A\$63.9m
- Two investments made in 2005/06: Pacific Print Group and Witchery

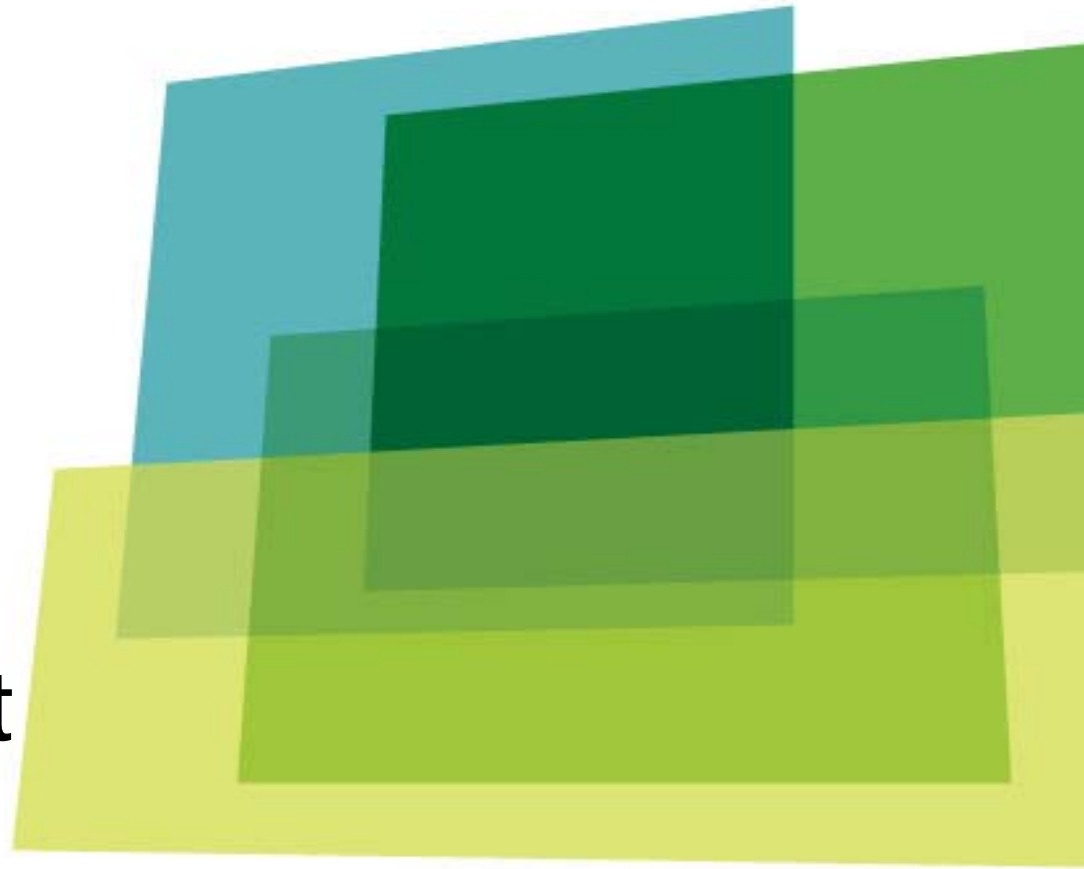
### Financial Performance

Half Year ended 31 December (A\$m)	Holding %	2006	2005
<b>Associates:</b>			
ARG	0	-	9.4
Gresham Private Equity - Fund 1	50	<b>0.0</b>	9.4
Gresham Private Equity - Fund 2	67	<b>(1.5)</b>	(0.9)
Gresham Partners	50	<b>2.2</b>	1.3
Wespine	50	<b>3.9</b>	5.1
Bunnings Warehouse Property Trust	23	<b>25.7</b>	7.8
Tax on relevant associates		<b>(4.0)</b>	(4.6)
<b>Sub-total</b>		<b>26.4</b>	<b>27.5</b>
Other EBIT		<b>6.9</b>	9.0
<b>Total</b>		<b>33.3</b>	<b>36.5</b>



# Operating Divisions





# Home Improvement





**WIDEST RANGE**  
**LOWEST PRICES**  
**BEST SERVICE**





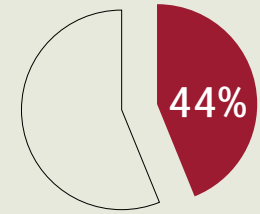
# Home Improvement Store Network As at end February 2007



- 149 Bunnings Warehouse stores
- 68 Bunnings small format stores
- 3 HouseWorks stores

Excludes distribution centres and trade operational sites

## EBIT CONTRIBUTION (1H07)



- 149 warehouse stores
- 71 smaller format stores
- 100,000+ product lines
- 24,000+ employees

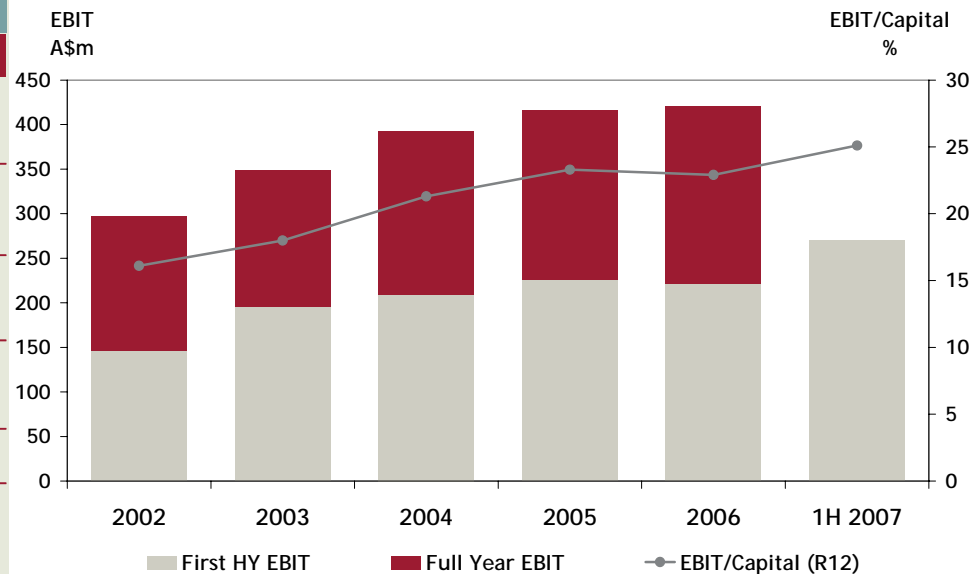


# Home Improvement - Performance

## Growth Strategies

### Strategies

<b>Focus on core retail drivers</b>	Lifting customer service Improving services
<b>Develop store network</b>	Open 10 to 14 warehouse stores pa Accelerated store upgrades and refits – approx 30 in 2006/07 Development of new store concepts
<b>Grow trade business</b>	Dual focus on smaller contractors and larger builders Targeting profitable market share growth
<b>Help team members perform better</b>	Lifting investment in development programmes Supporting improved performance Continuing strong safety programme
<b>Upgrade business systems</b>	\$55 million systems upgrade project part-way completed
<b>Drive business improvements</b>	Effectiveness of in-store processes lifting Achieving a lower cost of doing business Supply chain enhancements Ongoing improvements in inventory mgt. and shrinkage

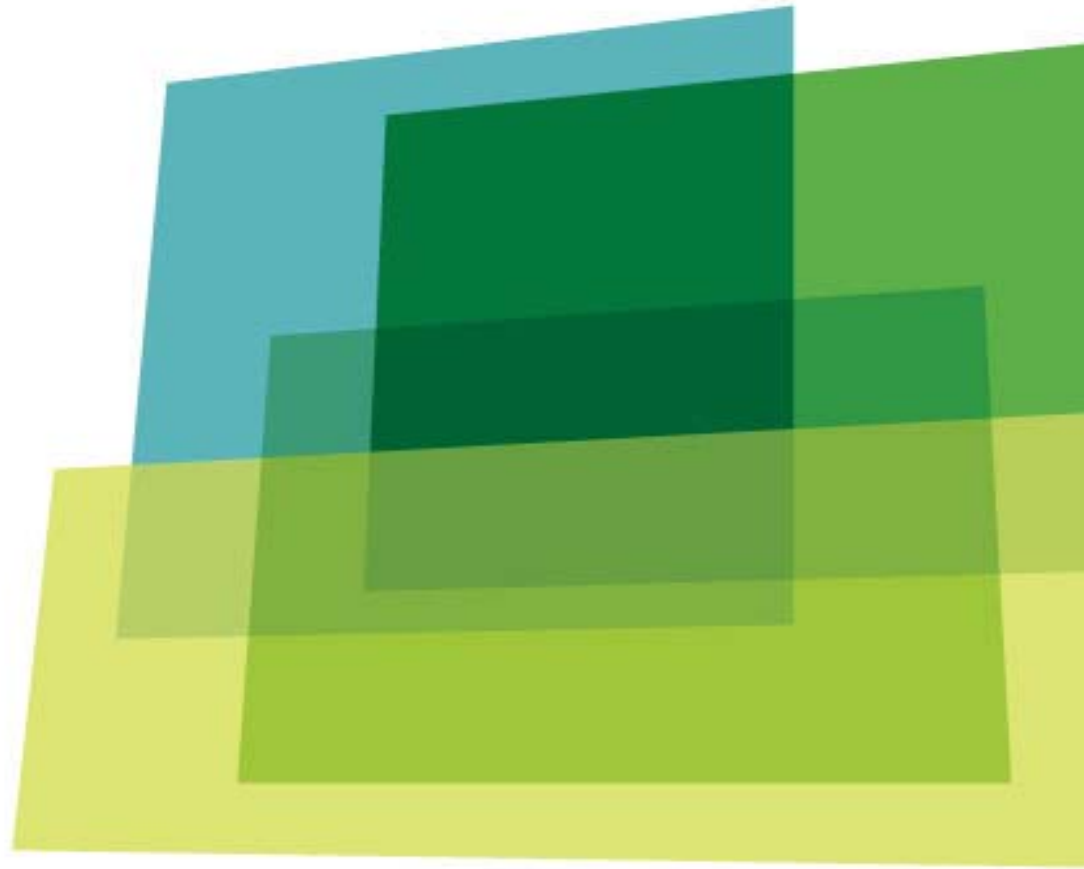


(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Revenue	3,066.3	3,474.5	3,845.7	4,065.4	4,275.5	2,470.5
EBITA	291.8	342.8	384.8	415.7	420.5	269.7
Goodwill Amortisation	(46.6)	(50.1)	(50.1)	na	na	na
EBIT	245.2	292.7	334.7	415.7	420.5	269.7
<b>EBITA/Revenue Ratio</b>	<b>9.5%</b>	<b>9.9%</b>	<b>10.0%</b>	<b>10.2%</b>	<b>9.8%</b>	<b>10.9%</b>





