

# 2025 HALF YEAR RESULTS

Presenters

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8 May 2025

















# **DISCLAIMER**

This presentation is in summary form and is not necessarily complete. It should be read together with Orica's Annual Report and other announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au.

This report contains information that is based on projected and/or estimated expectations, assumptions or outcomes. Forward looking statements are subject to a range of risk factors. Orica cautions against reliance on any forward-looking statements, particularly in light of the volatile and uncertain geopolitical and economic landscape.

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# **OTHER**

# Non-International Financial Reporting Standards (Non-IFRS) information

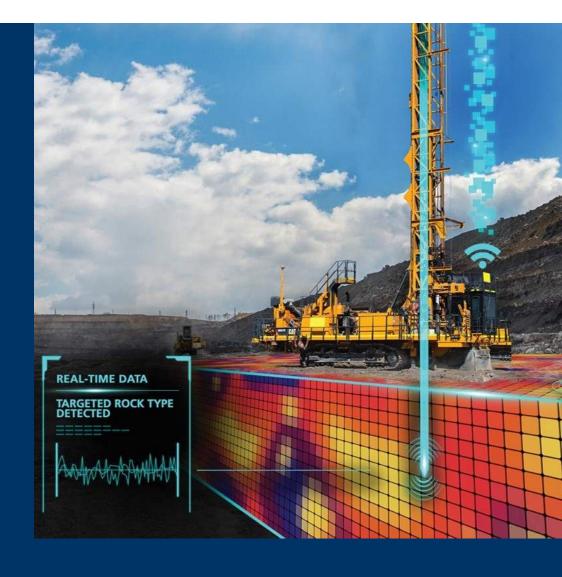
This report makes reference to certain non-IFRS financial information. This information is used by management to measure the operating performance of the business and has been presented as this may be useful for investors. This information has not been reviewed by the Group's auditor. The 2025 Half Year Results presentation includes non-IFRS reconciliations. Forecast information has been estimated on the same measurement basis as actual results.

Note: numbers in this document are subject to rounding and stated in Australian dollars unless otherwise noted.



# 2025 HALF YEAR IN REVIEW







# **2025 HALF YEAR IN REVIEW**

# SAFEGUARDING OUR PEOPLE, ENVIRONMENT AND PARTNERS



# **FOCUS AREAS AND HIGHLIGHTS**

- Achieved industry leading safety performance with lowest serious injury case rate to date
- Turnarounds completed with no major safety or environmental incidents
- Continued focus on fatality prevention through application of Major Hazard Management Program
- Phase I of major decarbonisation of assets successfully completed significantly reducing our Scope I and Scope 2 emissions
- 1 million tonnes of greenhouse gas emissions eliminated at Kooragang Island site





**Safety** is our priority. Always.



our We **respect** ways. and value all



Together we succeed.



We act with integrity.



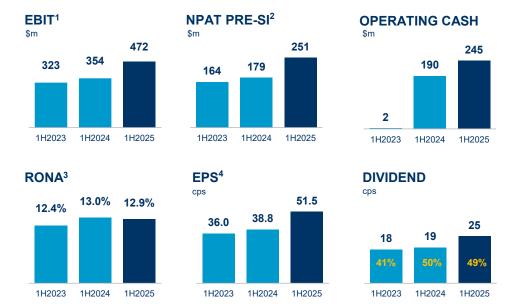
We are committed to **excellence** .



## **2025 HALF YEAR IN REVIEW**

# CONTINUED UNDERLYING PROFIT GROWTH STRONGEST HALF YEAR EBIT RESULT IN MORE THAN A DECADE

- · EBIT growth driven by:
  - Strong customer demand in core blasting services
  - Increased contribution from Digital Solutions and Specialty Mining Chemicals
  - Higher earnings from high margin premium products and technology
  - Continued commercial discipline
- Uplift in operating cash flow reflecting strong business performance
- · Balance sheet strength remains a key focus with leverage in target range
- Continued to deliver value to shareholders
  - Step change improvement in EPS and Dividend
  - Up to \$400m on-market share buy-back commenced



