

Incitec Pivot Limited

INNOVATION ON THE GROUND

2024 Investor Showcase Presentation

16 September 2024

Incitec Pivot Limited (**IPL**) will hold an Investor Showcase in Salt Lake City, United States on Monday, 16 September 2024 from 9.00am to 3.30pm Mountain Standard Time (MST).

Enclosed are the presentation materials for the Investor Showcase. An update on IPL's FY24 outlook is provided on page 70.

The Investor Showcase will be webcast live. The link to register your online attendance is: <https://dynonobelsep24.us.chime.live/>. Your individual login details will be provided upon completion of your registration.

At the conclusion of the event, a recording will be made available on IPL's website www.incitecpivot.com.au on the Investor Centre page.

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This document has been authorised for release by Richa Puri, Company Secretary.

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Incitec Pivot Limited
ABN 42 004 080 264

Presenting today



Greg Robinson
Chairman
Incitec Pivot Limited



Mauro Neves
CEO & MD
Incitec Pivot Limited



Paul Victor
Chief Financial Officer
Incitec Pivot Limited



Robert Rounsley
Chief Growth Officer
Dyno Nobel



Braden Lusk
Chief Technology &
Marketing Officer
Dyno Nobel



Greg Hayne
President DNA
Dyno Nobel



Tatiana Rudometova
Chief Legal &
Corporate Affairs
Officer
Incitec Pivot Limited



Sunil Salhotra
Chief Development &
Sustainability Officer
Dyno Nobel



Stephenie De Nichilo
Chief HSE &
Operations
Excellence Officer
Incitec Pivot Limited



Geoff McMurray
General Manager
Investor Relations
Incitec Pivot Limited



Russell Lamont
Vice President
Sales & Commercial
Dyno Nobel

Brendan Murphy
GM Minerals
Rio Tinto Kennecott, Utah Copper

RioTinto

Michael Indihar
Senior Mine Engineer
(Retired), Cleveland Cliffs

 **CLIFFS**

Nick Rudanovich
Director, Engineering
White Rock Quarries

 **White Rock
Quarries**

Dan Werner
President & CEO
Maine Drilling and Blasting

 **DYNO**
Dyno Nobel

Agenda for the day

9:00	Welcome and introduction (5 mins)	Geoff McMurray
9:05	Land Acknowledgement and Zero Harm (15 mins)	Russell Lamont
9:20	Chairman's address and introduction (10 mins)	Greg Robinson
9:30	Strategic overview (70 mins)	Mauro Neves / Paul Victor
10:40	Q&A (20 mins)	Mauro Neves / Paul Victor
11:00	Break till 11:20 (20 mins)	
11:20	Technology (30 mins)	Robert Rounsley
11:50	Growth (15 mins)	Robert Rounsley
12:05	Dyno Nobel Americas (50 mins)	Braden Lusk & Guests
12:55	Dyno Nobel Asia Pacific (20 mins)	Greg Hayne
1:15	Q&A (15 mins)	All
1:30	Lunch till 2:15 (45 mins)	

2:15	Technology "value in use" panel discussion (30 mins)	Mauro Neves & Guests
2:45	Operations excellence (15 mins)	Stephenie De Nichilo
3:00	Sustainability / decarbonisation (10 mins)	Sunil Salhotra
3:10	Dyno Nobel Brand (5 mins)	Tatiana Rudometova
3:15	Closing remarks (10 mins)	Mauro Neves
3:25	Q&A (15 mins)	All
3:40	Close	

Land Acknowledgement

The Salt Lake Valley, which includes Salt Lake City, has always been a gathering place for Indigenous peoples.

We acknowledge that this land is the traditional and ancestral homelands of the Shoshone, Paiute, Goshute, and Ute Tribes and is a crossroad for Indigenous peoples.

Dyno Nobel respects Utah's Indigenous peoples and recognises the enduring relationships they have with their traditional homelands.

We are grateful for the territory upon which we gather today, and we value the sovereign relationships that exist between tribal governments, state governments, and the federal government.

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SAFETY

Safety is core to our strategy:

Strategic lever for operational excellence, sustainability & commercial outcomes



Customers

Think customer. everyone.
every day.

Our customers value safety,
reliability & value creation

Technology helping our
customers deliver safety &
sustainability benefits



Growth / new market entry

Care for the community &
our environment

We earn the right to grow &
achieve our licence to operate
in new markets

We care for the communities
in which we operate



People

Value people

Protect our people

Company of choice

Access to diverse & best
talent



High performance

Deliver on our promises
(or challenge the status quo)

Achieving high performance
culture through a safety lens

SafeGround & disciplined
leadership

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Porgera video

CHAIRMAN'S ADDRESS

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Greg Robinson

Non-executive Chairman

STRATEGIC OVERVIEW



Mauro Neves

Chief Executive Officer
& Managing Director

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What you will hear today

- 1 Who we are and our strategic intent
- 2 What we do and where we play in the value chain
- 3 Why our markets have attractive fundamentals
- 4 How we control our own destiny to deliver market leading shareholder returns

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Ambition

*Become the leading global explosives player
doubling earnings¹ and delivering ROIC² above WACC*

Competitive
advantage

We will deliver this ambition by leveraging our competitive advantage, including:



Proprietary
technology



Superior bundled
product offering



Deep customer
relationships



Privileged assets
and network

Drivers

Phase 2: Transformation

Phase 3: Consolidation

Leverage our competitive
advantage to repeat our success
in capturing new and existing
demand

*We capture demand through strong
customer relationships and technology*

Transformation Program to
boost margin

Deliver superior shareholder returns

Capital prudence to ensure
attractive returns

*Reducing working capital, funding only
ROIC² accretive projects*

Customers

Our customer base is global and diverse



Metals Mining



Coal Mining



Quarries



Construction

Customers

...with strong existing linkages to customers in our growth regions of LATAM and EMEA



More on growth to follow later in the presentation

Safety, sustainability, and community

Significant momentum across all three priority areas aligned to our core values



Safety



- Our safer technologies, including wireless detonators, enhance operational safety and reduce risks for us and our customers



Sustainability



- We have been recognised for sustainability leadership including by S&P Global, FTSE4Good index, and Sustainalytics

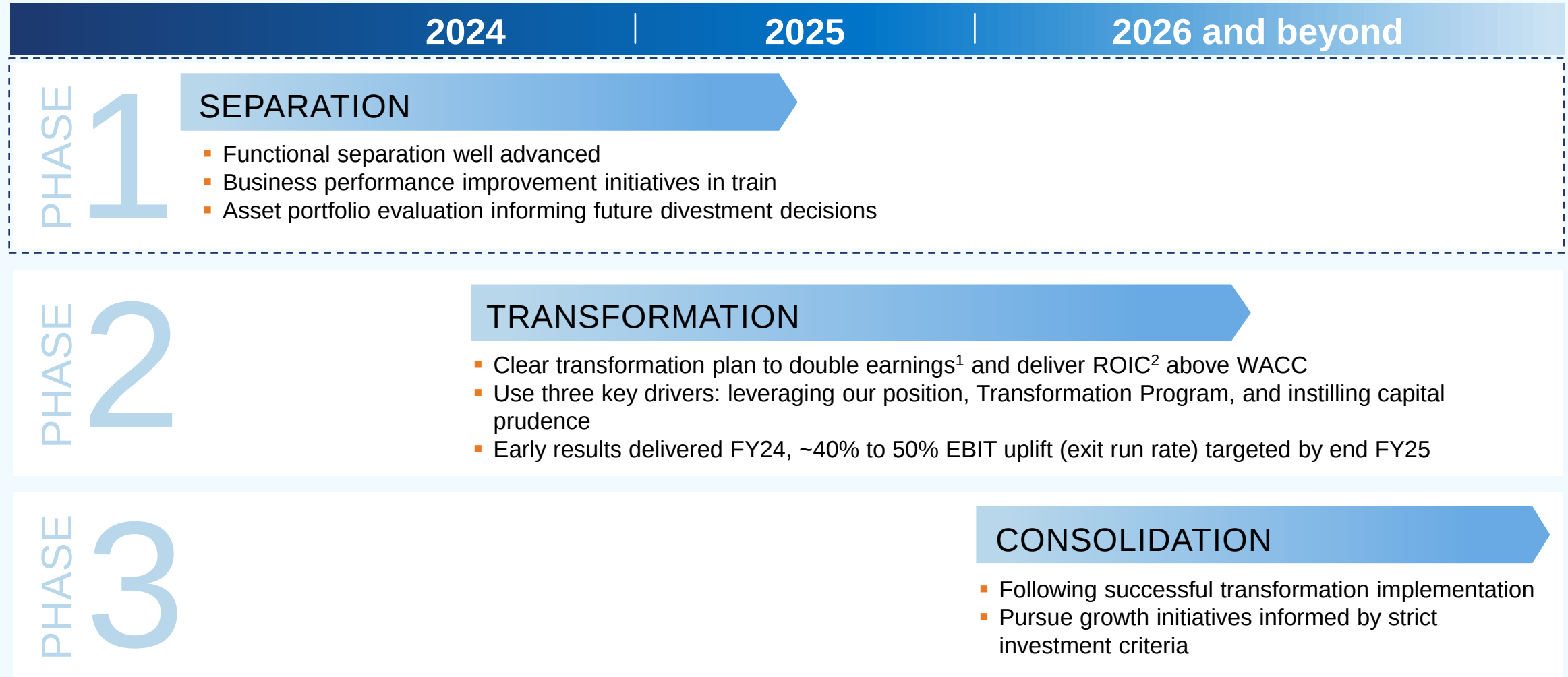


Community



- We actively invest in the communities where we operate, funding local projects, educational programmes, and initiatives

Strategic intent | Our plan to become the leading global explosives business



Option value from fertilisers separation

Unlock additional option value by separating explosives and fertilisers businesses



Why

- Allows Dyno Nobel to focus and deliver its full ambition
- Enables greater synergies for fertilisers business under different ownership
- Reduces earnings volatility and capital intensity
- Monetises non-core assets and return value to shareholders

How

- Actively improve business performance and deliver full potential (in the short / immediate term)
- Review assets and consider separation options
- Decide full sale or sell in parts, and execute sale (demerger not being considered)