Coal



Coal



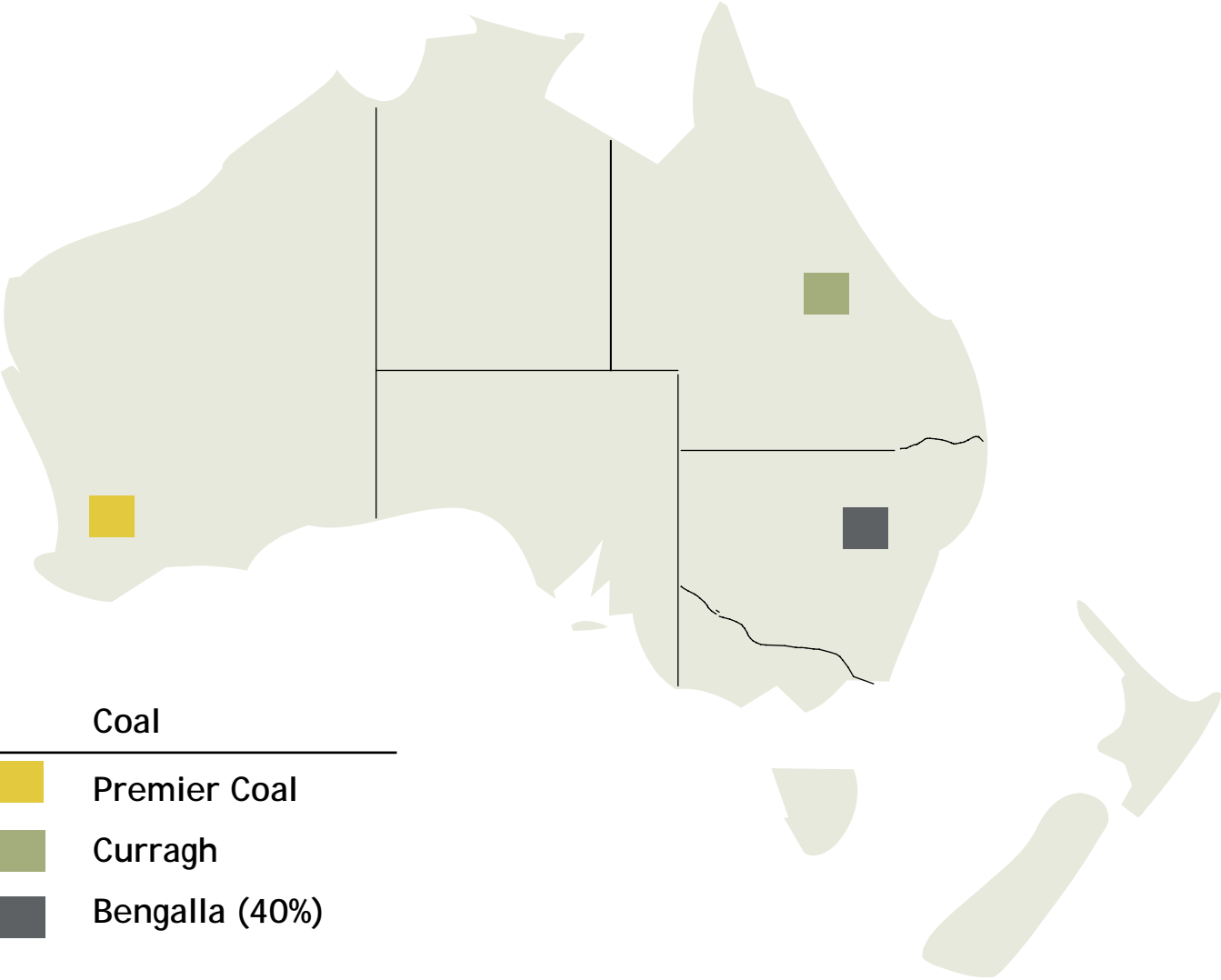
**URRAGH**

 **Premier Coal**




 **BENGALLA**



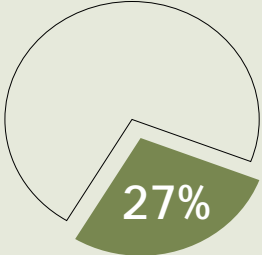
# Coal - Locations



### Coal

-  Premier Coal
-  Curragh
-  Bengalla (40%)

### EBIT CONTRIBUTION (1H07)



660 employees  
3 coal mines  
22 coal customers

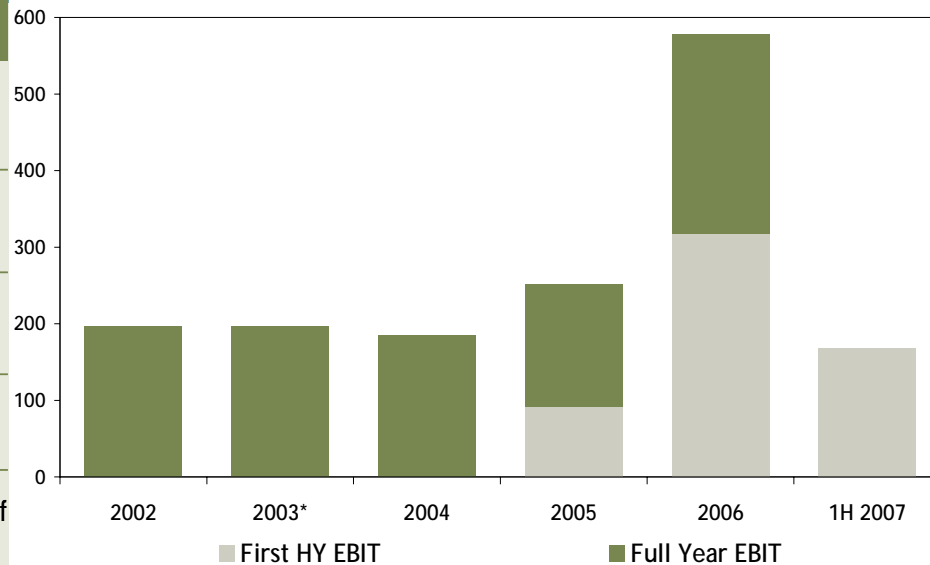


# Coal - Performance

## Growth Strategies

Opportunities / Challenges	Strategies
Strong export customer demand	Maximise Bengalla and Curragh production
Cost pressures	Deliver on cost reduction program
Infrastructure constraints	Closely monitoring and capturing opportunities to export as soon as capacity becomes available
Increase coal production	Curragh North materials handling project completion Bengalla Modified Development Consent approval
Extend product and market reach	Evaluate projects and acquisitions that offer economies of scale or downstream benefits

EBIT  
A\$m



\* Excludes Girrah A\$80.5m in 2003

(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Revenue	564.9	677.5	627.8	763.8	1,304.2	587.4
EBITA	196.2	196.7	185.1	251.2	577.8	168.1
Goodwill Amortisation	-	-	-	na	na	na
EBIT	196.2	196.7	185.1	251.2	577.8	168.1
<i>EBITA/Revenue Ratio</i>	<i>34.7%</i>	<i>29.0%</i>	<i>29.5%</i>	<i>32.9%</i>	<i>44.3%</i>	<i>28.6%</i>



# Coal - Sales

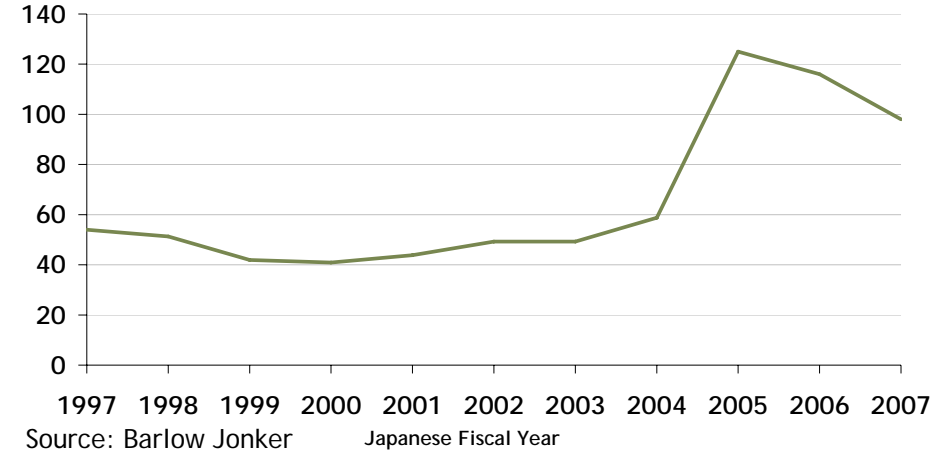
## Coal Sales Volumes by Mine (2006)

Mine (mtpa)	Domestic Steaming	Export Steaming	Export Coking	Total
Curragh, QLD	2.6		6.0	8.6
Premier, WA	3.7			3.7
Bengalla*, NSW	1.0	4.3		5.3
<b>Total</b>	<b>7.3</b>	<b>4.3</b>	<b>6.0</b>	<b>17.6</b>