- 1. Earnings before interest and tax (EBIT) or 'earnings' is equivalent to profit/loss before financing costs and income tax, excluding individually significant items, as disclosed in Note 2(b), Appendix 4D Half Year Report
- 2. Equivalent to profit after income tax expense before individually significant items attributable to shareholders of Orica Limited, as disclosed in Note 2(b), Appendix 4D Half Year Report
- 3. RONA is defined as EBIT divided by rolling 12 month average net operating assets. Net operating assets include property, plant and equipment; intangible assets; investments in equity-accounted investees; trade working capital and non-trade working capital, excluding environmental provisions
- 4. Basic earnings per share excluding individually significant items as disclosed in Note 3 (ii) of Appendix 4D Half Year Report



# STRONG EARNINGS GROWTH ACROSS ALL SEGMENTS AND ALL REGIONS

# **AUSTRALIA PACIFIC & ASIA**



**NORTH AMERICA EBIT \$96m** ▲ 29%



**LATIN AMERICA EBIT \$47m ▲7%** 



**EUROPE, MIDDLE EAST & AFRICA** EBIT \$49m ▲ 18%



**BLASTING SOLUTIONS** 

- Continued growth from improved value-added product mix driven by increased technology uptake
- Improved quality of earnings following successful recontracting cycle
- Further uplift on pcp due to non repeat of major KI turnaround completed in 1H2024 and \$15m carbon credit benefit
- · Strong underlying demand for premium products and technology
- Earnings impacted by lower thermal coal demand. Carseland turnaround and global TNT shortage
- Lower volumes largely offset by better product mix and increased technology penetration, including WebGen™ and 4D™
- Consistent earnings improvement due to higher demand for premium products

**EBIT \$435m** ▲ 29%

**DIGITAL SOLUTIONS** 

**EBIT \$41m** ▲31%

- Increasing demand for OREPro<sup>TM</sup> and OREPro3D™ products
- Improving exploration market driving growth in AXIS<sup>TM</sup> products
- Multi-country Digital Solutions agreement with global miner
- Large infrastructure and energy projects in Canada driving strong growth for monitoring products
- Strong take-up of RHINO™ technology
- Growth pipeline for AXIS<sup>TM</sup> products in underground markets
- · Strong pipeline for GroundProbe
- Digital Solutions agreements signed in key mining growth regions
- Growth in GroundProbe radar sales & services across region

**SPECIALTY** MINING CHEMICALS

**EBIT \$47m ▲72**%

- · Higher sales volumes from Yarwun versus the pcp with improvement in gas supply
- Increased product penetration and uptake of full differentiated solution offering
- Performance supported by Cyanco acquisition
- · Safety and maintenance activities at Winnemucca impacting production. Safety upgrade schedule well progressed
- Continued customer demand and new contract awards in a strong gold sector
- · Increased commercial discipline across customer accounts

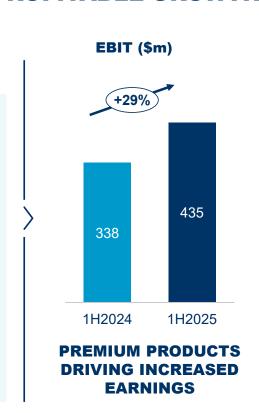


# **DEMAND FOR TECHNOLOGY DRIVING PROFITABLE GROWTH**



Core business remained strong with continued robust demand for Orica's products and services and increasing adoption of blasting technology offerings

- Improved mix and margin across all regions through value added product mix, structural contract improvements and portfolio optimisation
- Significant technology uptake globally, notably in 4D™ and WebGen™
- Reduced reliance on thermal coal
- · Ongoing commercial discipline through:
  - · Successful completion of contract renewals
  - Further portfolio optimisation
  - Increased uptake of Orica's full differentiated solution offering
- Further uplift on pcp due to non repeat of major KI turnaround completed in 1H2024 and \$15m carbon credit benefit in 1H2025







# **2025 HALF YEAR IN REVIEW**

# **CONTINUED STRONG ADOPTION AND GROWTH**



# Continued strong performance from all product categories Orebody Intelligence:

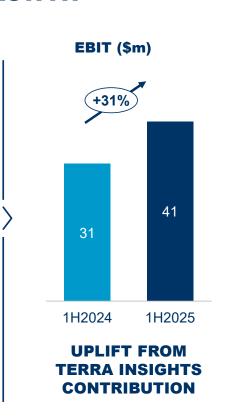
- · Exploration activity showing signs of improvement
- · Launch of new products supporting production focus

# **Blast Design and Execution:**

- Increase in customer adoptions and recurring (SaaS) revenue
- Continuing to leverage Orica footprint, new trials in LATAM