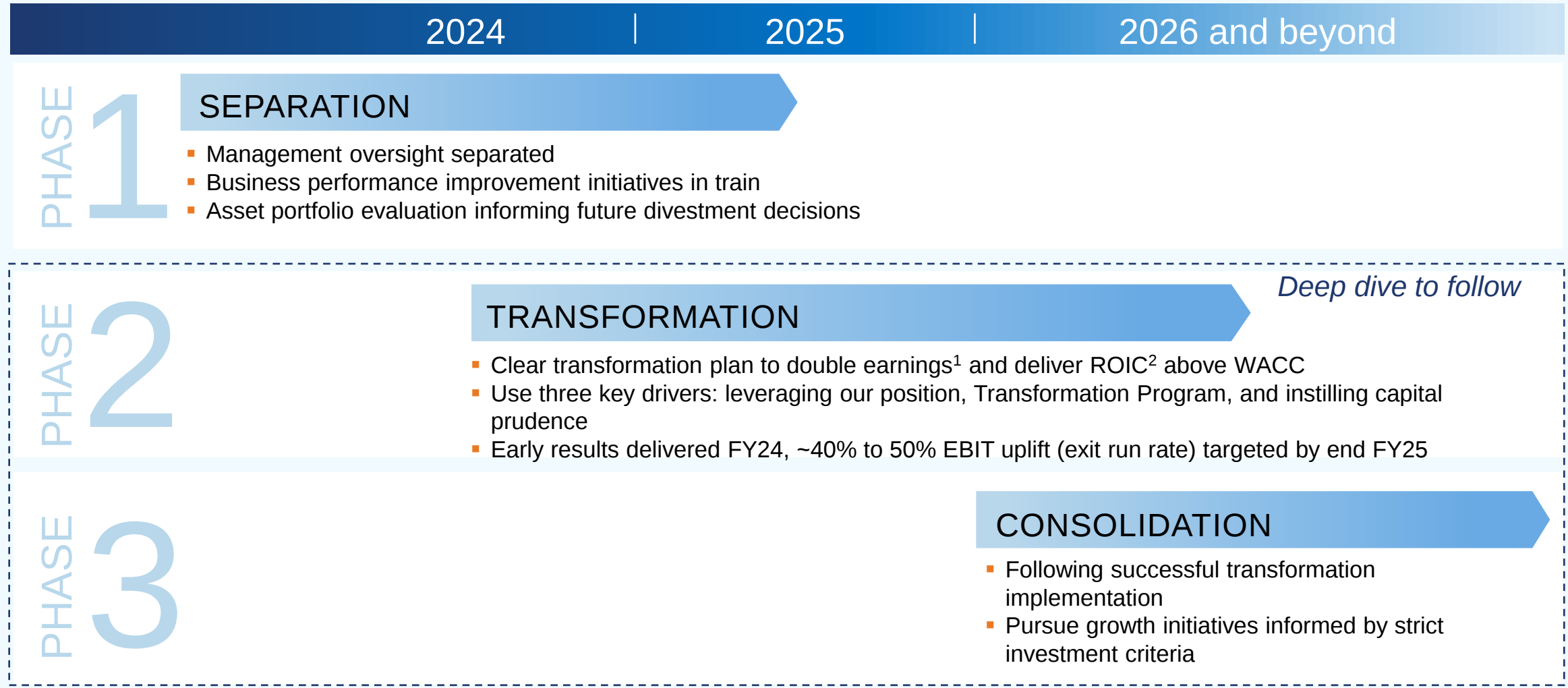
When

- Ensure action is taken quickly and deliberately
- Decision based on optimising shareholder value
- Update on Fertiliser separation expected to be provided with full year results

Actively improving the business while we hold it...

		Immediate focus	Desired outcome
	Real Estate	Identify assets that are not contributing and can be separated from the immediate portfolio	Deliver best value from these assets. Actively market and sell these assets  0 to 6 months
	Manufacturing assets ¹	- Deliver safe operations - Continuous improvement of asset performance - De-risk inputs that impact assets' cost competitiveness - Strategic review underway	- Deliver decisions on how to continue operating these assets - Consider all options and execute  6 to 12 months
	Distribution assets	- Pursue distribution strategy - Recover market share and profitability - Prepare for Perdaman	- Deliver full business value - Consider separation opportunities and focus  6 to 12 months

Strategic intent | Our plan to become the leading global explosives business



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What we do | Value Chain

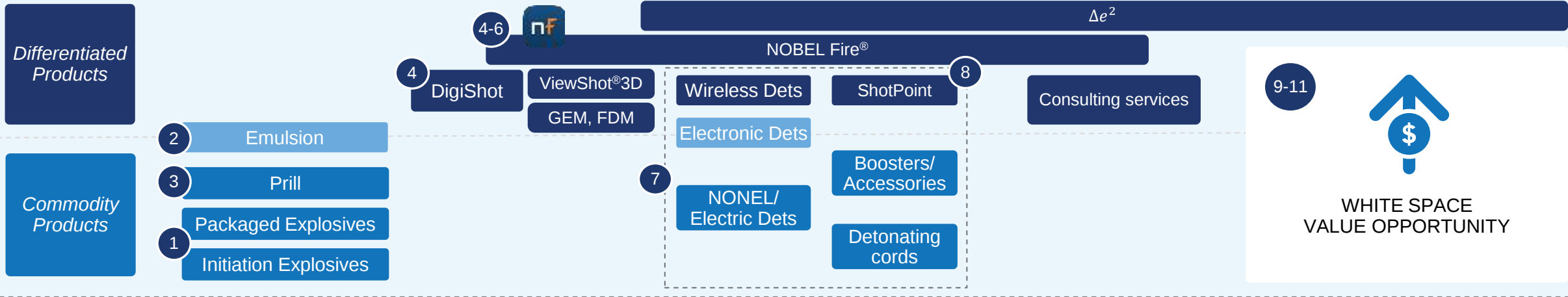
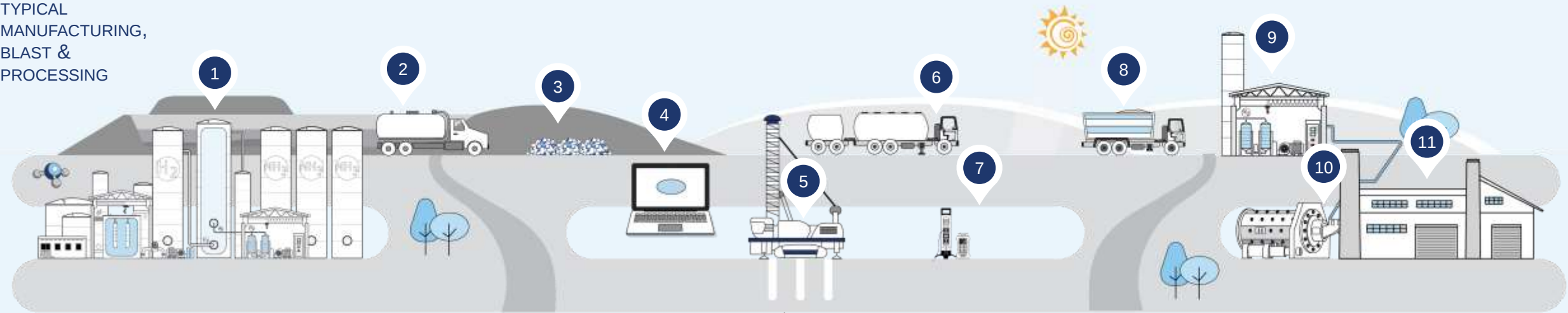
Dyno Nobel provides value adding products and services across the drill and blast value chain

MANUFACTURING

DRILL & BLAST

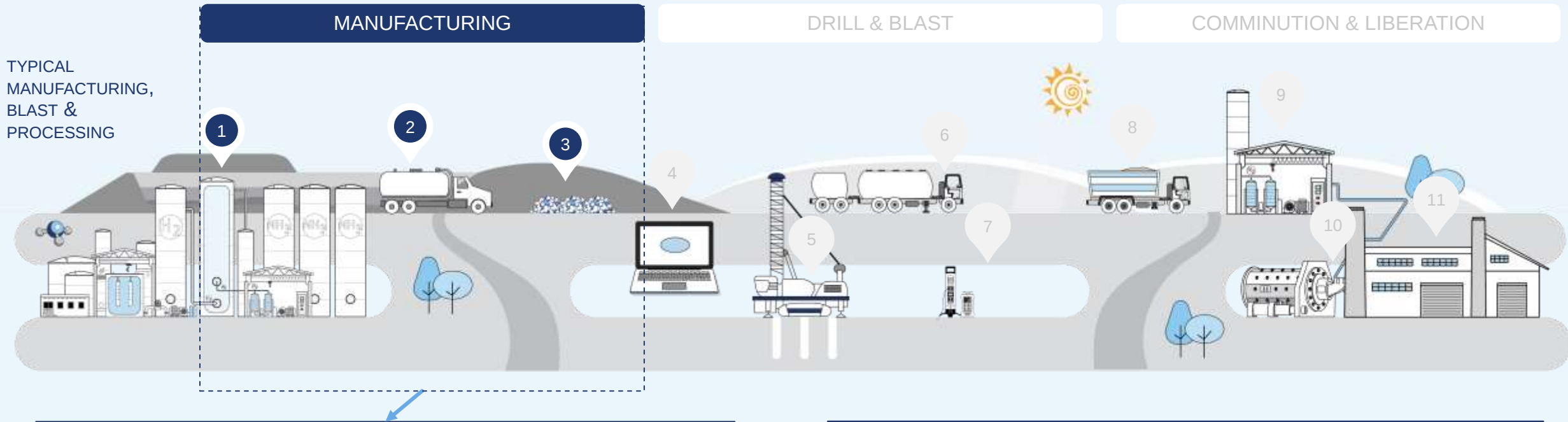
COMMUNUTION & LIBERATION

TYPICAL
MANUFACTURING,
BLAST &
PROCESSING



Manufacturing

Driven by scale and quality of prices and relationships – we are advantaged



Market Characteristics

- AN market in the short-medium term is relatively flat with +1.8% growth to 2028
- Markets are each unique in terms of supply and demand
- Slowdown in thermal coal, however growth from future facing commodities (predominantly copper)
- Markets becoming tighter in AN supply capacity with geographic variation – global freight shipping is constrained

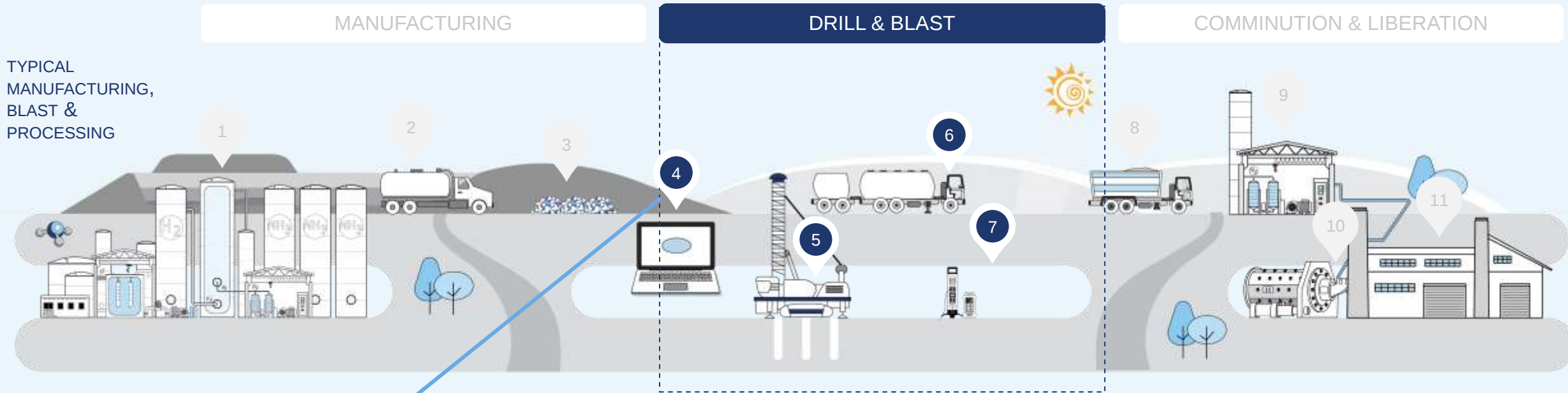


Our advantage

- We deliver a landed cost advantage to our core markets
- Privileged assets (Moranbah, LOMO, Cheyenne) with stable AN supply
- Deep, long term customer relationships
- Long-term supply for critical input (e.g. Ammonia, Gas)