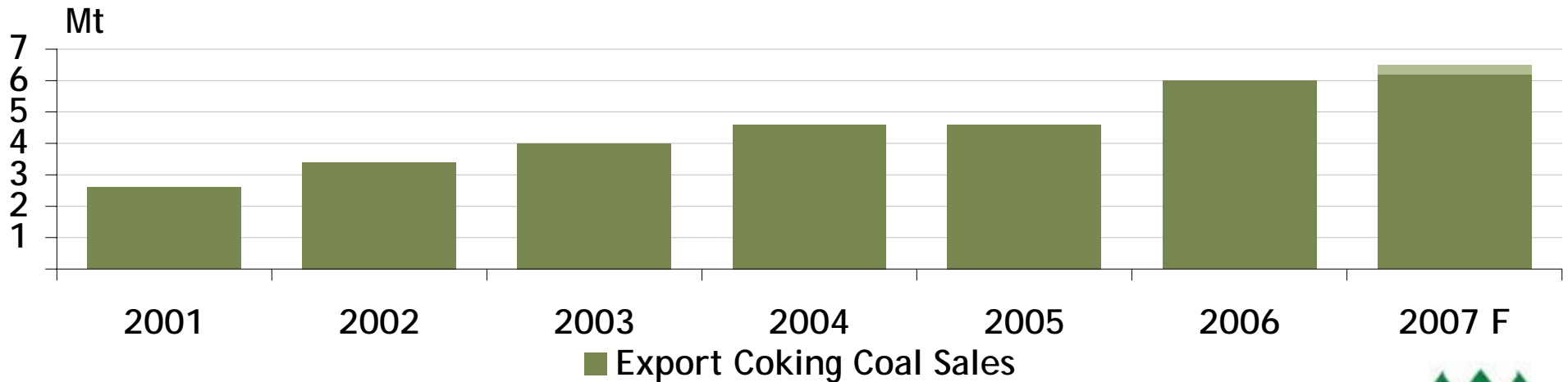
\* Wesfarmers 40% share

## Metallurgical Coal Prices Australian Hard Coking Coal to Japan

US\$/Tonne (Nominal) FOB Australia

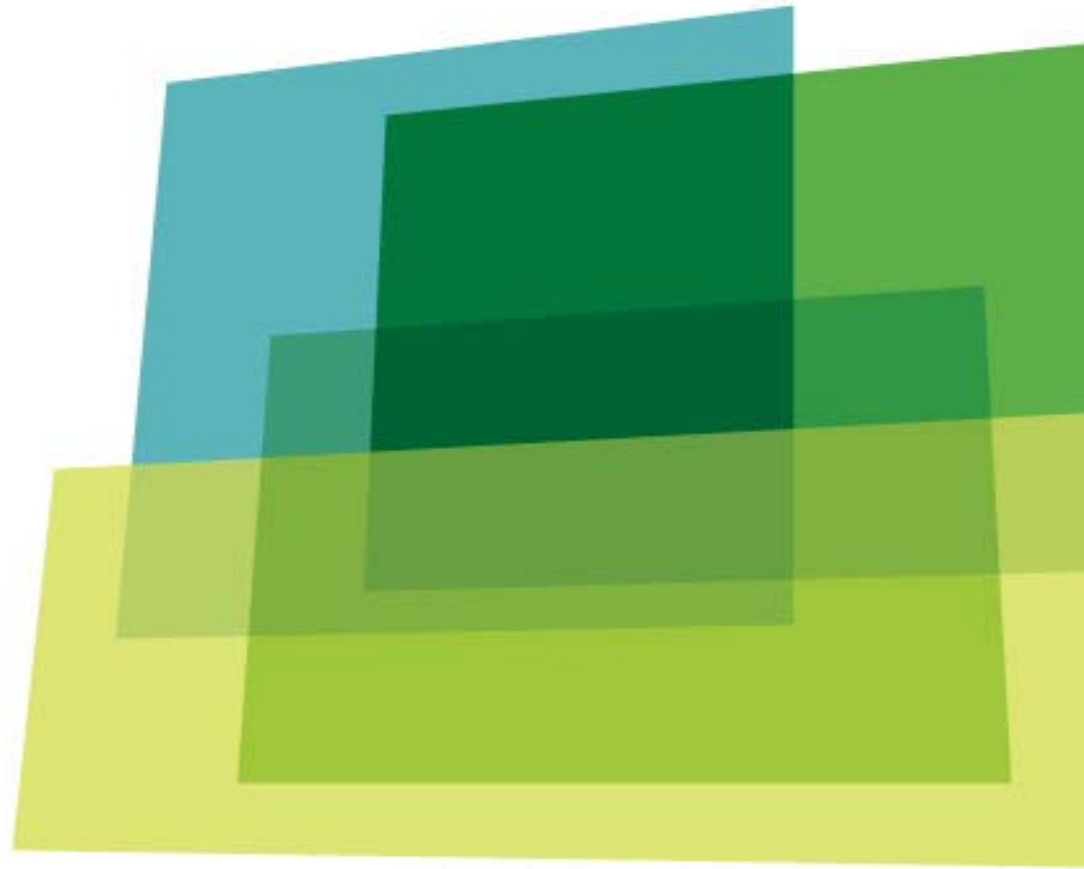


## Curragh Historic and Forecast Export Coking Coal Sales





Insurance







WESFARMERS FEDERATION  
INSURANCE LIMITED

Lumley

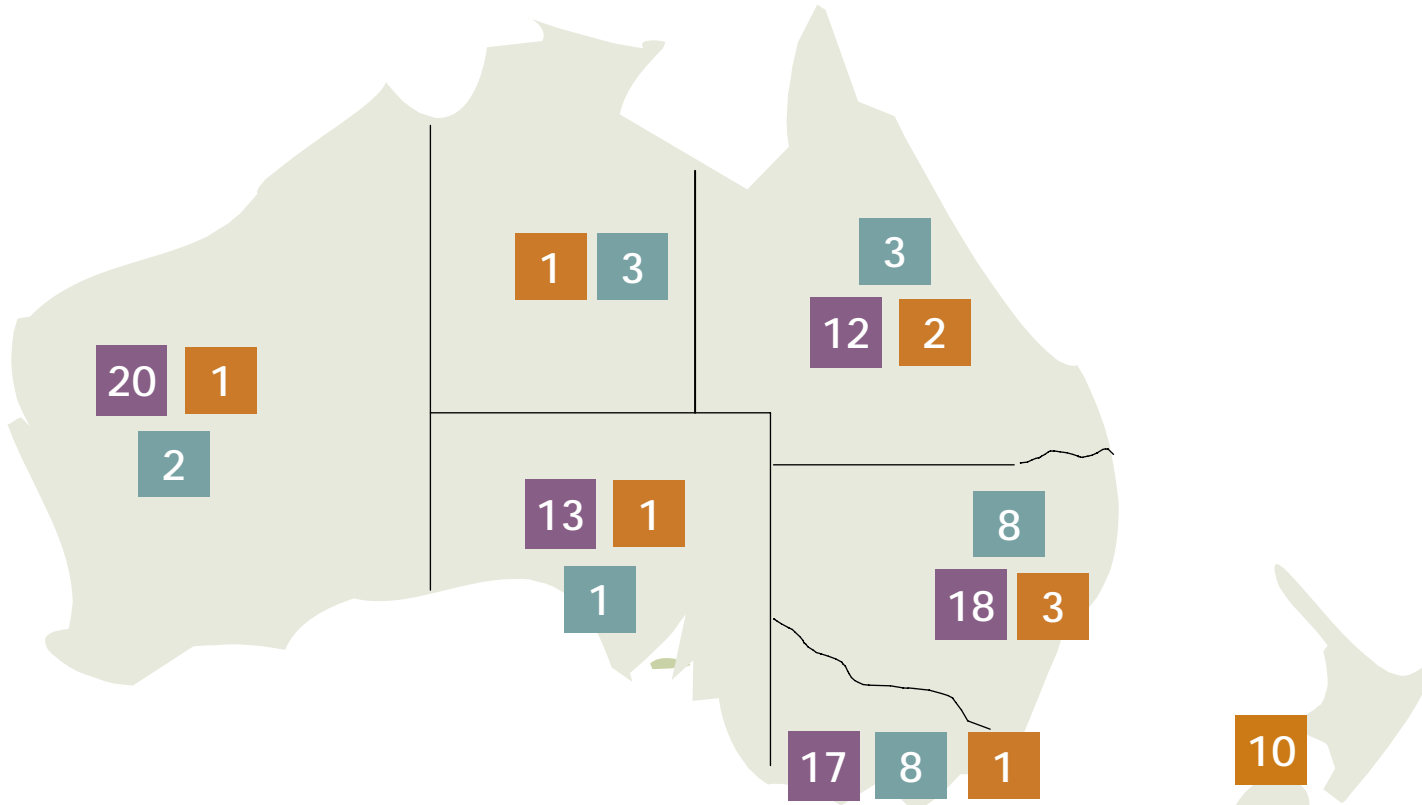
Lumley







OAMPS






# Insurance - Locations



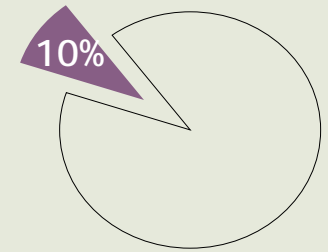
## BUSINESSES

	Wesfarmers Federation Insurance
	Lumley
	Crombie Lockwood
	OAMPS

## No.

83		
20		
16		
27		

## EBIT CONTRIBUTION (1H07)



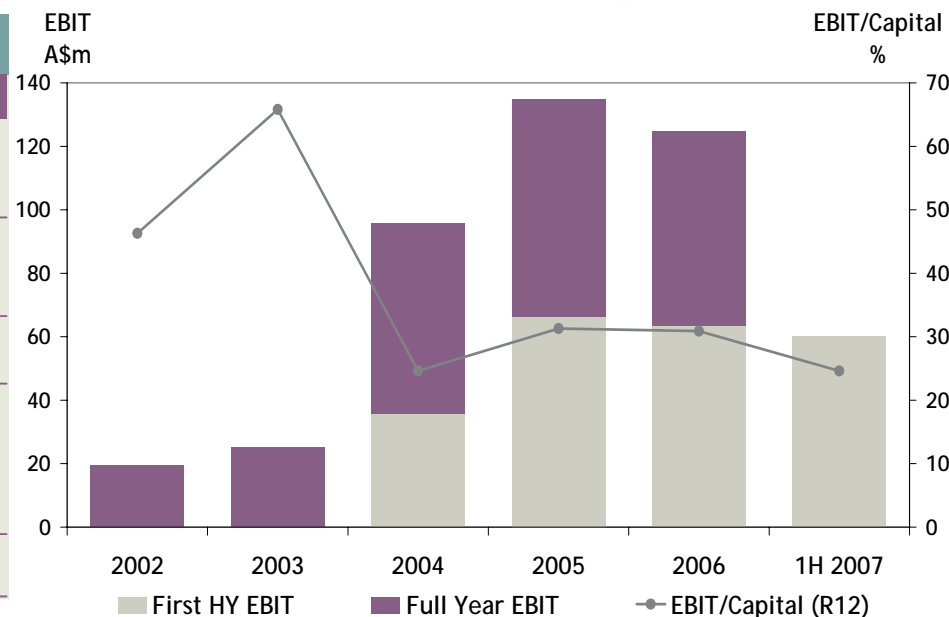
2,780 employees  
146 branches



# Insurance - Performance

## Growth Strategies

Opportunities / Challenges	Strategies
Margin pressure in commercial lines	Target new segments for profitable growth Continue building technical and expert sales team Sales force efforts targeted at growth sectors
Integration of OAMPS	Integrate corporate functions Merger of underwriting business, AILL with Lumley Australia Modest synergies / benefits
Drought is affecting rural Australia	Maintain key alliances and relationships with clients Increase marketing and sales efforts
Diversification of core underwriting capabilities	General Insurance broking: – Acquisition of OAMPS Ltd in Nov 2006 – Acquisition of Crombie Lockwood (New Zealand) in Feb 2007 A number of new opportunities under assessment