#### **Geosolutions:**

- GroundProbe contribution includes growing annual recurring service revenue
- Successful ongoing integration of Terra Insights, with EBIT contribution ahead of investment case and contract wins in new regions







**2025 HALF YEAR RESULTS** 

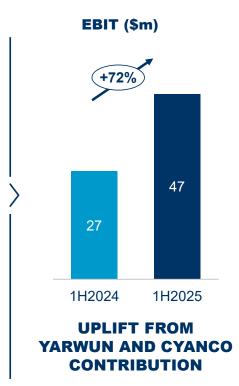
# **2025 HALF YEAR IN REVIEW**

# PRIVILEGED GLOBAL NETWORK DELIVERS INCREASED EARNINGS



Earnings uplift supported by Cyanco acquisition, with unrivalled manufacture and supply chain network in sodium cyanide

- Sales volumes were higher in the first half supported by new contract wins and earnings from Cyanco
- · Gold prices at record highs, supporting sodium cyanide demand
- Planned maintenance activities and safety upgrades at the Winnemucca plant to be completed in the second half; full production availability expected in 2026
- Continued adoption of Orica's Sparge<sup>™</sup> technology for safer cyanide transportation and handling and Cyantific<sup>™</sup> analysers for optimising reagent costs and gold recovery







# 2025 HALF YEAR FINANCIAL PERFORMANCE







# **IMPROVING FINANCIAL PERFORMANCE REFLECTING STRONG UNDERLYING BUSINESS**

Half year ended 31 March (\$m)	2025	2024	Change
Sales revenue	3,941	3,657	8%
EBITDA <sup>1</sup>	716	557	29%
EBIT	472	354	34%
NPAT pre significant items	251	179	40%
Individually significant items after tax	(340)	158	nm
Statutory net profit / (loss) after tax <sup>2</sup>	(89)	338	nm
Net operating cashflow	245	190	29%
Return on net assets (RONA) (%)	12.9%	13.0%	(0.1) pts
Earnings per share before individually significant items (cents)	51.5	38.8	12.7 cps
Total dividend per share (cents)	25.0	19.0	6.0 cps



EBIT before depreciation and amortisation expense
 Equivalent to net profit / (loss) for the year attributable to shareholders of Orica limited, as disclosed in the Income Statement within the Appendix 4D – Half Year Report

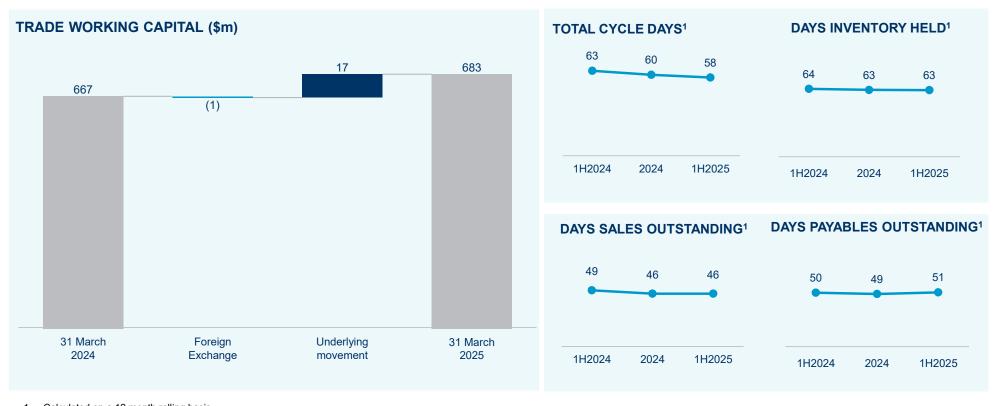
# **INCREASED DEMAND FOR PREMIUM PRODUCTS DRIVING EBIT UPLIFT**

1H2024 TO 1H2025 EBIT (\$m)





# TRADE WORKING CAPITAL REMAINS A STRONG FOCUS



1. Calculated on a 12 month rolling basis



# **CAPITAL MANAGEMENT FRAMEWORK**

# Resilient through-cycle operating performance

**Operating Efficiency & Capital Productivity** 

- Strong Cash Generation - Asset Efficiency - Working Capital Efficiency

# **Net Operating Cash Flow**

Prioritised capital allocation for safety and asset maintenance

Sustainability capital to support Net Zero ambitions & commitments

Organic growth capital subject to hurdle rates above pre-tax WACC

# **Strong Balance Sheet**

Leverage Target Range (excl. leases)\* of 1.25x - 2.00x

Flexibility to go above for short periods to support funding of strategic growth initiatives