Drill and Blast

High margin opportunity directly impacting mine efficiency and safety – top customer priorities



Market Characteristics

- Normally one supplier will service parts of value chain of a client in a bundle
- Varied levels of outsourcing from markets (v.s. in-house)
- Highly profitable markets (particularly Electronic and NONEL Detonators), with wide range of products
- Emerging demand for wireless dets, digital products and innovations that improve safety and efficiency of blasting

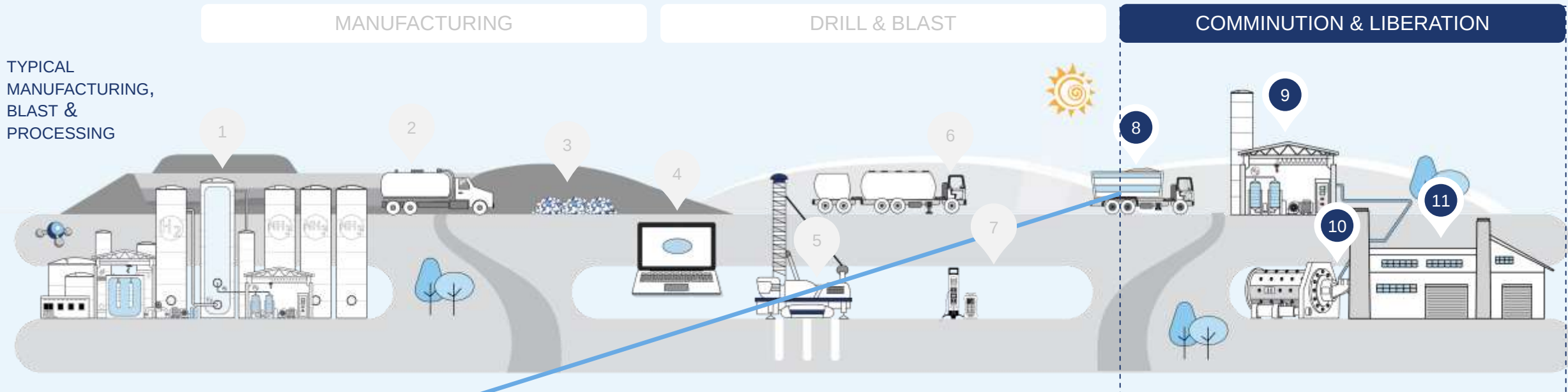


Our advantage

- High blast efficacy – we adopt technologies that drive safety, productivity and sustainability including automated loading, digital directed blasting
- Dyno has stable market standing with proprietary electronic dets and advanced delivery systems
- Expertise to conduct studies and post-blast analysis to quantify the end-to-end cost savings for customers

Comminution and liberation

Limited players, but untapped potential



Market Characteristics

- Post-blasting services to measure fragmentation, and environmental monitoring & safety audits
- Traditionally drill and blast engineers have minimal feedback loop to the processing engineers, they deal with what they get presented
- Explosives players currently play minimal role, presenting white space for Dyno



Our advantage

- We have the knowledge and the product (Differential energy) to provide significant opportunity to unlock value for clients today
- Possess digital post-blast fragmentation capability to quantify end to end savings on total cost of liberation
- Deep customer relationships to partner with and test and learn

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Drill to mill video

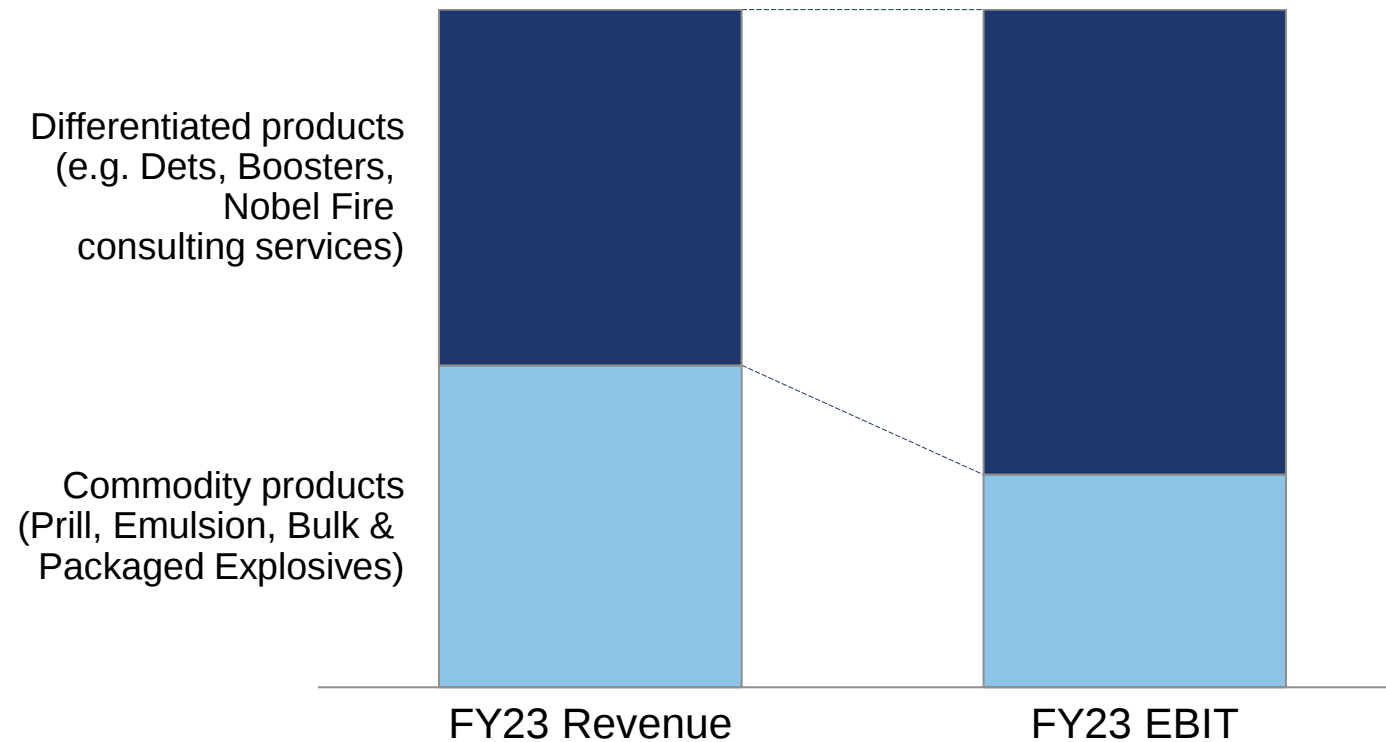
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Revenue and EBIT by product category

While AN and Emulsion account for the majority of revenue, differentiated products contribute more to EBIT

FY 23 Gross revenue & EBIT by product



Takeaways

Commodity products contribute ~40-50% of revenue, but are lower margin

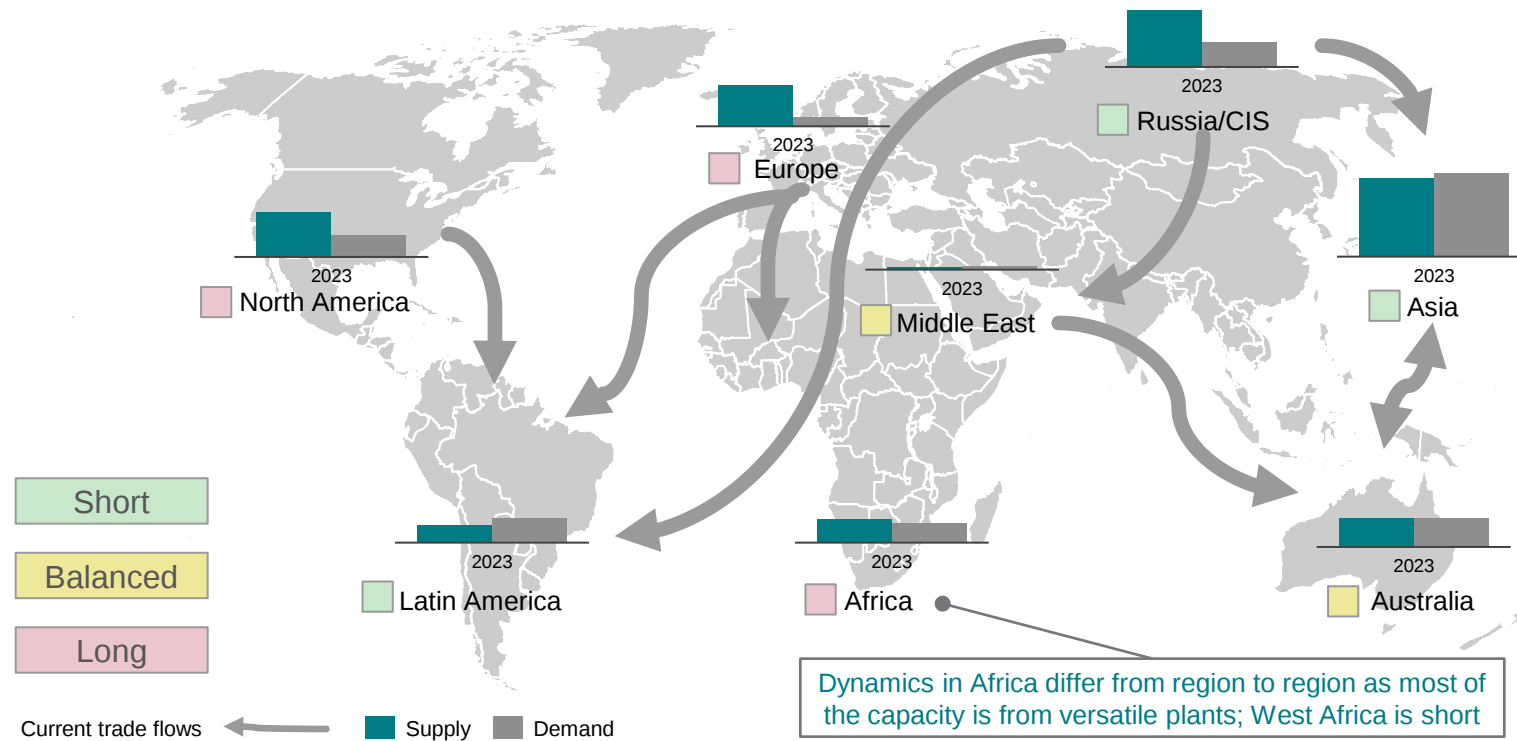
Majority of EBIT from value-added products in dets, boosters, and Services (e.g. Consulting)

There is potential to create and extract value from the market by doubling down on differentiated products – with commodity products a requirement to play

AN demand / supply balance

Globally, supply demand is balanced through swing capacity, with geographic market variation

Global ammonium nitrate supply and demand, including swing capacity (2023, kt)