General Insurance broking consolidation	Continue to evaluate opportunities to participate



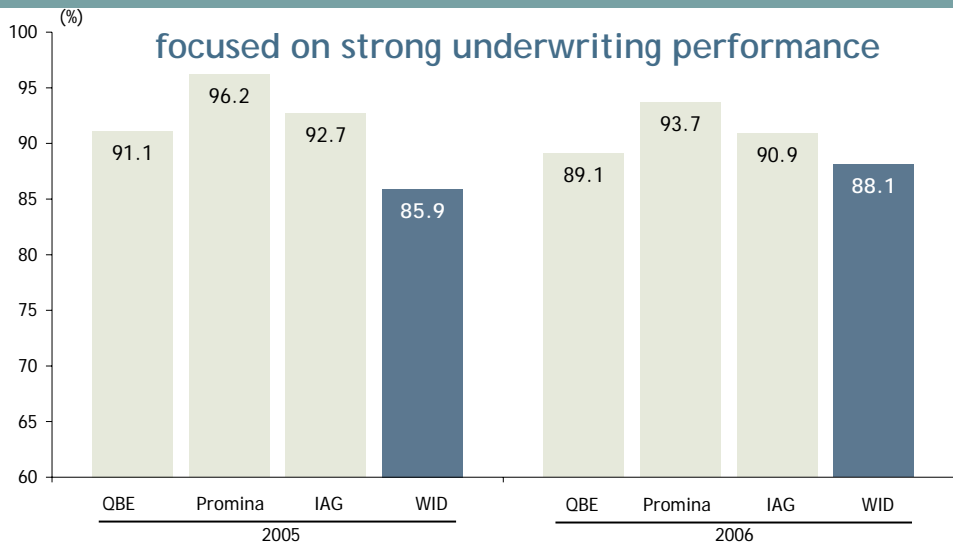
(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Gross Written Premium	200.6	217.7	787.3	1,019.9	1,025.9	546.0
Net Earned Premium	156.8	175.0	508.1	700.4	746.5	406.1
Underwriting Result	12.7	16.2	69.8	97.2	89.0	38.6
EBITA	19.5	25.2	95.8	134.9	124.8	62.7
Goodwill Amortisation	-	-	(7.5)	na	na	(2.6)
EBIT	19.5	25.2	88.3	134.9	124.8	60.1
<b>Combined Operating Ratio</b>	<b>91.9%</b>	<b>90.7%</b>	<b>86.3%</b>	<b>86.1%</b>	<b>88.1%</b>	<b>90.5%</b>



# Insurance - Performance

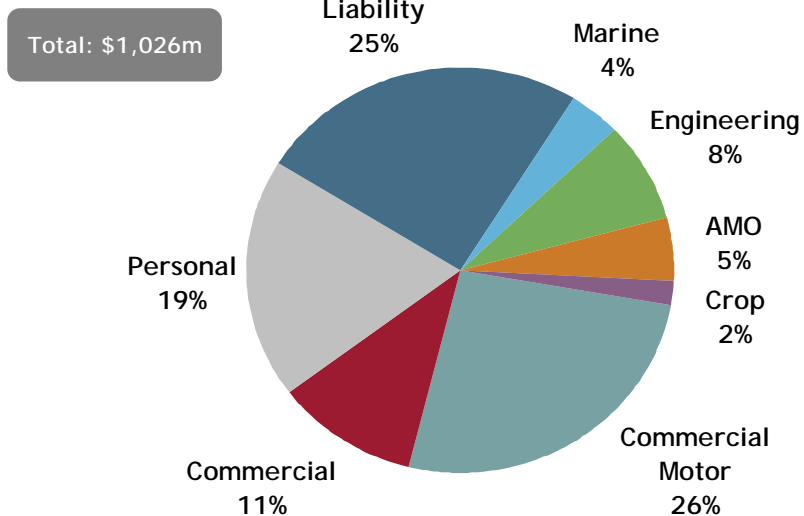


## Combined Operating Ratio: WID versus peers, 2005-06





12 months ending 30 June. QBE and Promina for the preceding 12 months ended 31 December

## 2006 Gross Written Premium by Class of Business



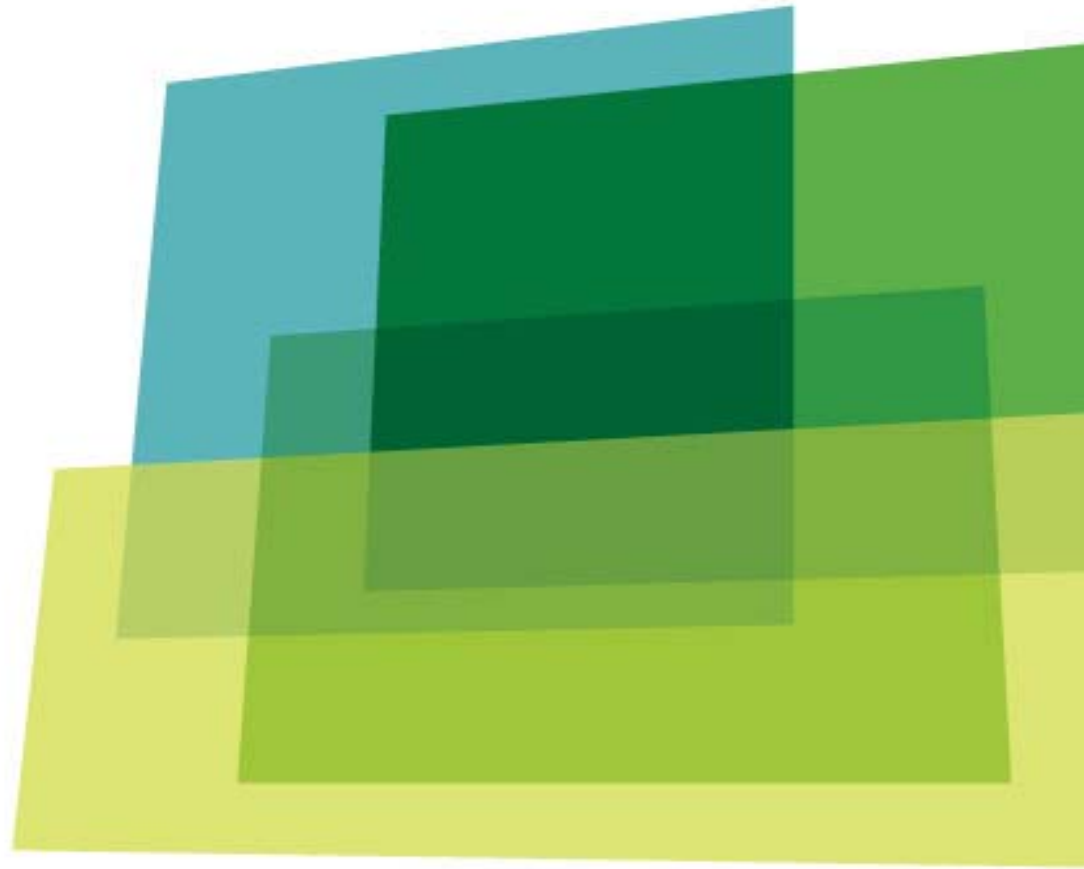
## Key Performance Indicators: 2004 - 2006

KPI (%)	Lumley 						WFI 			Wesfarmers Insurance Division		
	Australia			New Zealand			2004	2005	2006	2004	2005	2006
	2004	2005	2006	2004	2005	2006						
Net Earned Loss Ratio	56.6	58.4	60.3	58.5	61.2	60.4	60.2	57.9	59.7	58.1	58.8	60.1
Combined Operating Ratio	85.1	83.7	86.1	86.9	87.9	89.5	88.1	86.2	88.1	86.1	86.1	88.1
Insurance Margin	18.7	20.1	17.1	14.9	14.2	13.0	16.0	18.0	15.7	16.8	17.6	14.9