**Maintain Investment Grade Credit Rating** 

Dividend payout ratio targeted at 40% to 70% of underlying earnings (franked, subject to availability)

**Surplus Cash Flow** 

# **Efficient Capital & Portfolio Management**

Share buy backs (on market)
Special Dividends (franked, subject to availability)

Strategic investments, acquisitions & disposals subject to risk adjusted hurdle rates above pre-tax WACC

# **Maximise Total Shareholder Returns Over Time**

\*leverage calculated as Net Debt (pre-IFRS16) divided by 12 month EBITDA (pre-IFRS16)



# CAPITAL EXPENDITURE SUPPORTING PLANT TURNAROUNDS AND GROWTH

#### **CAPITAL EXPENDITURE**

#### **SUSTENANCE**

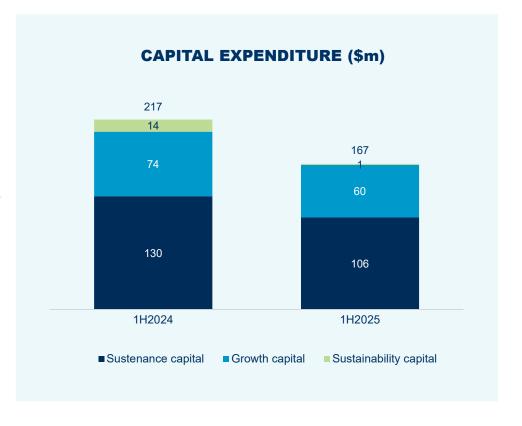
- Successful completion of turnaround events at Carseland (NAP1/2 and AN), Kooragang Island (NAP2, NAP3 and AN2) and Winnemucca (P1), with reduced first half spend versus pcp reflecting lighter turnaround schedule
- · Ongoing investment to sustain mobile fleet

#### **GROWTH**

- Further investment in Digital Solutions to enable delivery of strategic growth objectives, and continuation of the discrete network optimisation program
- Continued spending on targeted growth opportunities, including investments to support increased adoption of new technology including WebGen™ and 4D™
- Growth capital expenditure weighted to 2H2025

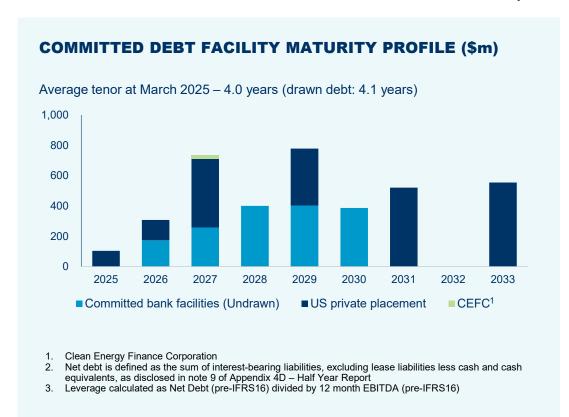
#### **SUSTAINABILITY**

- Reduced investment reflecting completion of key sustainability projects at continuous manufacturing sites
- Any ongoing investments to be assessed in line with updated capital management framework