- Australia's current balance makes it a more attractive market for asset owners in mid-term
- North America is forecast to be long due to swing capacity from the agricultural market
- LATAM remains short and is relying on traded and imported AN

Market growth

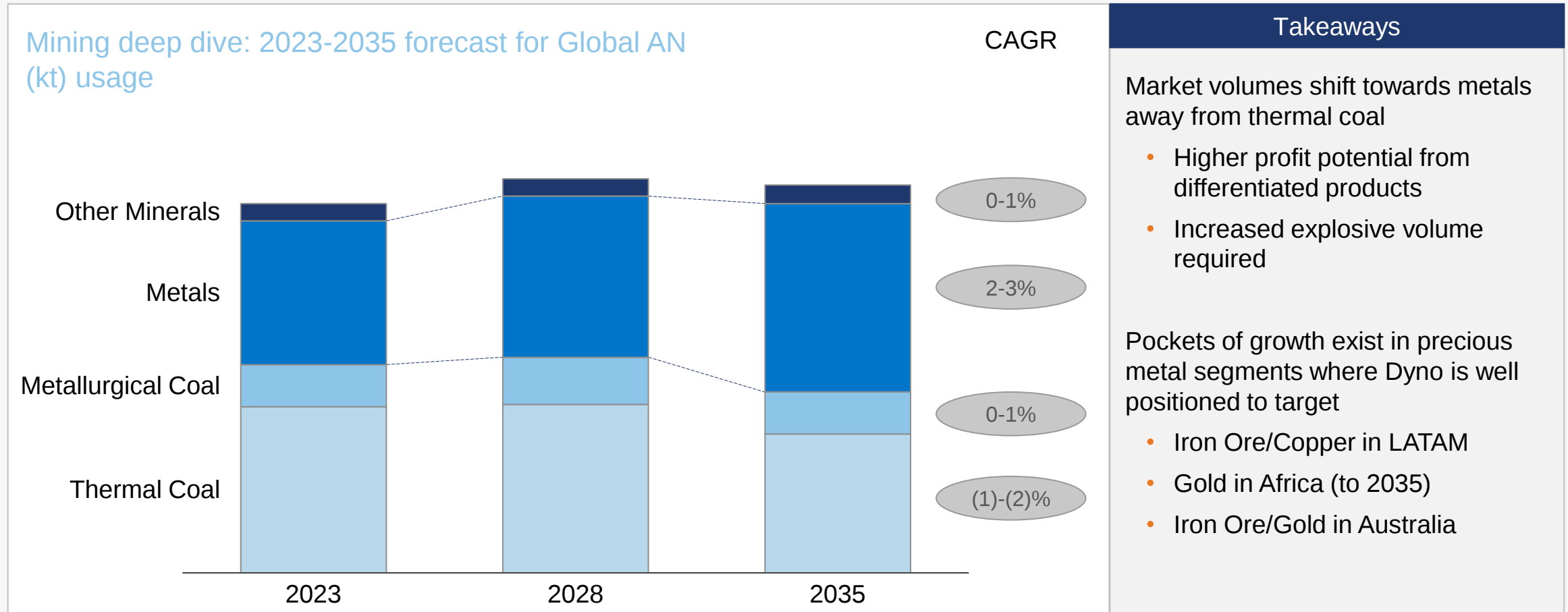
We understand the market, with a strong view on pockets of material growth for future facing rare minerals

Mining deep dive: 2023-2028 forecast for Global AN (kt) usage



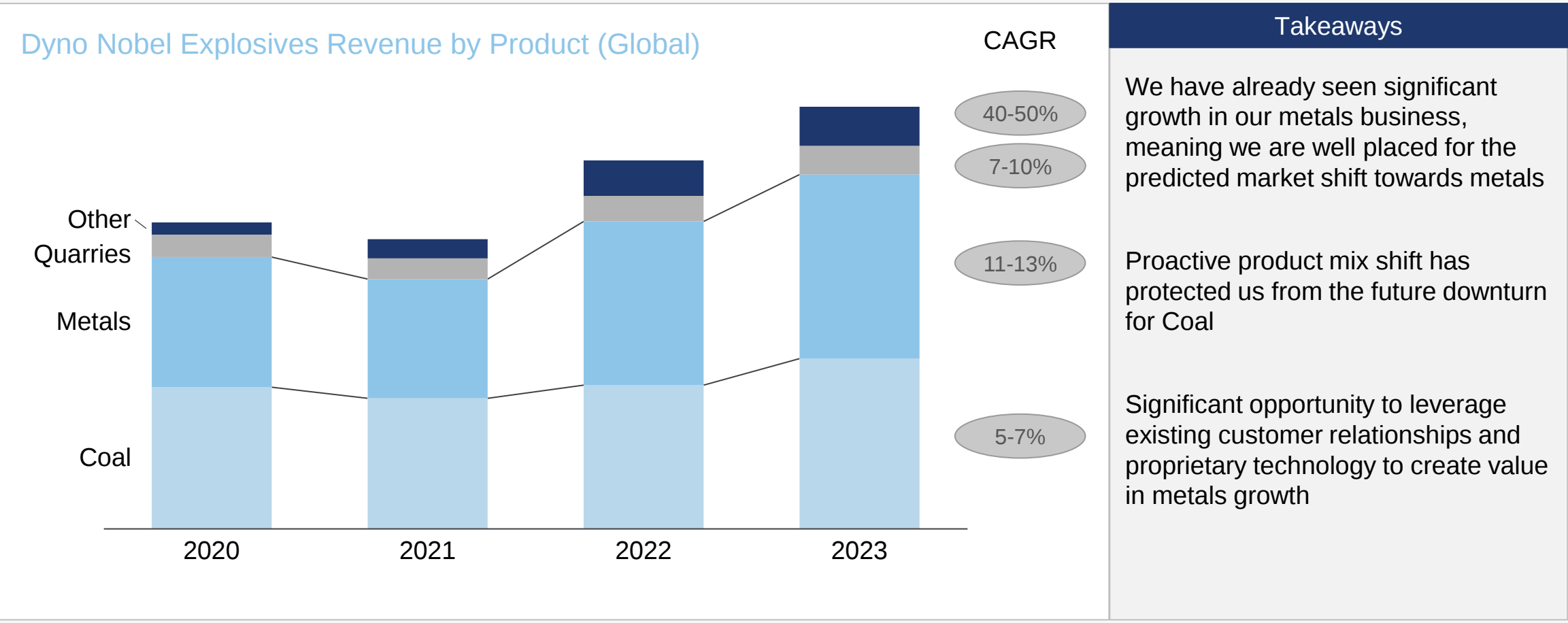
Market growth

We see growth in metals driving overall market growth, despite a shift away from thermal coal



Our Shift

We are well placed in the growing metals segment



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Ambition

*Become the leading global explosives player
doubling earnings¹ and delivering ROIC² above WACC*

Competitive
advantage

We will deliver this ambition by leveraging our competitive advantage, including:



Proprietary
technology



Superior bundled
product offering



Deep customer
relationships



Privileged assets
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Drivers

Phase 2: Transformation

Phase 3: Consolidation

Leverage our competitive
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OUR COMPETITIVE ADVANTAGE



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Competitive advantage

We have a sustainable competitive advantage

Our proven competitive advantage



We have proprietary technology that increases safety, delivers accuracy of fragmentation, and achieves lower end to end liberation cost vs. alternatives



We have a superior bundled offering that includes the most reliable supply of explosives, along with a comprehensive suite of high-quality IS, emulsions, and essential services



We are long-term partners to our customers, with established relationships with the largest mine operators around the world, allowing for continuous collaboration and product refinement



We have privileged assets and an extensive distribution network, enabling reliable and cost-effective supply of high-quality products to key global markets

Technology

Our existing proprietary technology gives us a key edge in the market

Category	Our products	Our key advantage
	  	Robust emulsions that create consistent results in adverse mining conditions
	  	Simple, safe and accurate electronic blasting for a variety of applications
	 	Safer blasting using automated delivery systems (e.g. electronic mobile processing units)
	  	- More accurate, efficient and sustainable operations via a connected digital bench - Easy to integrate

Takeaways

Our proprietary technology is growing in the market:

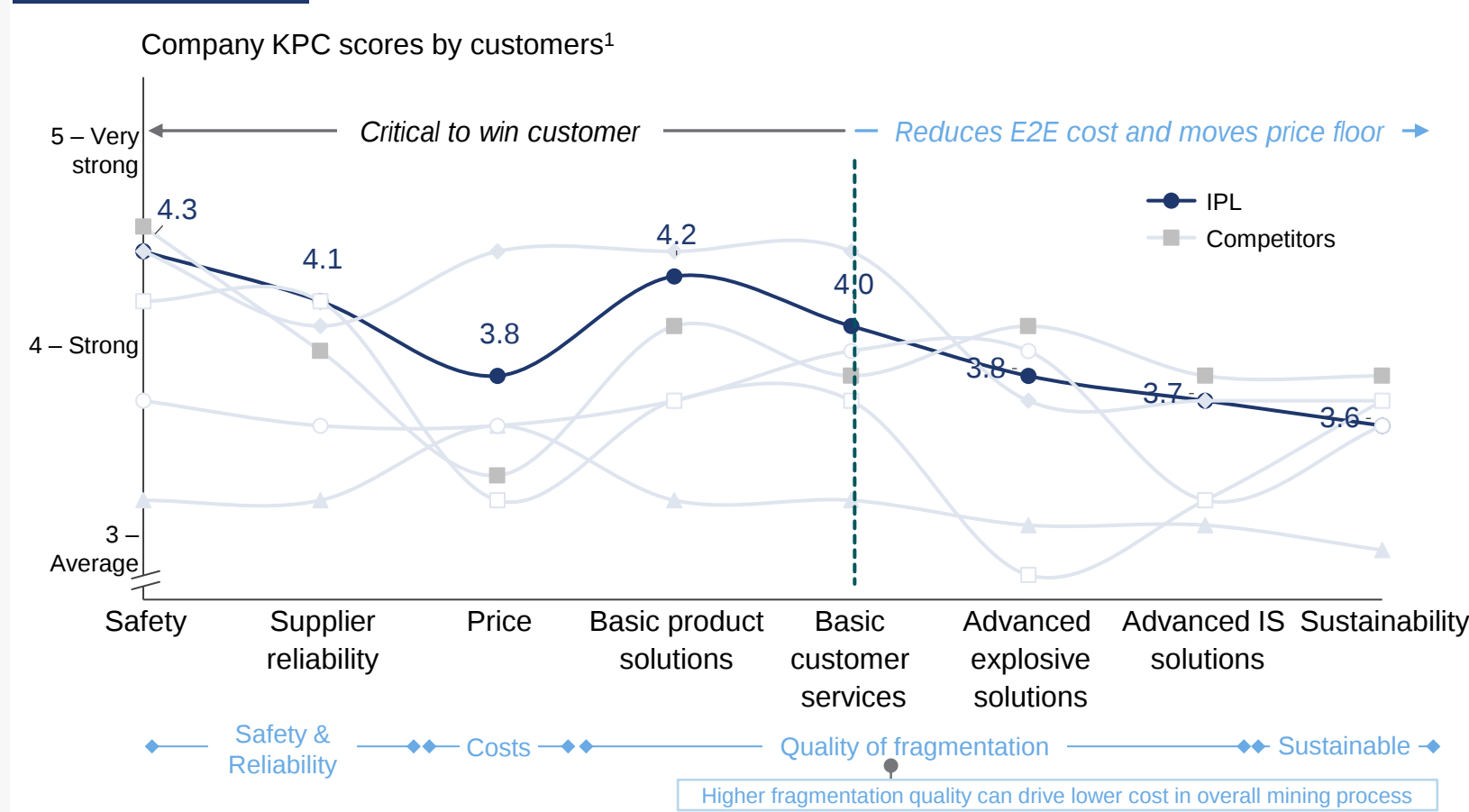
- 22% CAGR for premium emulsions¹
- 11% CAGR for electronic detonators¹