# Industrial & Safety





Core business

**Blackwoods**

Australian market leader in distribution of Maintenance, Repair and Operating supplies (MRO)

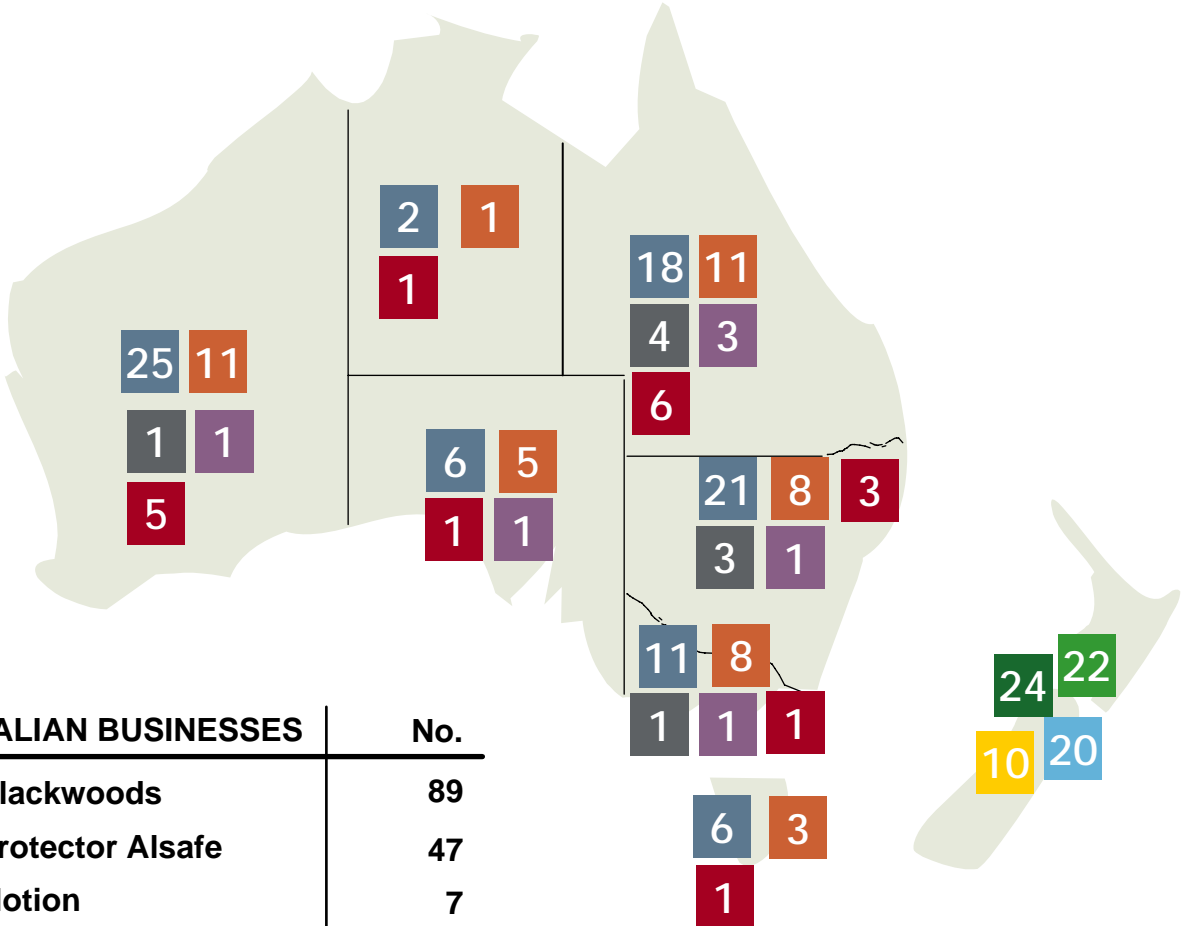
National Specialist Businesses

Australia

New Zealand



# Industrial & Safety - Locations



AUSTRALIAN BUSINESSES	No.
Blackwoods	89
Protector Alsafe	47
Motion	7
Mullings	9
Bullivants (trading from 2007)	18

NEW ZEALAND BUSINESSES	No.
NZ Safety	24
Protector Safety	22
Blackwoods Paykels (NZ)	20
Packaging House	10

### EBIT CONTRIBUTION (1H07)

8%

3,295 employees  
 246 locations  
 115,000 customers  
 217,000 product lines



# Industrial & Safety - Performance

## Growth Strategies

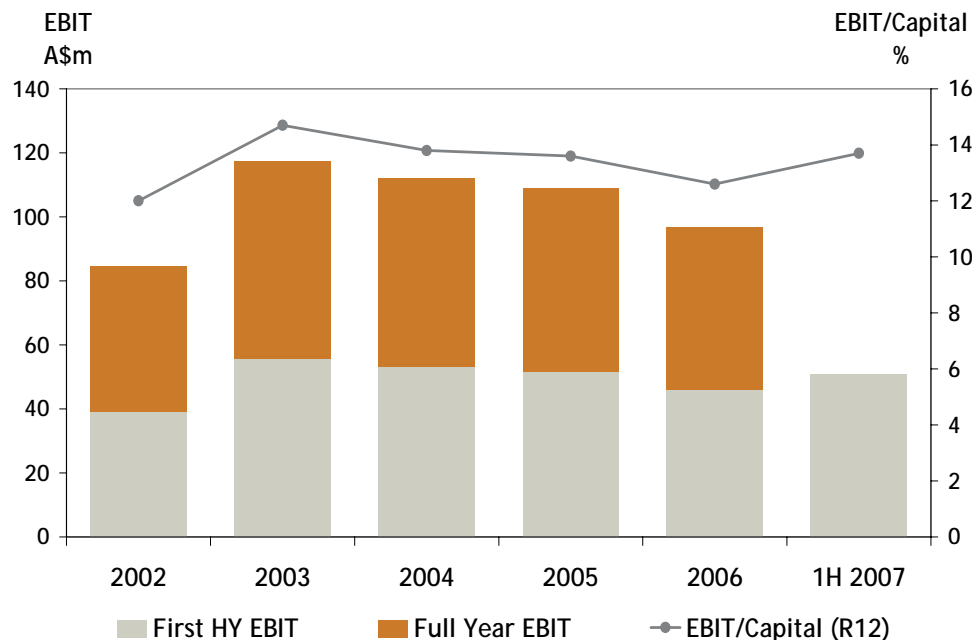
### Strategies

#### Re-base the business

Division restructure complete, cost base reduced  
 SKU reduction well advanced  
 Logistics network rationalisation well progressed  
 Reduction of capital base proceeding well  
 Low Cost Country sourcing capability established (Shanghai)

#### Grow selectively

Increased penetration of higher growth sectors  
 Improve sales force effectiveness, increased resource levels  
 Improve delivery performance  
 Addition of services / new ranges to increase share of spend  
 Bolt on acquisitions e.g. Bullivants



(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Revenue	1,055.4	1,112.0	1,150.6	1,174.7	1,177.7	580.1
EBITA	84.8	117.2	112.0	108.8	96.8	50.9
Goodwill Amortisation	(23.0)	(25.3)	(25.3)	na	na	na
EBIT	61.7	91.9	86.8	108.8	96.8	50.9
<i>EBITA/Revenue Ratio</i>	<i>8.0%</i>	<i>10.5%</i>	<i>9.7%</i>	<i>9.3%</i>	<i>8.2%</i>	<i>8.8%</i>