# PRUDENT FINANCIAL PROFILE POST ACQUISITIONS



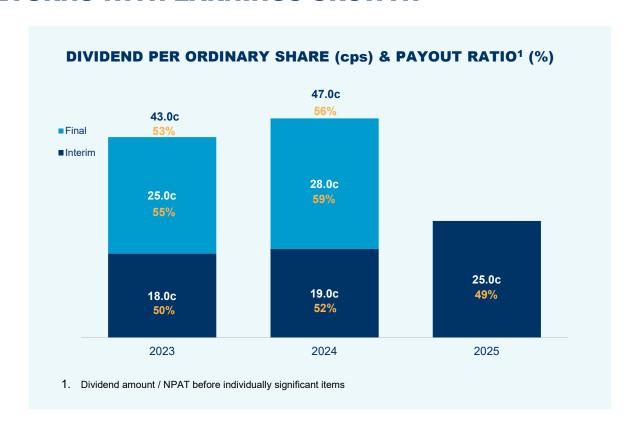






# **ALIGNING SHAREHOLDER RETURNS WITH EARNINGS GROWTH**

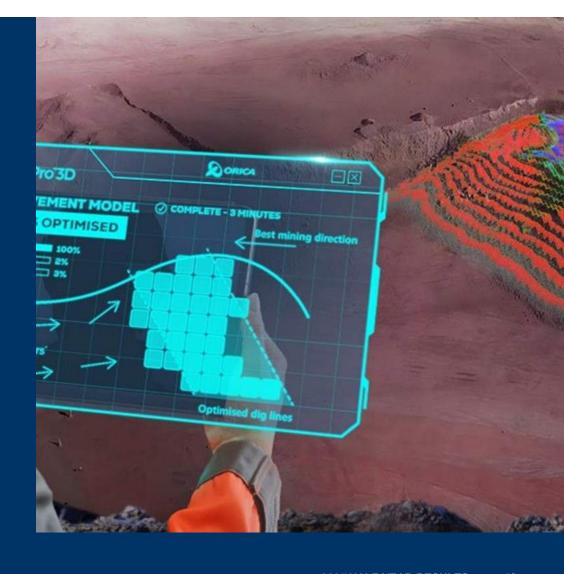
- 32% increase in interim dividend declared
- Orica's dividend payout ratio policy is 40-70%
- Total dividend paid each year to be weighted towards the final dividend
- Consistent track record of shareholder returns





# **OUR STRATEGY IN ACTION**







# SUCCESSFULLY EXECUTING OUR STRATEGY





2025 HALF YEAR RESULTS

# **KEY GROWTH DRIVERS AND PRIORITIES**



# CONTINUE TO GROW CORE BLASTING BUSINESS

# Unique blasting products and technologies

- Higher energy and enhanced control for deeper and harder mining operations
- Enabling customers to achieve safer, more efficient and sustainable operations with best-inclass technical support

# Manufacturing and supply network

 Continued focus on security of supply and utilising Orica's cost-effective supply network across all regions

# **Quality of earnings**

- · Continued focus on commercial discipline
- Building a flexible and resilient business



# CONTINUE TO DRIVE UPTAKE, ENHANCING ADOPTION AND CROSS-SELLING

#### Leverage the core

Increasing uptake across existing channels and geographies

### **Grow recurring revenue**

 Continue to drive development and uptake of software and subscription-based services

### Continue to drive next generation solutions

Continued development of leading-edge technology



# DEPLOY NEW TECHNOLOGY AND EXPAND SPECIALIST OFFERINGS

# Fully unlock advantaged asset locations

- Optimise supply across sodium cyanide network
- · Potential future opportunities for debottlenecking

# **Deepen customer connection**

- Secure new sales at appropriate margins
- Customer collaboration on technology and product development

# Optimise the portfolio

· Grow beyond sodium cyanide



# **CONTINUED PROGRESS ON STRATEGIC TARGETS**

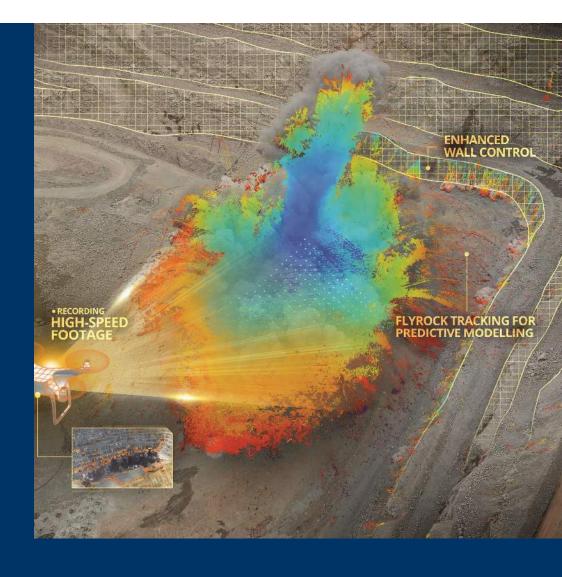
STRATEGIC TARGETS	1H2025 progress		FINANCIAL TARGETS	1H2025 scorecard and progress	FY2025+ scorecard	
Pursue organic growth			3-year average RONA	0	13%-15%	
from the core			Dividend payout ratio		40%-70%	
Accelerate adoption of innovative blasting			Annual capital expenditure	0	\$450-460m	
technologies and digital solutions, both upstream and downstream  Ontimise manufacturing	•	-	SAFETY AND SUSTAINABILITY TARGETS			
Optimise manufacturing and supply chains	O		Target of zero fatalities	0	Ongoing	
Grow presence in future-facing		Ongoing	Target of Serious Injury Case Rate	0	<0.153 <sup>1</sup>	
commodities and emerging economies		_	Target reduction in scope 1 & 2 greenhouse gas emissions by 2026 <sup>2</sup>			
Diversify portfolio by increasing presence in quarry and construction markets,	0		Target reduction in scope 1 & 2 greenhouse gas emissions by 2030 <sup>2</sup>	0	Target ≥45% reduction	
particularly in high growth economies			Ambition to reduce Scope 3 by 2035 <sup>3</sup>	0	Ambition of 25% reduction	
Expand in high-growth mining chemicals markets	0		Ambition to achieve net zero scope 1, 2 and material scope 3 emissions <sup>4,5</sup> by 2050	0	Ongoing	