We have a robust development pipeline, with more innovations coming fast

Customer satisfaction

We deliver strong results across major customer satisfaction metrics

Survey results, N=29



Takeaways

- Dyno dominates customer perception across key attributes
- Particular strength in safety, reliability, and basic product solutions
- Opportunity to educate customers on advanced solutions where we have superior technology and capability and deliver sustainability benefits

Select customer experiences

We have partnered with a range of customers to deliver exceptional results

RioTinto

- Partnered to establish "drill to mill" initiative at KUCC
- Achieved significant productivity gains through optimised fragmentation and enhanced pattern loading

CLIFFS

- Partnered to address the issue of NOx gases impacting local communities
- Addressed issue with safer blasting technology and advanced emulsion technology



White Rock Quarries

- Needed to operate under stringent environmental regulations in a populated area
- Implemented cutting-edge operating methods to ensure minimal environmental impact



- Establishing a long-term partnership into all of AGA's global operations
- Differentiated ourselves via our commitment to global standardisation and continuous improvement in blasting services

You will hear more from our customers later



PTAR Martabe (Pak Rahmat) video

LEVERAGING OUR ADVANTAGE



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Leveraging our strong position to grow

We are executing a winning strategy that will deliver significant growth and shareholder value



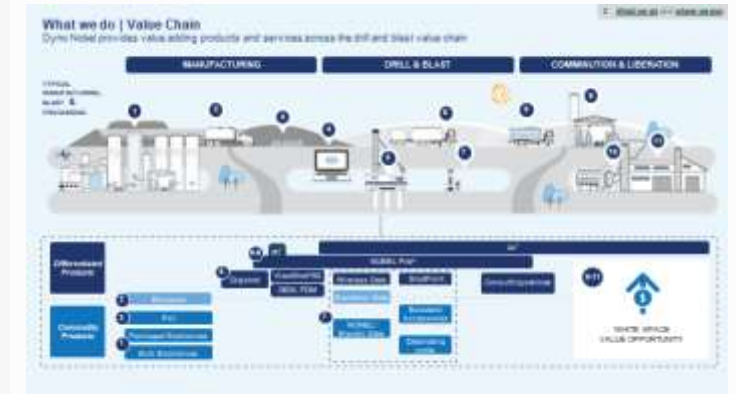
Growing our core business



Expanding in high-growth regions



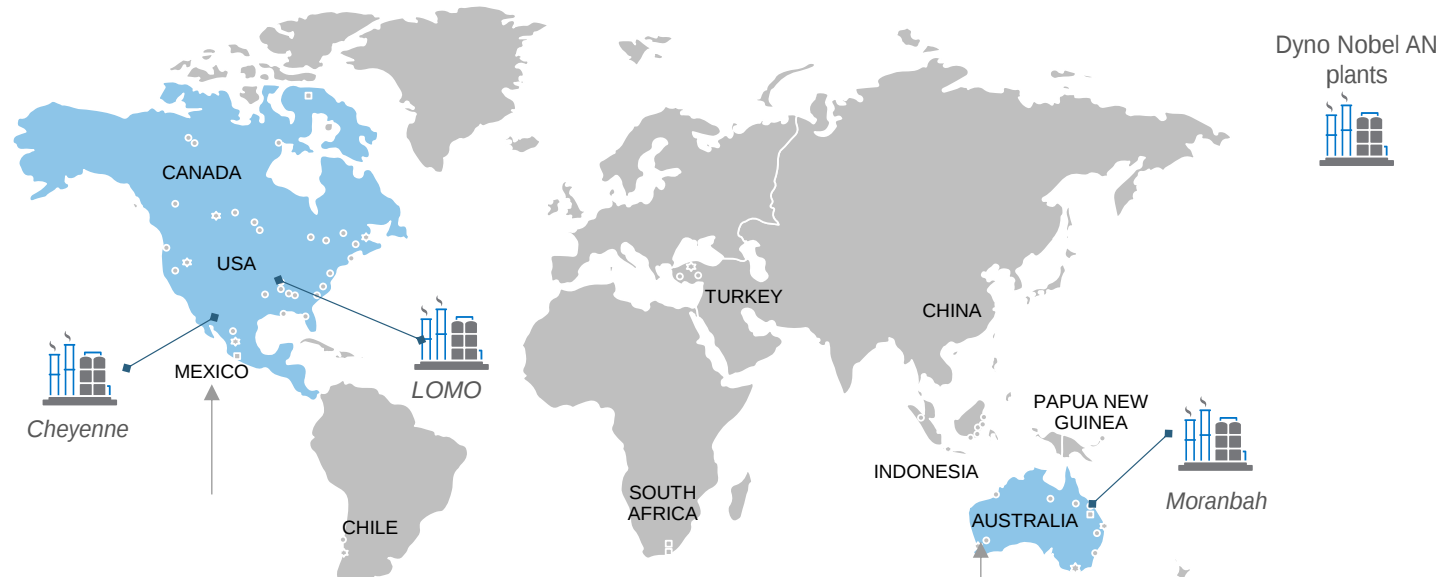
Expanding across the value chain



Growing our core business

We are market leading in our core markets across the globe; currently focused on Australia and North America – leveraging our manufacturing plants

Dyno Nobel sites across the globe



Our competitive advantages

We are long-term partners to customers, enabling continuous collaboration on cost

Landed cost advantage from local AN plants

We have supply capacity in undersupplied markets

- Australia is forecast to turn slightly short before 2028
- Cost competitiveness at Moranbah

Existing presence in growing markets

North America

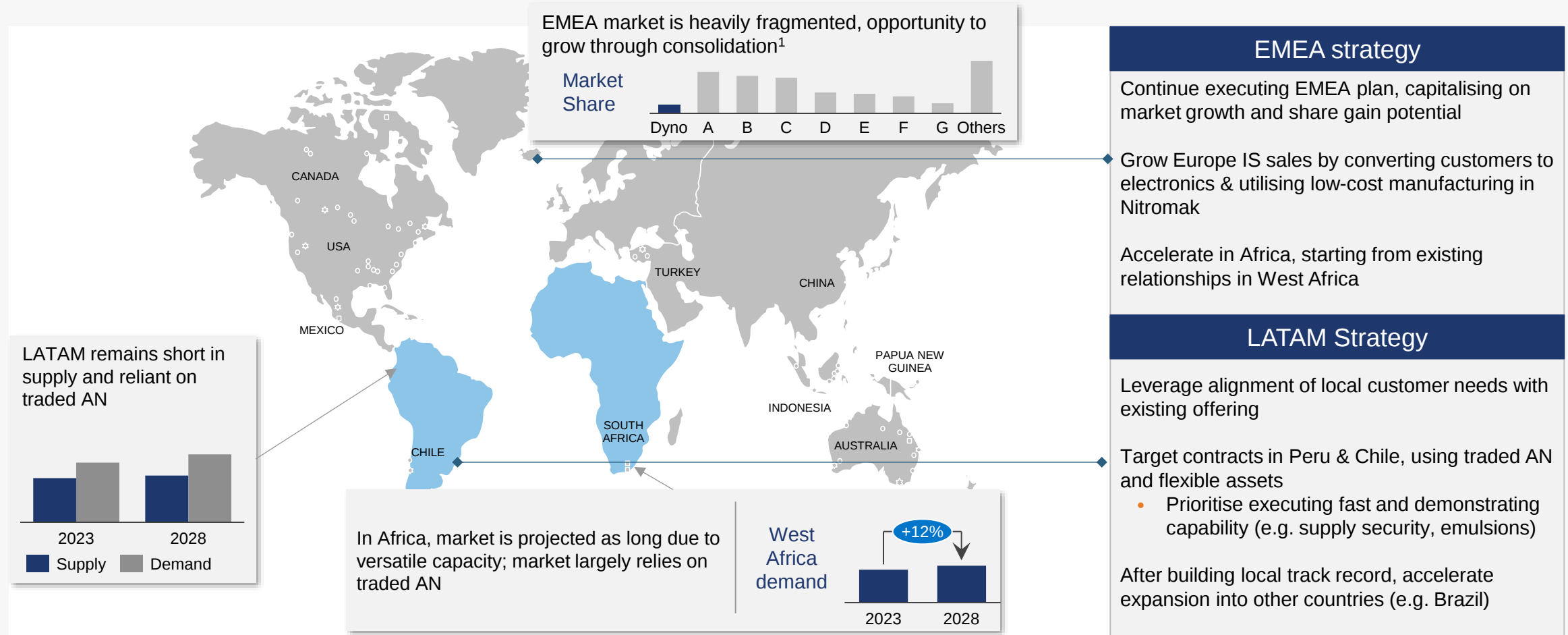
- Number 1 player in North America¹
- Projected 1-2% CAGR growth rate in 2023 – 2028 mining volume

Asia Pacific

- Number 2 player in Australia¹
- Projected 2-3% CAGR growth rate in 2023 – 2028 mining volume

Growing across geographies

We are well positioned to target growth in LATAM and EMEA



Indonesia case study

We can replicate the success from our Indonesian growth story



Our strategy

- Entered using a capital-light approach, focusing on Mobile Processing Units and small emulsion plants to add value to the market
- To address local AN shortages, we secured agreements with domestic suppliers and imports where necessary

Impact

- Our strategy has allowed us to successfully enter the market and maintain high market share in emulsion and IS/HE
- Demonstrates our ability to thrive in challenging markets, showcasing a replicable model for future expansion