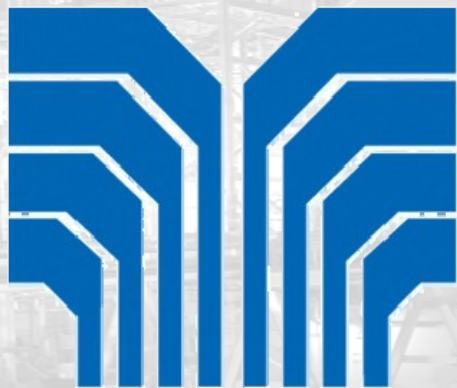




# Chemicals & Fertilisers



**AGR**

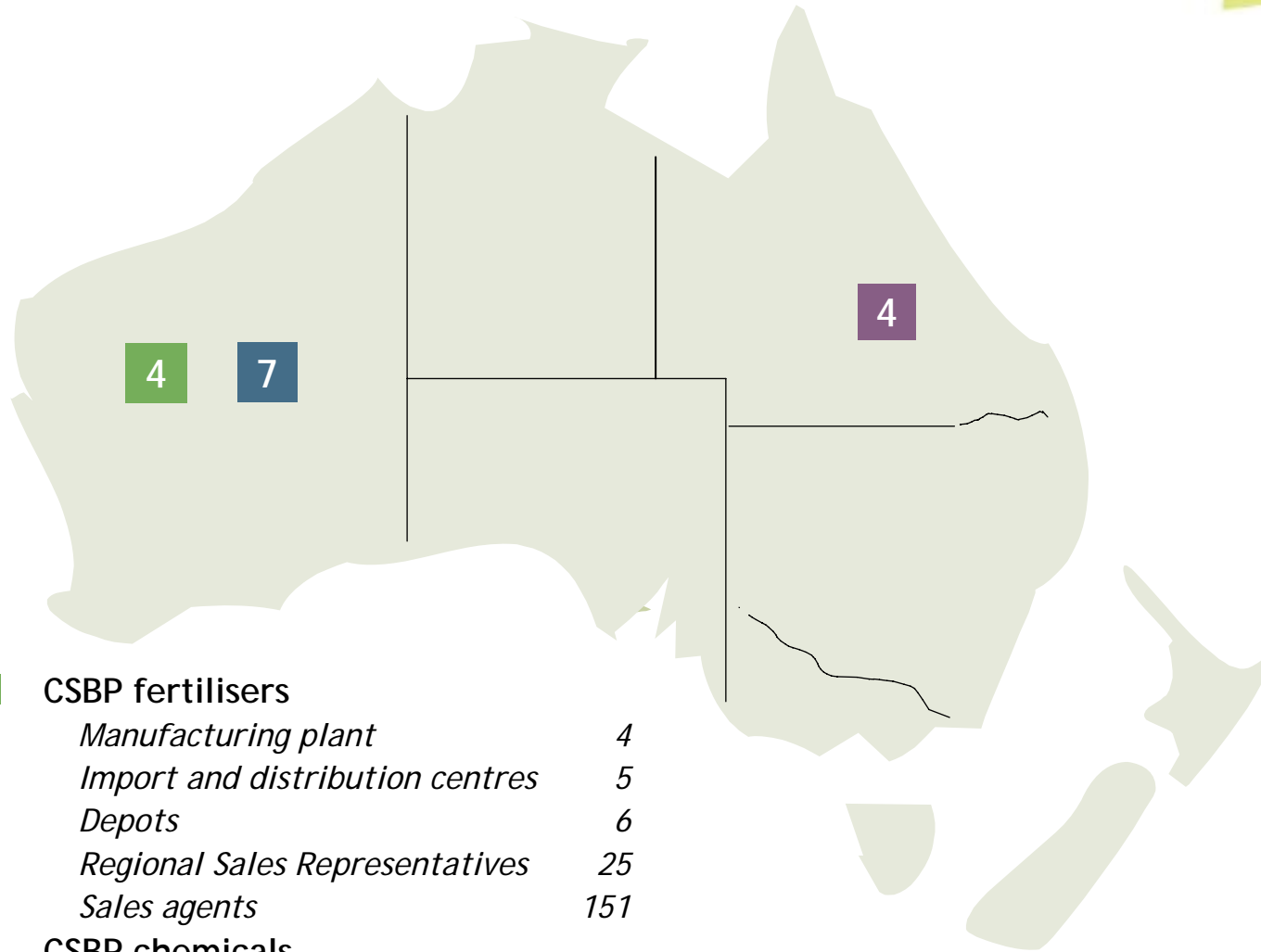


**QNP**

**CSBP**

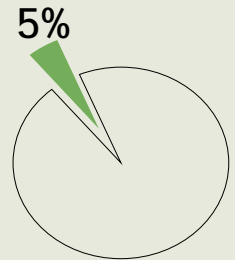


# Chemicals & Fertilisers - Locations



<span style="color: green;">■</span>	<b>CSBP fertilisers</b>	
	<i>Manufacturing plant</i>	4
	<i>Import and distribution centres</i>	5
	<i>Depots</i>	6
	<i>Regional Sales Representatives</i>	25
	<i>Sales agents</i>	151
<span style="color: blue;">■</span>	<b>CSBP chemicals</b>	
	<i>Manufacturing plants</i>	7
<span style="color: purple;">■</span>	<b>QNP (50%)</b>	
	<i>Manufacturing plants</i>	4

## EBIT CONTRIBUTION (1H07)



600 employees

360 chemical customers

2 major fertiliser distributors servicing over 5,000 farmers

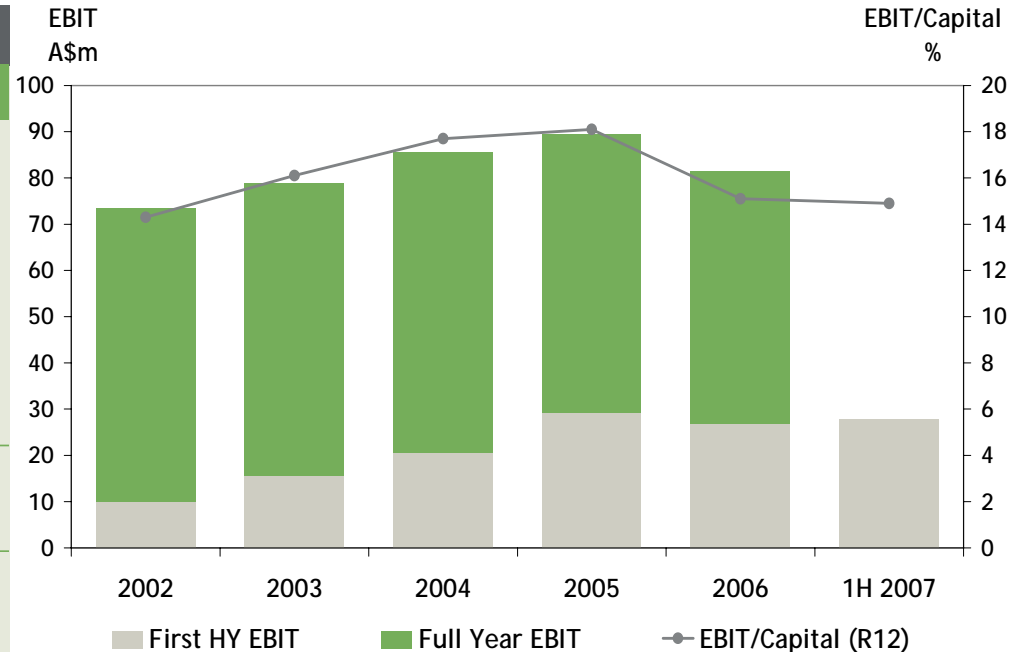
11 operational manufacturing plants



# Chemicals & Fertilisers - Performance

## Strategies

	Opportunities / Challenges	Strategies
Chemicals	<b>Maintain and grow business</b>	Kwinana AN expansion: <ul style="list-style-type: none"> <li>➢ Duplication of capacity to 470,000 tpa</li> <li>➢ Completion expected second half 2007</li> </ul> Evaluation of options at QNP (50% owned)
	<b>Improve performance of sodium cyanide business and identify opportunities for growth</b>	Sodium cyanide volume growth Investigate domestic growth opportunities for sodium cyanide – Boddington gold project
	<b>Review position in industrial chemicals</b>	Completed exit from chlor-alkali business
Fertilisers	<b>Continue to develop liquid fertilisers</b>	Extend product development activity
Chemicals and Fertilisers	<b>Optimise cost and capital</b>	Focus on expense reduction strategies and investigate ways to make cost base more variable
	<b>Growth opportunities</b>	Dedicated business development team
	<b>Optimal cost and capital structure</b>	Reduce working capital and manage expenses

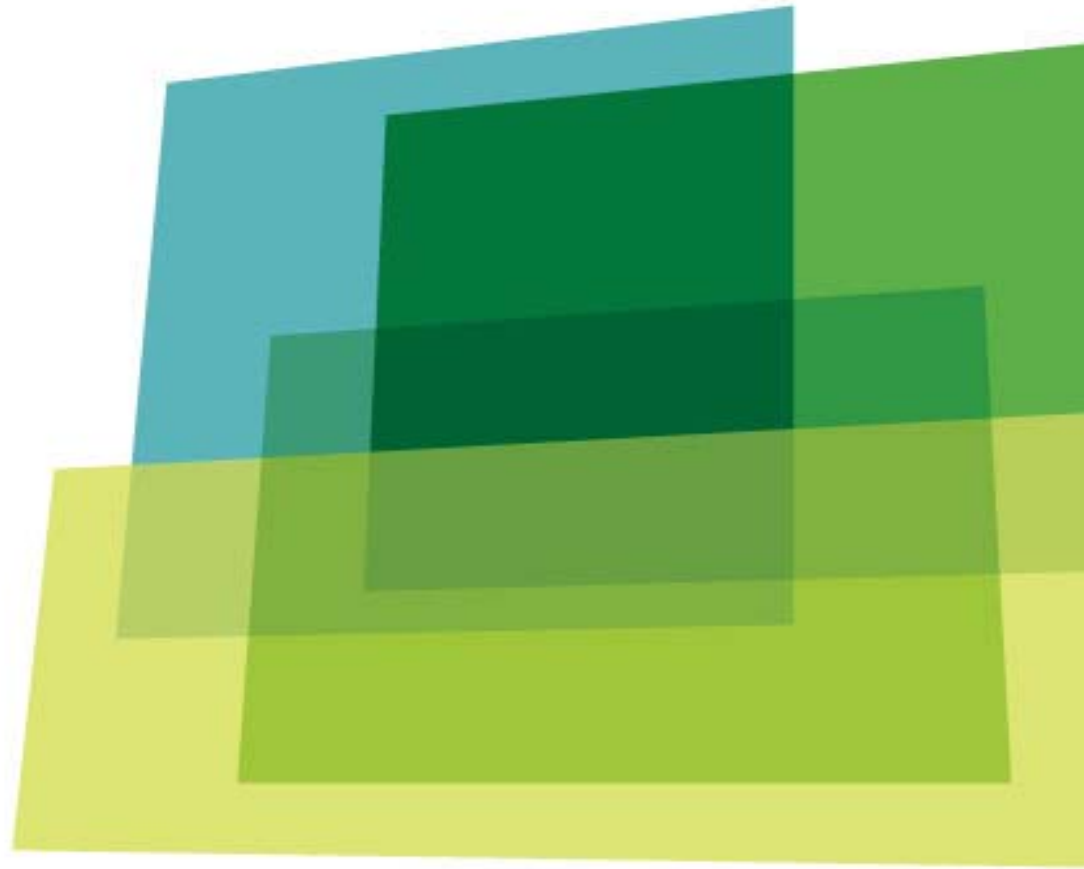


(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Revenue	463.9	473.6	518.5	586.9	595.2	230.7
EBITA	73.5	78.9	85.6	89.4	81.4	27.8
Goodwill Amortisation	(0.3)	(0.3)	(0.3)	na	na	na
EBIT	73.3	78.6	85.4	89.4	81.4	27.8
<i>EBITA/Revenue Ratio</i>	<i>15.8%</i>	<i>16.7%</i>	<i>16.5%</i>	<i>15.2%</i>	<i>13.7%</i>	<i>12.1%</i>