<sup>1.</sup> Includes safety performance from acquisitions. 2. From 2019 base year. 3. From 2020 base year. Coverage includes all categories of Scope 3 emissions deemed relevant for Orica under the GHG Protocol Corporate Value Chain (Scope 3) Standard (excluding categories 8, 13 and 14). Base year emissions will be recalculated consistent with GHG Protocol emissions accounting standards if methodology or structural changes occur such as acquisitions or divestments. 4. Net zero emissions ambition covers our global Scope 1 and 2 emissions under our direct control, and material Scope 3 emission sources. Material means the GHG emissions arising from the Scope 3 reporting categories of purchased goods and services (category 1) and use of sold product (category 11). 5. Achieving the net zero emissions and Scope 3 ambition will require effective government policy frameworks, supportive regulation and financial incentives, meaningful and transparent collaboration across value chains and access to new economically viable low-carbon technologies operating at commercial scale



# **OUTLOOK**









# POSITIVE MOMENTUM EXPECTED TO CONTINUE INTO 2H2025 AND BEYOND

# **2025 OUTLOOK**

**2026 EXPECTED GROWTH DRIVERS** 

**2025 EBIT** is expected to increase on the prior corresponding period, with improved earnings across all regions and all segments

**Capital expenditure** (including acquisitions) expected to be broadly in line with 2024

**Depreciation and amortisation** expected to be at the lower end of \$490 million to \$510 million

**Net financing costs** expected to remain between \$190 million to \$200 million for the full year, broadly split evenly between the first and second halves

Effective tax rate to be broadly in line with 2024

**On-market share buy-back** to recommence post 1H2025 results announcement

**Balance sheet strength** remains a key focus, with leverage operating within target range

- 1. FY2025–FY2027 three-year average RONA
- 2. Refer to Plant Maintenance schedule on slide 26

Refer to the disclaimer about forward looking statements on page 2



The outlook for the next three years is expected to deliver three-year average RONA in the range of 13.0 to 15.0<sup>1</sup> per cent

#### **Blasting Solutions:**

- Continued demand for premium products and blasting technologies
- Turn around activity skewed to the second half of the year, including major Carseland turn around<sup>2</sup>

### **Digital Solutions:**

 Continued strong adoption of technology solutions and cross-selling opportunities across the portfolio

## **Specialty Mining Chemicals:**

- Increased production at Winnemucca, with outlook for gold remaining strong

**Continued focus on cost management,** including as a risk mitigant to geopolitical volatility





# OUR INVESTMENT PROPOSITION DELIVERING VALUE TO OUR SHAREHOLDERS



**Safety** is, and will remain, our number one priority



We are the **global leader** in mining and civil construction markets



We are delivering success through execution of our strategy



We will continue to invest in **technology** 



We offer sustainable solutions that deliver **profitable growth** for our customers and Orica