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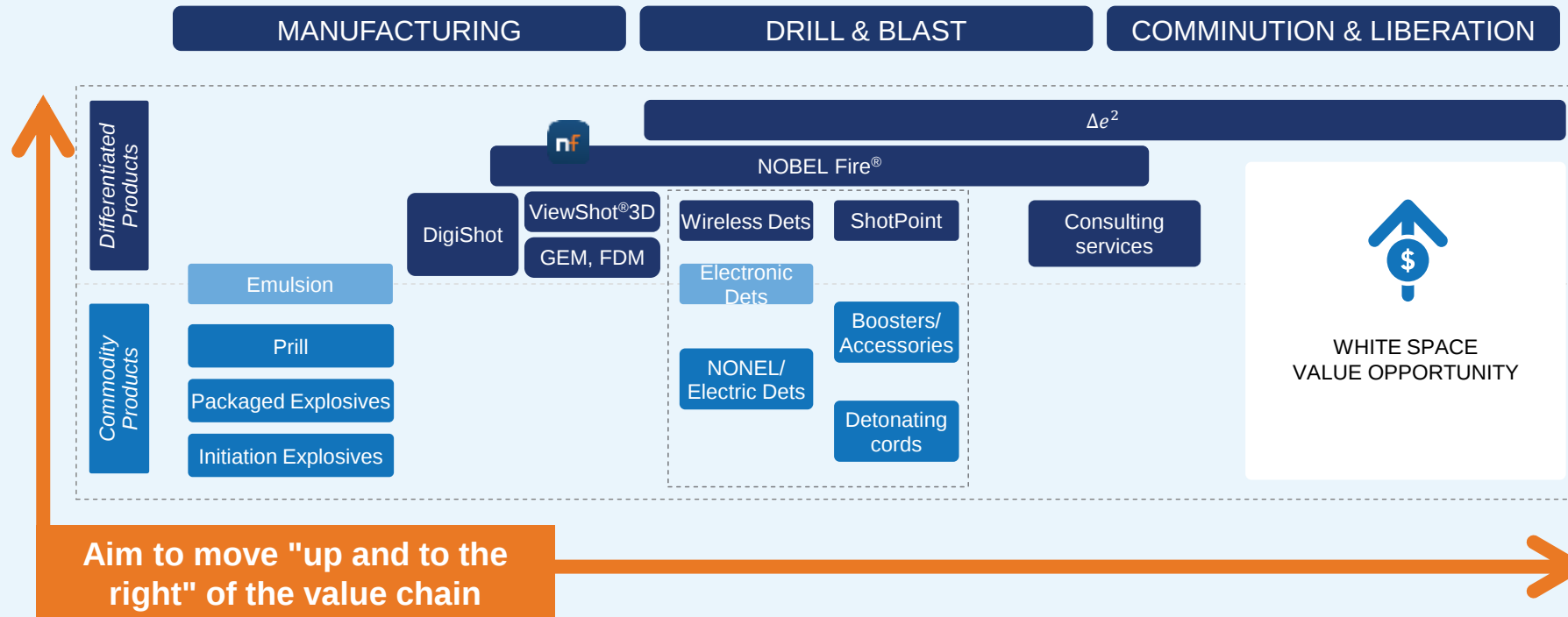
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BUMA video

Expanding across value chain

There is a significant growth opportunity in high-margin segments through technology-enabled blasting and fragmentation solutions



Our right to play and win

- We have the proprietary technology
- We have the knowledge & expertise
- We have the trust and relationships with our customers

TRANSFORMATION PROGRAM – AMBITION



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Our ambition

Unleashing untapped potential in Dyno Nobel



EBIT

AMBITION

**double EBIT¹ over
next three to four
years**

- ~80% of benefits from improving the performance of our current business, with additional uplift from accelerating organic growth in high-value regions
- Rapid progress so far in developing pipeline of initiatives, with early wins in FY24 amounting to ~\$50m EBIT

AND



ROIC

**increase ROIC²
above WACC**

- Sustainable step-change in ROIC, by leveraging:
 - Comprehensive value-based capital improvement program including asset portfolio review
 - Sustained reduction in working capital, adjusted for new markets³
 - Selective investments in high value markets, manufacturing and network optimisation

Momentum to deliver EBIT benefit run-rate of ~40% to 50% by end FY25⁴

TRANSFORMATION PROGRAM – THE DETAIL



Paul Victor

Chief Financial Officer



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Transformation program

A clear plan to deliver our ambition via targeted levers



Operational levers ~45% to 55% of EBIT benefit

- Transform global operating model to support strategy
- Improve manufacturing through network optimisation & debottlenecking
- Optimise cash fixed costs
- Rationalise end-to-end supply chains
- Streamline procurement & suppliers



Commercial levers ~25% to 35% of EBIT benefit

- Deliver customer recontracting
- Drive market share by leveraging our technology strengths
- Implement disciplined value-based pricing
- Optimise cost-to-serve using deep analysis



Growth levers ~15% to 25% of EBIT benefit

- Accelerate growth in high value markets (including EMEA & LATAM)
- Continue to build technology platform & deliver sustainable solutions for customers
- Prioritise traded AN markets

Our levers will deliver on our ROIC¹ ambition while remaining capital-light

Transformation program

We are on track to deliver

Ambition to double EBIT¹

Timing	Estimated EBIT delivery ²
FY24	~A\$50m ³ forecast
FY25	~40-50% exit run rate
FY26	~70-80% exit run rate
Post FY26	~100% exit run rate



~15-20% of value already delivered in FY24, and ~40-50% of run-rate benefits expected by end of FY25

CASE STUDIES

“What supports our run rate”

We have already made meaningful progress towards our ambition, with many more initiatives underway or in the pipeline

Case study #1 – Operational

A fit-for-purpose global operating model

Delivered

- Designed a fit-for-purpose organisation with a lean and agile operating model to support growth in new markets
- Reduced senior management roles by ~10%
- Realigned Executive Leadership Team to drive disciplined action to deliver our ambition
- Created a new role for Chief Growth Officer as part of the Executive Leadership Team to drive the growth agenda
- Simplified our organisation to empower our people, by minimising our organisational structure to 7-layers deep (previously 9)

Next steps

- Ongoing investment in developing the skills & organisational capability needed to support our growth agenda
- Continue to cultivate a high-performing culture, empowering our people to collaborate and deliver



Case study #2 – Operational

Automation of assembly at Helidon

- Installed automated machinery at our Helidon site in Queensland
- New technology to enhance initiation systems manufacturing
- Improved safety
- State of the art automated quality inspection and verification on all units
- Increased capacity to manufacture DigiShot Plus units¹ by 2.8m p.a.
- Reduced cost across harness and electronic detonator assembly



Harness Assembly & Electronic Detonator Assembly Machines
Helidon, Queensland, Australia

Details on our automated machinery at Helidon to follow

Case study #3 – Operational

Reduce overall supply chain costs

- Renegotiated major freight contract for the delivery of ammonium nitrate products across our West Australian customer base delivering:
 - Reduced risk of supply interruptions by transitioning from a single contractor model to a three primary contractor model
 - ~10% reduction in total kilometres travelled when compared to 2023 data resulting in a significant GHG¹ reduction
 - ~7% reduction in fuel burn
- Other key negotiations have commenced with major suppliers to reduce cost base and consolidate vendors
- Further potential benefits currently being reviewed include:
 - Route and load optimisation across Australian road network
 - Rail efficiency in the US
 - International shipping routes and supply chain lengths within our global supply chain



Case study #4 – Operational

N₂O Abatement¹ Project

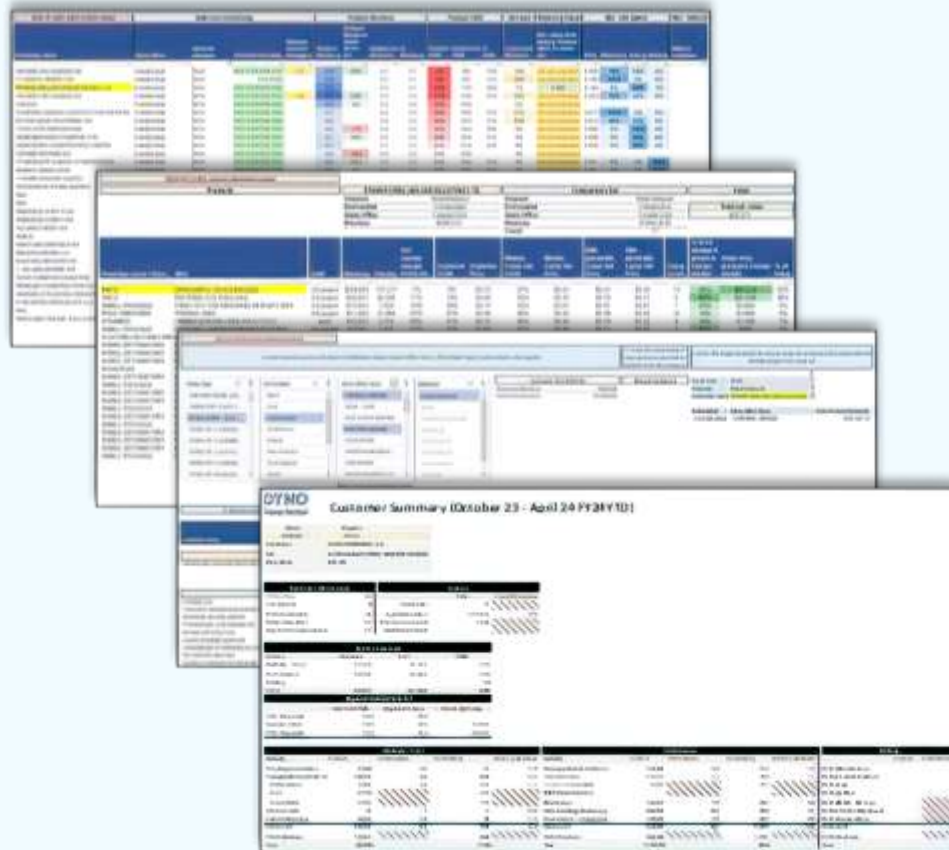


Official opening of Nitrous Oxide Plant, April 2024

- In April 2024, Dyno Nobel officially opened a \$20m nitrous oxide abatement project at the Moranbah plant in the Bowen Basin
- Expected to abate ~200,000 tonnes of CO₂ equivalent emissions per annum
- FY24 expected to abate ~120,000 tonnes of CO₂ equivalent emissions²
- Results in greater than 97% reduction in emissions from the nitric acid production process
- Reduces Scope 3 GHG³ emissions for our customers
- Reduces gas use across the site

Case study #5 – Commercial

Building our toolkit and pricing discipline



Optimising pricing with data-driven tools

We have enhanced our pricing analysis with a suite of new and advanced tools, including:

- A customer dashboard, enabling effective prioritisation of high-value customers
- Detailed account analysis tools, identifying variance in true cost to serve and overall account profitability
- Market analytics tools, identifying accretive growth opportunities, supporting margin discipline and optimising return on assets
- Key customers re-contracted through competitive bundled offering. ~A\$40m EBIT benefit to be delivered in FY24¹

Case study #6 – Commercial

Drill to Mill

Premium technology bundle

- Differential Energy® (Delta E®)
- DigiShot® Plus 4G
- Dyno Nobel Digital Platform

Blasting expertise

- Specially selected teams of skilled experts
- 180-year tradition of practical innovation
- Full support network of over 5,000 industry professionals

The Dyno Nobel Approach

For a major copper customer, we delivered:

- Significantly increased mill throughput
- Lower overall mining cost
- ~US\$58m in value over 1 year