Energy





 **Kleenheat Gas**



**WESFARMERS LPG**

  
**enGen**  
energy generation

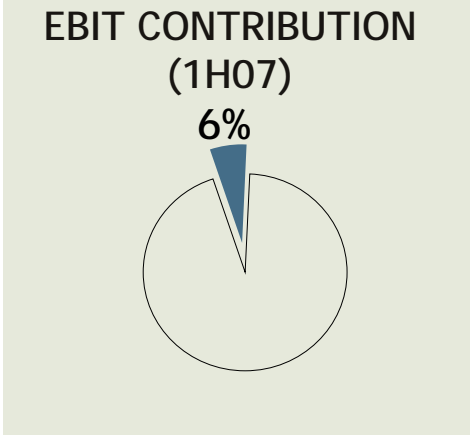
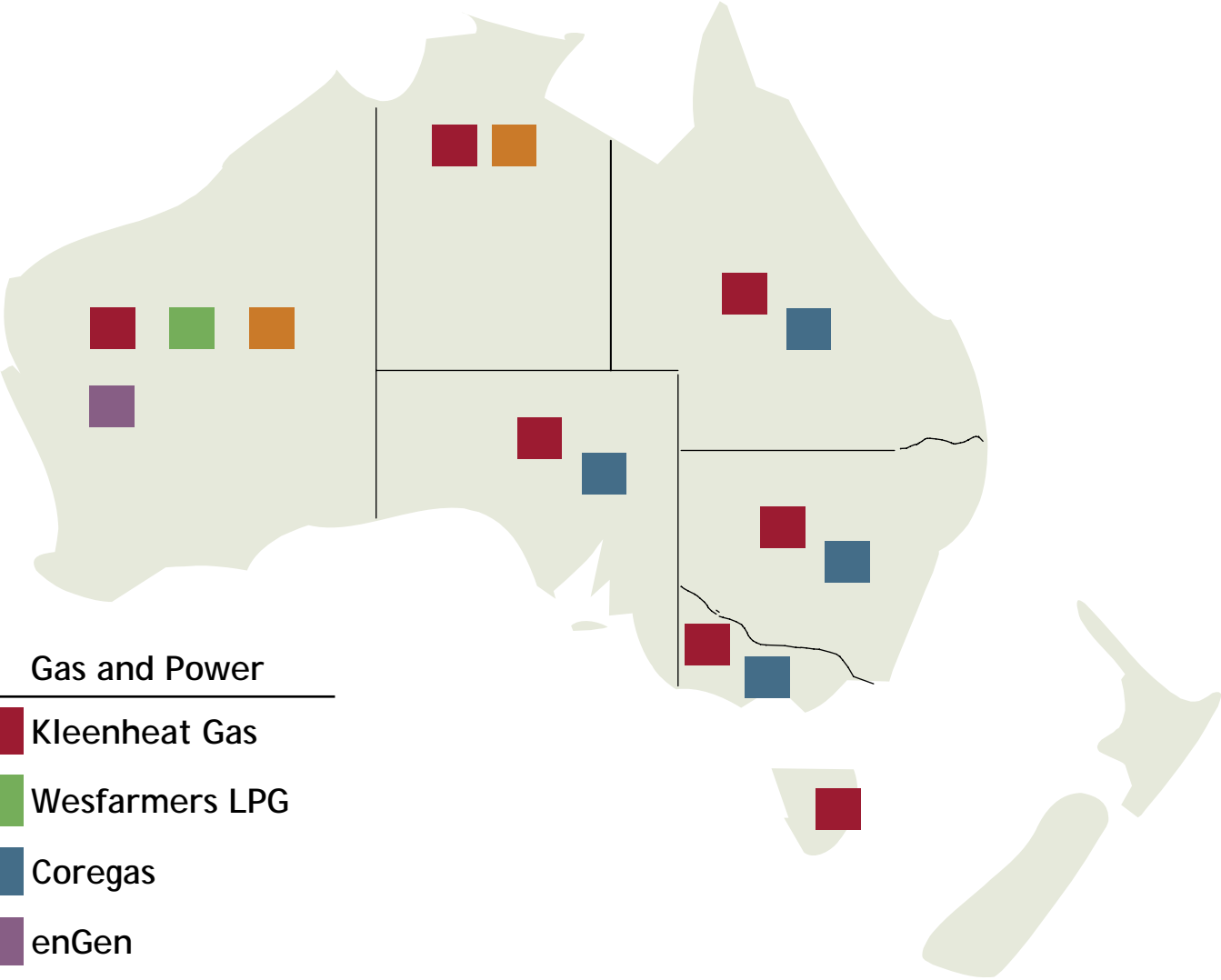
 **AIR LIQUIDE**  
WESTERN AUSTRALIA™

**UNIGAS**  
for  
**AUTOGAS**

**coregas** 



# Energy - Locations



- 900 employees
- 1,436 gas locations
- 274,000 gas customers
- 17 remote power stations
- 3 air separation units
- 1 hydrogen plant



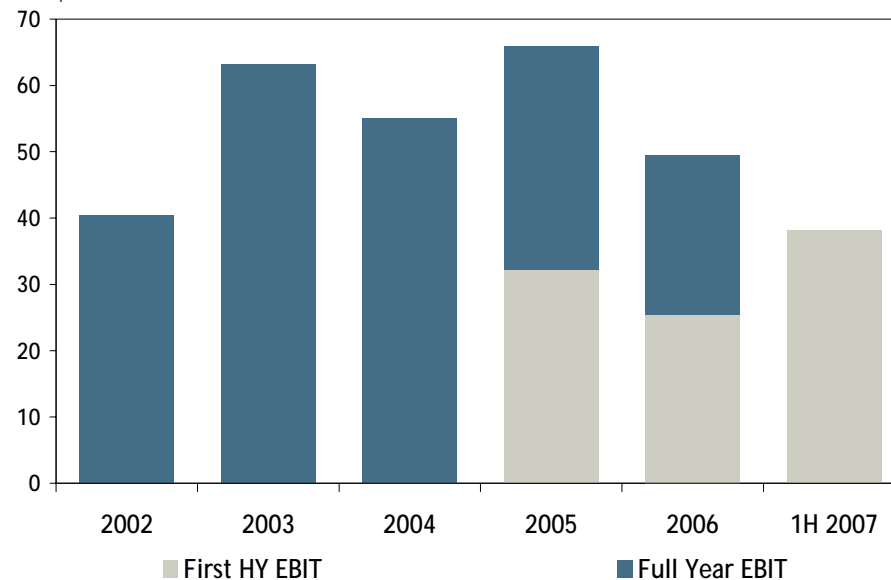
# Energy - Performance

## Growth Strategies

### Strategies

<b>New gas products and markets</b>	Kleenheat Gas: Develop HDV and new domestic markets for LNG
	Wesfarmers LPG: enhance feed gas supply arrangements
	Air Liquide WA (40%): focus on oil and gas and medical industries
	Coregas: Integrate, complete liquefier expansion and grow East Coast business
<b>Remote power opportunities</b>	Engen: complete Sunrise & Darlot LNG fuelled power stations; seek further growth opportunities
<b>Improve margins in higher gas cost environment</b>	Kleenheat Gas: lower cost business model by continued focus on controllable costs and improved efficiency and workforce performance

EBIT  
A\$m



(A\$m)	2002	2003	2004	2005 A-IFRS	2006 A-IFRS	1H07 A-IFRS
Revenue	398.6	406.3	380.8	397.7	371.9	222.4
EBITA	40.4	63.1	55.1	65.9	49.4	38.1
Goodwill Amortisation	(0.4)	(0.7)	(0.8)	na	na	na
EBIT	40.0	62.5	54.3	65.9	49.4	38.1
<i>EBITA/Revenue Ratio</i>	<i>10.1%</i>	<i>15.5%</i>	<i>14.5%</i>	<i>16.6%</i>	<i>13.3%</i>	<i>17.1%</i>





# Energy - Businesses



## Activities

distributor and marketer of liquefied petroleum gas (LPG) and gas appliances to a broad range of domestic, commercial, autogas and industrial customers

## Sales Volumes

2005/06 Actual: 225kT

## Sites

Depots	33
Branches	14
Commission agents	26
Franchises	27
Dealers	675

Customers 258,000



## Activities

owns and operates a liquefied petroleum gas (LPG) extraction facility in Western Australia supplying Kleenheat Gas domestically and export markets

## Production Volume

2005/06 Actual: 158kT

## Sales Volumes

2005/06 Actual	
Export:	39kT
Domestic:	116kT

Customers 2



enGen  
energy generation

## Activities

design, construction, operation and maintenance of both company-owned and customer-owned power supply

## Operations

MW installed:	97
GWh generated per annum:	415
Power stations:	17
Customers:	circa 10



## Activities

Production, distribution and marketing of industrial and medical gases on Australia's east coast.