# **OUR PROMISE**



Operating responsibly together with our people, partners, customers

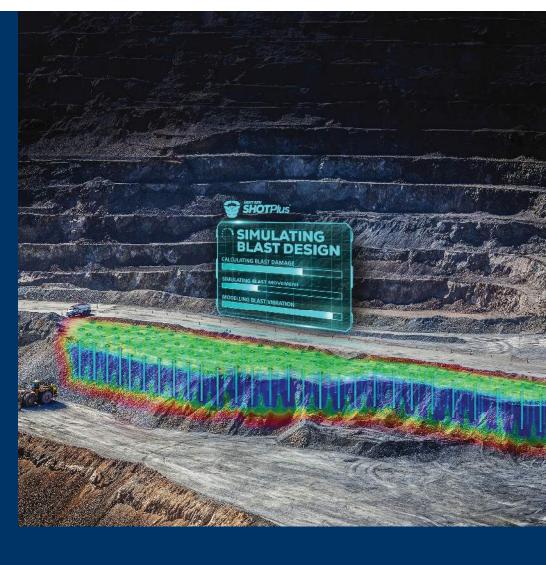


Deliver profitable growth



Maximise shareholder returns







# **SCHEDULED CONTINUOUS MANUFACTURING PLANT MAINTENANCE**

	FY2025, FY2	2026 scheduled mair	ntenance and turnal	round schedule <sup>1</sup>	AN assets
		1H2025	2H2025	1H2026	2H2026
ORICA Blasting Solutions	Kooragang Island (NSW)	<b>L</b>			
Blasting Solutions	Yarwun (QLD)				<u>laa</u>
	Burrup (WA)				less.
	Bontang (Indonesia)	_			_
	Carseland² (Canada)	44			44
ORICA Specialty Mining Chemicals	Winnemucca (USA)	44	44		l <sub>ee</sub>
	Alvin (USA)		<u>la</u>		44
	Yarwun (QLD)			l <del>u</del>	

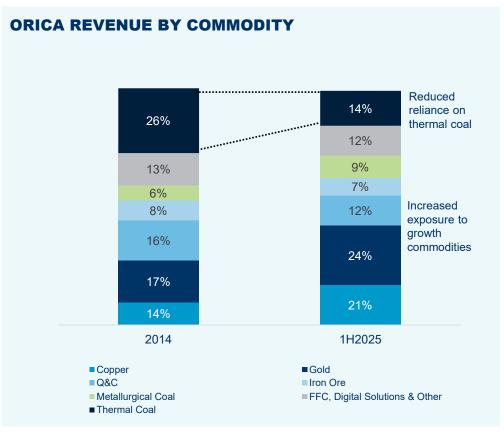
<sup>1.</sup> Indicative timing only. Larger icons represent events equal to or greater than 4 weeks duration. Smaller icons represent events between 2 to 4 weeks duration

<sup>2. 1</sup>H2025 turnaround completed in October 2024



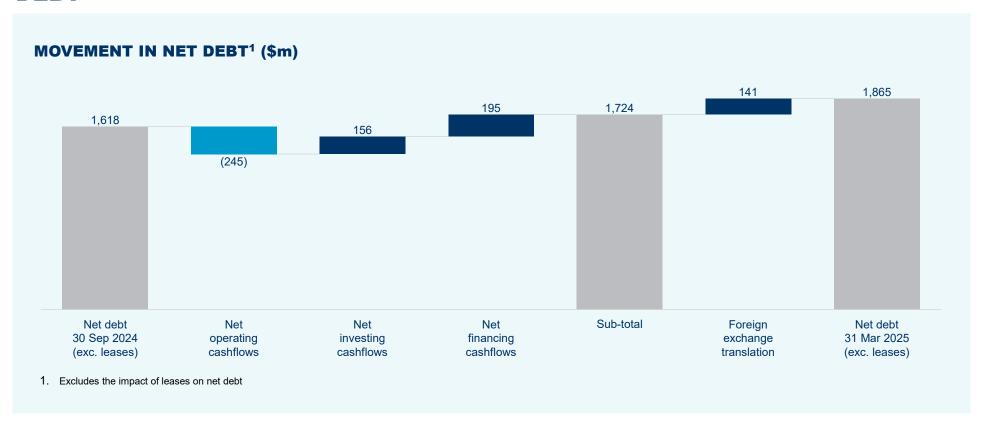
# **BUSINESS OVERVIEW**







# **DEBT**





# **MAJOR TRADING CURRENCIES**

# ORICA TRADES IN 36 DIFFERENT CURRENCIES WHICH ARE TRANSLATED TO AUSTRALIAN DOLLAR (AUD) EARNINGS

Key currency movements	1H2025	1H2024	31 Mar 2025	31 Mar 2024	30 Sep 2024
Currency	Averag	e rates		Spot rates	
USD – US Dollar	0.6399	0.6546	0.6279	0.6516	0.6915
MXN – Mexican Peso	12.9548	11.2953	12.8085	10.8298	13.6183
CAD – Canadian Dollar	0.9063	0.8866	0.8990	0.8821	0.9343
PEN – Peruvian Sol	2.3851	2.4673	2.2971	2.4251	2.5671