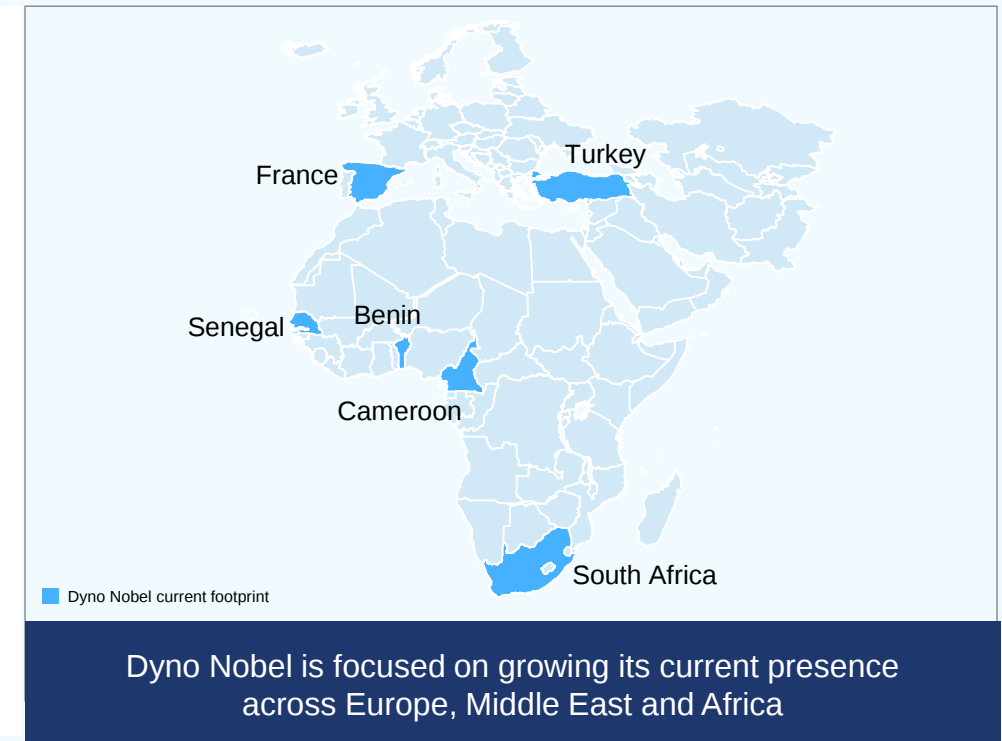
Dyno Nobel has many exciting opportunities to unlock additional value for our customers across North America and other regions

More details on our Drill to Mill program will follow later today...

Case study #7 – Growth

New customer in West Africa

- Dyno Nobel is establishing a new long term global supply agreement with AngloGold Ashanti (AGA)
- Leveraging Dyno Nobel's strong relationship with AGA in Australia built over the years
- Supports growth strategy into new, attractive market
- Dedicated team in EMEA reviewing further options to accelerate growth plans across Europe, Middle East and Africa



More details on our EMEA strategy will follow later today...

CAPITAL PRUDENCE



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Overview

Deliver sustainable value and returns to shareholders



Investment case is to double EBIT¹ and achieve ROIC² above WACC over the next 3-4 years

1. Ambition to double EBIT compared to actual FY23 Dyno Nobel EBIT of ~A\$300m (excluding WALA and AG&IC) over 3 to 4 years. Subject to market and operating conditions including changes to exchange rates.
2. Return on invested capital, calculated as 12 month rolling Net Operating Profit After Tax, excluding individually material items/13 month rolling average operating fixed assets and intangible assets and operating net working capital. Ambition is to increase ROIC to at least higher than the Dyno Nobel Weighted Average Cost of Capital (WACC) of 8.5%. Subject to market and operating conditions including changes to exchange rates.

Capital allocation framework

Deliver value-based returns

1 st order allocation	1	Sustenance capital	Ensure safe, reliable operations	CAPITAL SPEND	A\$180-220m p.a. and deliver asset reliability Turnaround capital will be additional in the relevant year of planned execution
	2	Sustainability capital	Deliver Paris-aligned emissions reductions		\$10m in 2025 Portfolio options IRR > WACC
	3	Selective growth improvement capital	Small high-return, short payback initiatives		Small investments target to mitigate inflationary impact in the business and drive continuous improvement
	4	Test robustness of balance sheet		BALANCE SHEET	Net debt to EBITDA up to 1.5x Leverage range has some flexibility for strategic initiatives
	5	Return dividends			Dividend policy Range: 30%-60% payout of NPAT Midpoint targeted in periods of balance sheet robustness
2 nd order allocation	6	Expansionary growth*	Larger growth investments at defined investment criteria	RETURNS	Target balanced and sustainable returns to shareholders Qualifying investments to achieve at least IRR > 1.3x WACC
	7	Additional shareholder returns	Consider options for shareholders including share buybacks (on and off market)		Focus on balancing returns given available capital to allocate

Capital allocation focussed on sustainable value-based returns and growth

Balance sheet upside

Our ROIC and balance sheet is expected to continue to improve through proactive improvement measures and improved investment discipline

Our plan to further uplift our balance sheet

- Reduce trade working capital requirements in the base business by tracking and optimising inventory across the value chain, and improving AR/AP processes
- Ongoing review of our asset base
- Execute 'capital light' regional expansion models in high-growth markets
- Invest selectively and prudently in accretive opportunities, consistent with ambition to increase double earnings¹ and increase ROIC² above WACC
- Assessing options for separation concurrently with improving profitability while we hold the business

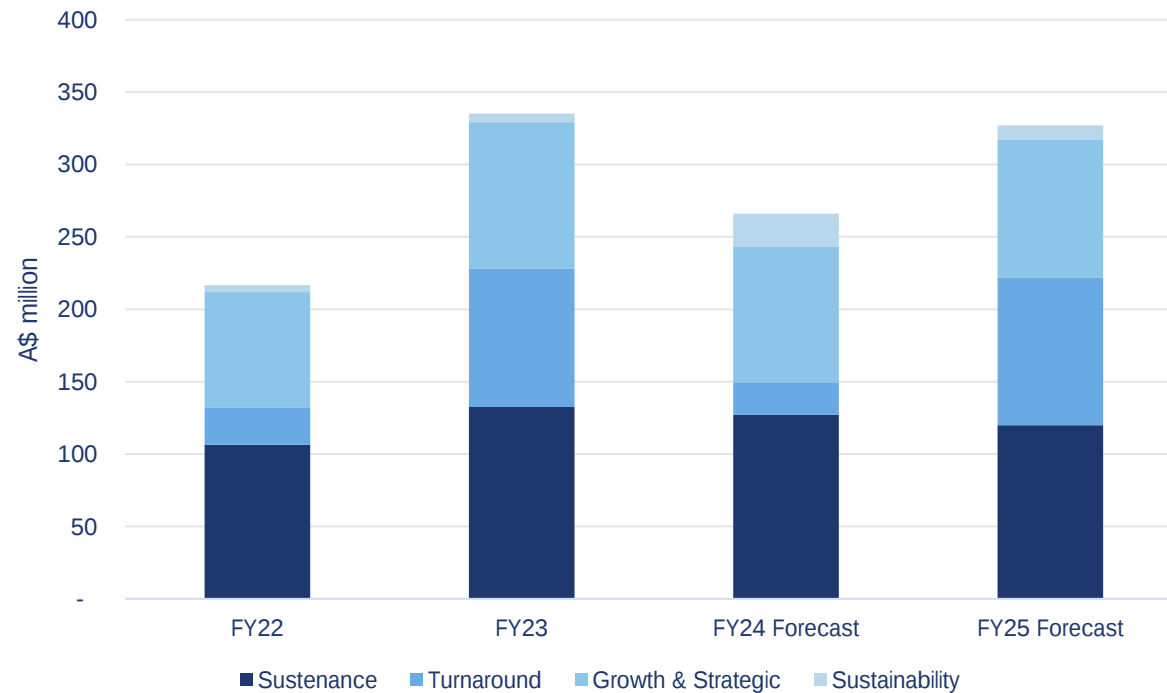


We will be highly selective with investments, returning funds to shareholders if criteria not met

Investing for growth & quality earnings

Commitment to ongoing effective sustenance investment, strict investment criteria for growth projects

Dyno Nobel capital expenditure



- Growth capital - strict criteria of 1.3x WACC for all qualifying projects
- Sustainable ROIC¹ mindset when deploying capital
- Spend informed by asset management plans evidenced in higher reliability
- Sustainability capital – On track, Moranbah N₂O abatement² successfully implemented
- Moranbah FY25 turnaround – 56 days

Working capital

Further reduction in underlying levels a focus

Dyno Nobel Working Capital



Base business:

Aim to reduce working capital as a percentage of revenue by ~2 percentage points¹

Actions already in progress:

- Optimisation of minimum and maximum levels of inventory across sites
- Review and reduce overstocked spares to align with current plant conditions, lead time and criticality to plant reliability
- Renegotiate receivables and payables terms

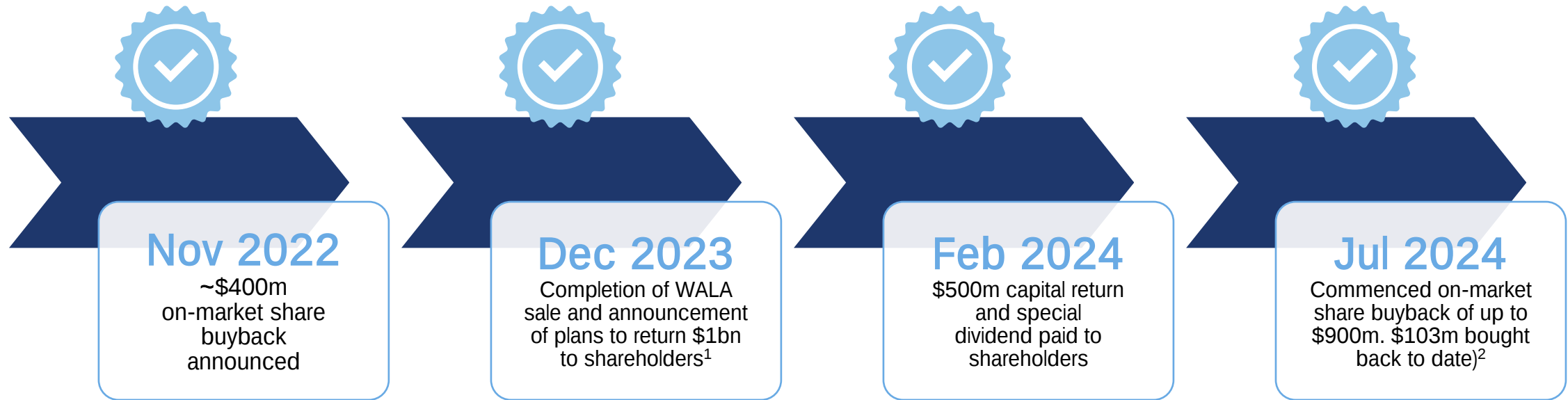
Growth markets:

Working capital investment to grow to be assessed on its own merits and business case

Transformation project to deliver working capital improvements; actions evident in DNAP and DNA

Capital management

Significant ~\$1.4bn capital return program



Completed and planned capital returns equivalent to ~25% of issued capital³

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OUTLOOK

Paul Victor

Chief Financial Officer



Outlook

Positive FY24 outlook remains unchanged

Dyno Nobel

Positive outlook unchanged

- DNA Explosives EBIT growth of mid to high single digits¹, including one-off gain from sale of excess land at Cheyenne
- DNAP expected to exceed previous record earnings level² with re-contracting substantially complete
- Transformation project: Expected to deliver ~\$50m of EBIT uplift in FY24 (included in above outlook statements)

Fertilisers

Stronger second half

- Accretive market share gains in the Distribution business
- Focused investment delivering better reliability at Phosphate Hill
 - Phosphate Hill production expectation remains unchanged³
 - Gas supply: additional costs for FY24 expected to decrease by ~\$30m⁴

Corporate

Full year update

- Corporate costs: Expected to be around \$58m. Increase due to one-off additional costs from US litigation claims
- Impairment: A Fertilisers business portfolio evaluation combined with an undertaking to move to a low capital solution (being undertaken as part of the Fertilisers separation strategy), may result in further asset write-downs⁵.