## Operations

Port Kembla Air Separation Unit:	Capacity 1,350 TPD Oxygen
Hydrogen Plant:	Capacity 1000 m3/hr
Cylinder filling operations:	4
Specialty gas laboratory:	
Customers:	9,500



## Activities

Air Liquide WA is a joint venture between Wesfarmers (40%) and Air Liquide Australia manufacturing and supplying a range of industrial and medical gases

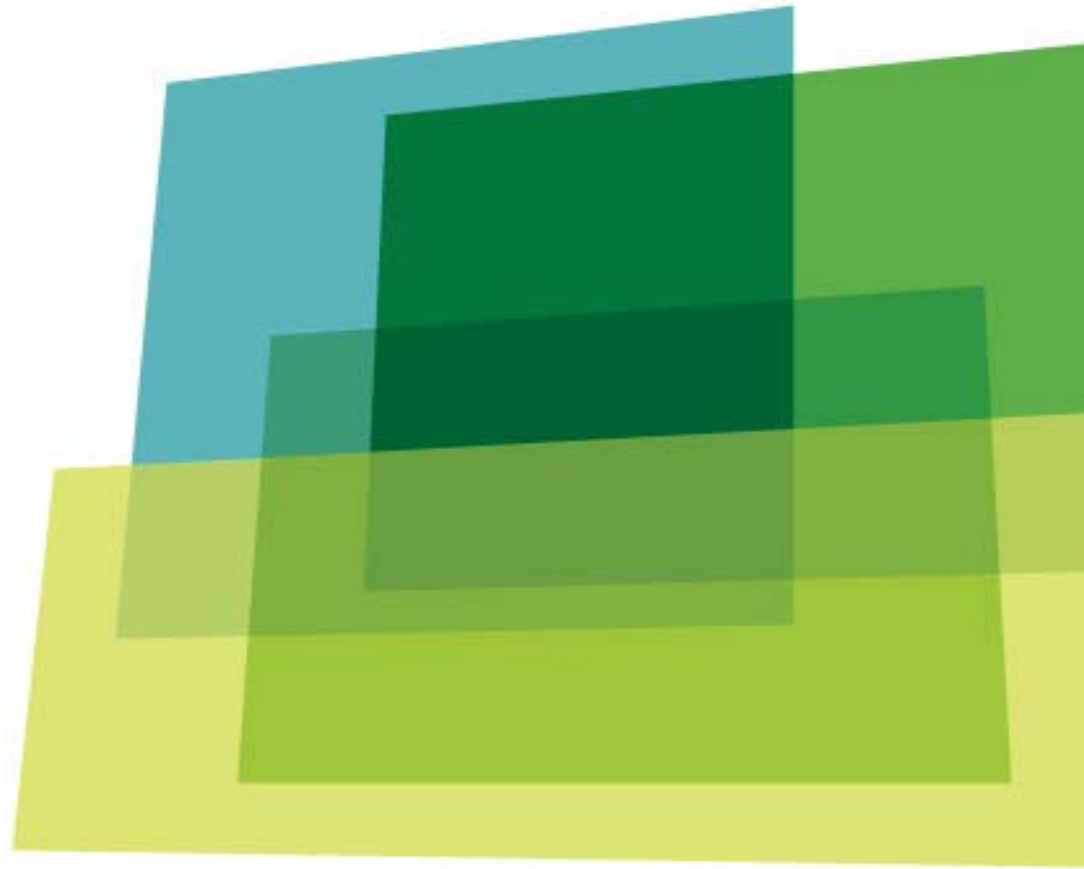
## Operations

Air Separation Plants:	
Kwinana:	Capacity 280 TPD Oxygen
Hismelt:	Capacity 880 TPD Oxygen
Carbon Dioxide Plants:	
WMC:	Capacity 12 TPD
CSBP:	Capacity 120 TPD
Cylinder Filling Operations:	2
Branches:	3 in Western Australia 1 in Northern Territory
Agents:	74
Customers:	5,000





Other Businesses



## Other Businesses



### Gresham:

50% interest in Gresham Partners, an independent investment bank focused on financial advisory services, private equity investment and property investment funds. Wesfarmers also holds significant investments in Gresham's Private Equity Funds.

(A\$m)	2005	2006
Profit before tax:		
Gresham Partners	4.7	2.7
Gresham Private Equity	3.2	10.1



### Wespine (50%):

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

(A\$m)	2005	2006
Profit before tax	9.9	9.8



### Bunnings Warehouse Property Trust (23%):

listed property trust, established in 1998 with a focus on warehouse retailing properties and, in particular, Bunnings Warehouses leased to Bunnings Pty Ltd, a wholly-owned subsidiary of Wesfarmers Limited.

(A\$m)	2005	2006
Profit before tax	18.1	17.0



# Gresham Private Equity

## Gresham Private Equity - Fund 1

- Further exits expected over next several years

### Current Investment Portfolio - Fund 1

**Norcros**  
*UK based building materials, coatings*



**Riviera**  
*ocean cruisers*

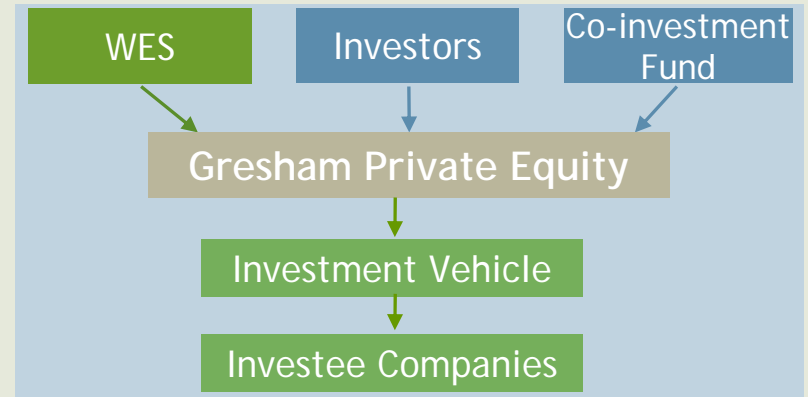


**Raywood**  
*vehicle control systems*



## Gresham Private Equity - Fund 2

- Current commitment A\$325m (Wesfarmers A\$150m)
- Pacific Print Group (50%) acquired November 2005, enterprise value A\$190m
- Witchery acquired July 2006



### Current Investment Portfolio - Fund 2

**Noel Leeming**  
*electrical retailer (New Zealand)*



**Australian Pacific Paper Products**  
*manufacturer and distributor of disposable nappies (Australia)*



**Pacific Print Group**  
*leading commercial printing business (New Zealand)*



**Witchery**  
*Women's fashion apparel*

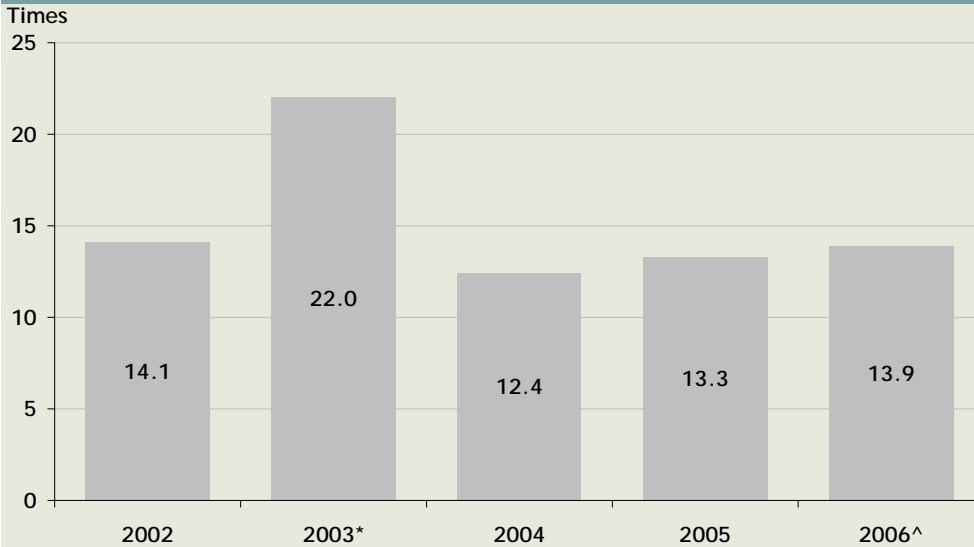


# Capital Management

# Capital Management

- Dividend policy – distribute franking credits through dividends
- Approximate 90% payout ratio
- Estimated capital expenditure 2006/07 ~ A\$800m
- Target efficient capital structure
- Dividend investment plan reinstated
  - 100% underwritten for interim dividend

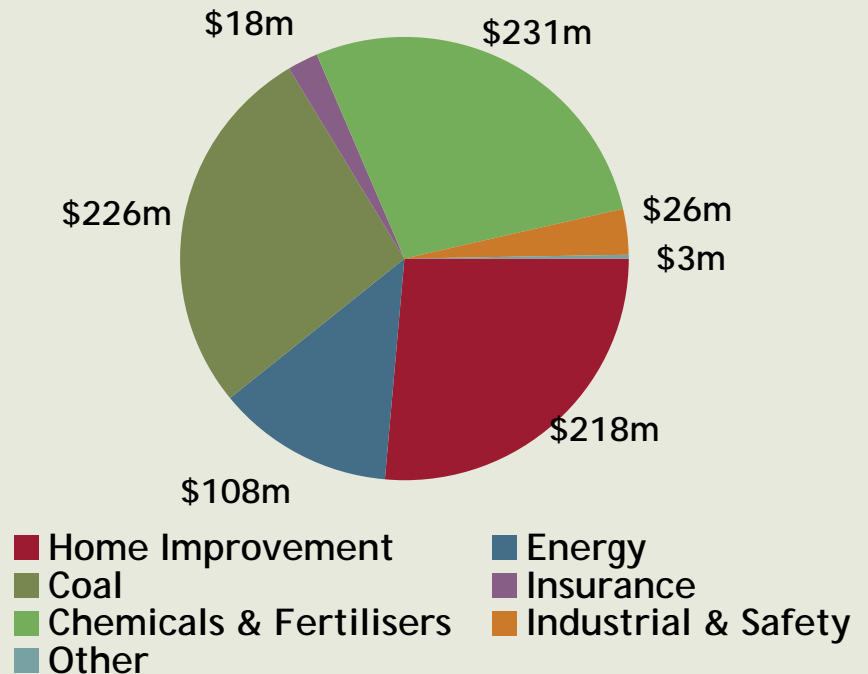
## Cash Interest Cover Ratio (R12 to 31 Dec)



\* Excludes sale of Girrah and Landmark ^ Excludes sale of ARG

## 2006/07 Capital Expenditure Budget

Total: A\$830m



# Investor Relations Contact

Wesfarmer's Public Affairs and Investor Relations

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Corporate policies

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**[www.wesfarmers.com.au](http://www.wesfarmers.com.au)**

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- The financial information contained in this presentation includes non-GAAP financial measures. For a reconciliation of these measures to the most comparable GAAP measure, please refer to half and full year financial statements filed with the Australian Stock Exchange
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