# **SIGNIFICANT ITEMS**

Half year ended 31 March (\$m)	Gross (before tax)	Net (after tax)
Latin America impairment and restructuring costs	(308.3)	(329.4)
EMEA restructuring costs	(6.4)	(10.4)
Individually significant items attributable to shareholders of Orica	(314.7)	(339.8)

Note: of the total Significant Items, \$235 million are non-cash adjustments (\$237 million before tax)



# **NON-IFRS RECONCILIATIONS**

Half year ended 31 March (\$m)	2025	2024	Change
Statutory net profit / (loss) after tax <sup>1</sup>	(89.0)	337.5	(426.5)
Less Individually significant items after tax <sup>1</sup>	(339.8)	158.4	(498.2)
Underlying net profit after tax <sup>1</sup>	250.8	179.1	71.7
Adjust for the following:			
Net financing costs	(100.1)	(74.8)	(25.3)
Income tax expense <sup>2</sup>	(108.0)	(83.7)	(24.3)
Non-controlling interests <sup>2</sup>	(13.4)	(16.1)	2.7
EBIT	472.3	353.7	118.6
Depreciation and amortisation	(243.5)	(202.8)	(40.7)
EBITDA	715.8	556.5	159.3



<sup>1.</sup> Attributable to Orica Shareholders

<sup>2.</sup> Excludes individually significant items

# **DEFINITIONS**

Term	Definition
AN	Includes ammonium nitrate prill and solution as well as emulsion products including bulk emulsion and packaged emulsion
Capital expenditure	Comprises spend on property, plant and equipment and intangible assets, on an accruals basis for FY2020 onwards and on a cash basis in prior years
cps	Cents per share
Earnings	Defined as EBIT
EBIT	Earnings before interest and tax (EBIT) or 'earnings' is equivalent to profit/loss before financing costs and income tax, excluding individually significant items, as disclosed in Note 2(b), Appendix 4D -Half Year Report
EBITDA	EBIT before depreciation and amortisation expense
EPS	Basic earnings per share excluding individually significant items as disclosed in Note 3 (ii) of Appendix 4D - Half Year Report
FFC	Future Facing Commodities include nickel, lithium, lead and zinc – which are considered essential components of low-emissions energy technologies
Gearing %	Gearing is defined as net debt divided by the sum of net debt and total equity, where net debt excludes lease liabilities
Growth capital	Capital expenditure that results in earnings growth through either cost savings or increased revenue
Leverage	Leverage calculated as Net Debt (pre-IFRS16) divided by 12 month EBITDA (pre-IFRS16)
NAP	Nitric Acid Plant
Net debt	Net debt is defined as the sum of interest-bearing liabilities, excluding lease liabilities less cash and cash equivalents, as disclosed in note 9 of Appendix 4D – Half Year Report.
Net operating cashflow	Equivalent to net cash flows from operating activities, as disclosed in the Statement of Cash Flows of Appendix 4D – Half Year Report
nm	Not meaningful
NPAT	Equivalent to net profit / (loss) for the year attributable to shareholders of Orica limited, as disclosed in the Income Statement within the Appendix 4D – Half Year Report Annual Report
Payout ratio	Dividend amount / NPAT before individually significant items
рср	Prior corresponding period
Q&C	Quarry and construction
Return on net assets (RONA)	12 Month EBIT divided by rolling 12 month average net operating assets. Net operating assets include property, plant and equipment; intangible assets; investments in equity-accounted investees; trade working capital and non-trade working capital, excluding environmental provisions
Scope 1 emissions	Direct emissions from operations that are owned or controlled by the reporting company. For Orica, these are primarily emissions from industrial manufacturing processes and natural gas feedstocks
Scope 2 emissions	Indirect emissions arising from the generation of electricity purchased from the grid, as well as purchased steam, heat or cooling, that is consumed by operations owned or controlled by Orica
Scope 3 emissions	All other indirect emissions (not included in Scope 2) that occur in the value chain. Material Scope 3 emissions sources for Orica include reporting categories of purchased goods and services (category 1) and use of sold product (category 11)
Sustainability capital	Capital expenditure that contributes to the achievement of Orica's sustainability targets or ambitions, supports community investments or enables investment towards sustainable solutions that reduce environmental impacts
Sustaining capital	Other capital expenditure which is not considered growth or sustainability capital
Trade working capital (TWC)	Comprises inventories, trade receivables and trade payables, as disclosed in the Balance Sheet within Appendix 4D – Half Year Report





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