Continued underlying⁶ EBIT growth expected – Favourable second half skew

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Mauro Neves

Chief Executive Officer &
Managing Director



CONSOLIDATION

Consolidation

We see consolidation potential in the market; however, will maintain capital controls and explore 'asset light' growth until we earn the right to inorganically grow



WHY

Grow market leading position

Gain access to complementary advanced technologies

Capture sustainable synergies:

- Introduce Dyno Nobel's advanced technology to expanded customer base
- Leverage manufacturing economies of scale
- Consolidate supply chains / procurement and enhance AN supply sources
- Reduce overall exposure to coal
- Increase loading at Dyno Nobel IS manufacturing facilities

HOW

First – *earn the right* to consolidate by demonstrating market leadership and operational excellence

Then, our strategy:

- Scan for selective investments depending on size and value, and fit for our strategic ambitions
- 'Asset lite' models to be explored
- Options likely to include:
 - Acquisitions
 - Strategic alliances
 - Joint ventures
 - Vertical integration

Key messages



Our markets and customers are resilient and enduring; and the shift to materials and minerals is advantageous for our total volume, mix and profitability



We are leveraging our unique competitive advantage to drive growth in existing and new markets



We are working to drive productivity to double earnings¹ through our transformation program



Our capital prudence and proven asset light growth approach is expected to drive ROIC² above WACC and deliver market leading TSR



We aim to deliver this while maintaining and improving the option of divesting fertilisers

1. Ambition to double EBIT compared to actual FY23 Dyno Nobel EBIT of ~A\$300m (excluding WALA and AG&IC) over 3 to 4 years. Subject to market and operating conditions including changes to exchange rates.

2. Return on invested capital, calculated as 12 month rolling Net Operating Profit After Tax, excluding individually material items/13 month rolling average operating fixed assets and intangible assets and operating net working capital. Ambition is to increase ROIC to at least higher than the Dyno Nobel Weighted Average Cost of Capital (WACC) of 8.5%. Subject to market and operating conditions including changes to exchange rates.



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QUESTIONS & ANSWERS

MORNING BREAK

20 minutes



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Robert Rounsley

Chief Growth Officer



TECHNOLOGY

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Technology in the Explosives Context

Digital Technologies

- Integrated Software & Hardware
- Data driven design
- Open system – interface with customers
- Focused on Drill and Blast Core

Applications Technologies

- Applications and methods of applying the technology to achieve mining outcomes e.g. fragmentation and movement

Initiation Systems and Detonators

- Conventional detonators (electric/non-electric)
- Electronic & wireless Detonators

Chemical Technologies

- High explosives
- Non-ideal & bulk explosives

Engineering Technologies

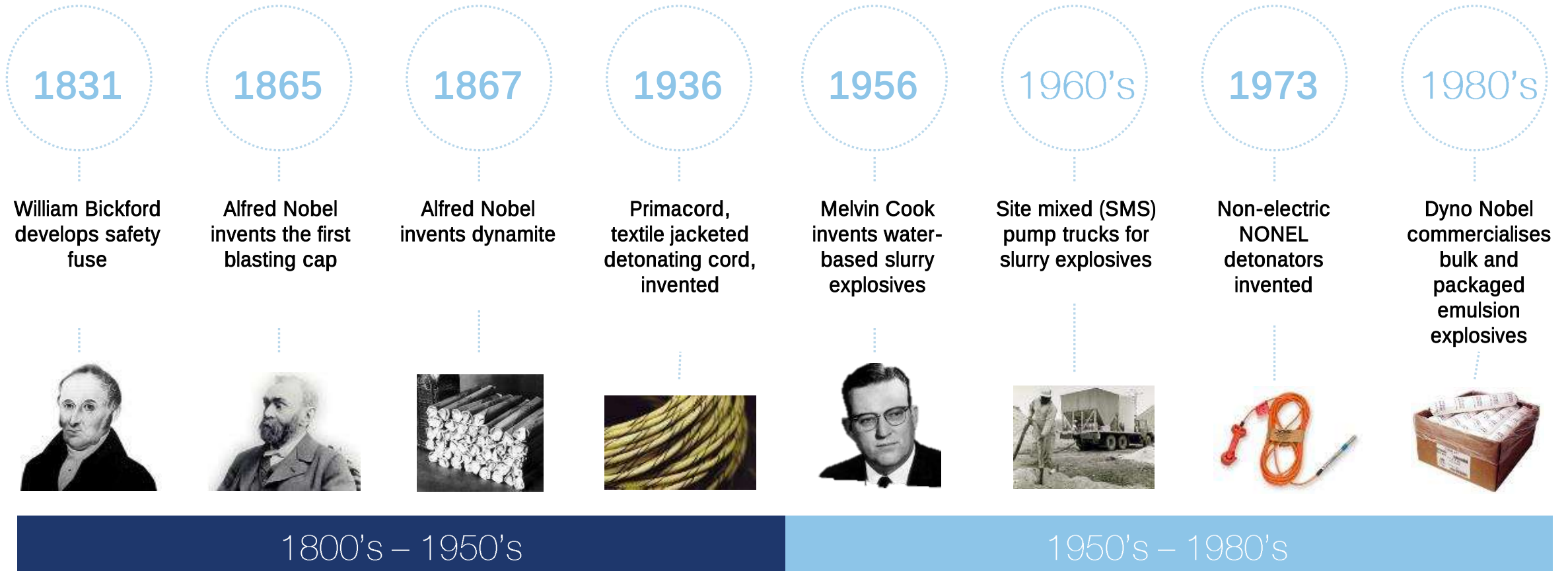
- Plant Process and Equipment
- Manufacturing techniques
- Automation

Unique integration of our products, services and improved customer outcomes



Integrated technology

Dyno Nobel's history of practical innovation



Dyno Nobel's contemporary achievements



DYNOMINER underground air-powered emulsion delivery system patented

2001



End-of-Hose device patented, allowing all gassing to take place in the borehole

2005



Introduction of electronic detonators from Dyno Nobel/DetNet

2007



Differential Energy bulk emulsion, a proprietary method for controlling the energy profile in the blasthole

2012



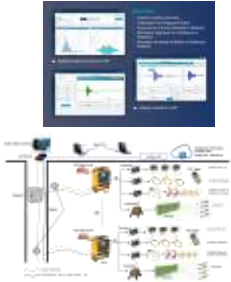
4th Generation EDS Digishot plus 4G

2017



Dyno Nobel wireless technology, CyberDet I

2021



Blastweb 2 Centralised blasting system, Geological Element Motion Model, Vibration prediction model

2023

2000 – 2010

RECENT

2003

TITAN product family of bulk emulsion explosives is developed



2006

Portable Modular Emulsion Plants developed for remote on-site production



2008

DYNOBULK Jumbo trucks created



2016

Delta E squared



2020

(DGPS) Tagging & Hole Identification using Differential Global Position System



2022

Ranger DigiShot blast initiation system is released



2024

Electric MPU¹, Alternative sensitization SSE, Decarbonised Emulsion, Automated loading data collection, Det X



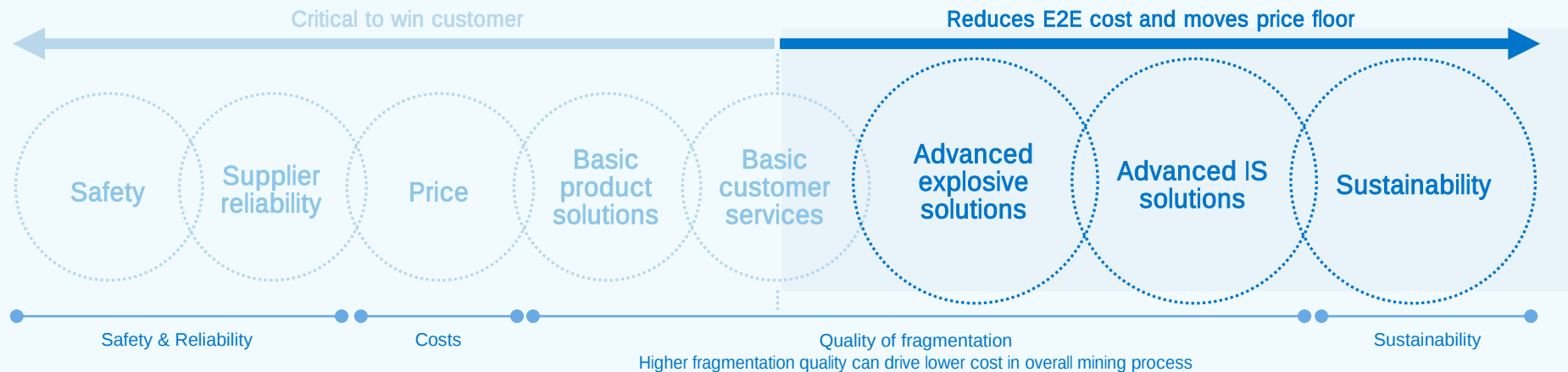
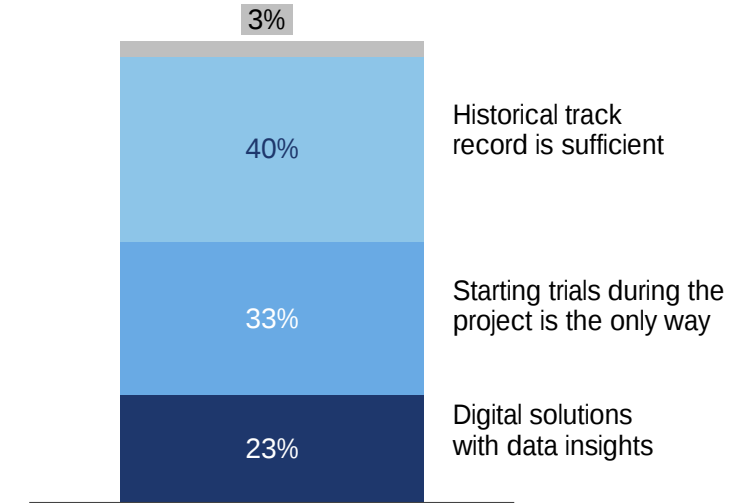


1. Mobile processing unit

Why technology is important to commercial success

- Customer buying behavior
- Clever technology facilitates an efficient supply chain ensuring competitiveness
 - AN is not AN
 - Delta E is unique emulsion technology and creates new and efficient supply chain & application options
 - Decentralised Electronics assembly v large scale automation
- Driving down the cost of extracting minerals, enhancing mining productivity and efficiency while helping customers meet their safety and sustainability requirements

How do buyers gain confidence in a supplier's ability to reduce the Drill to Mill cost?



Meeting customer needs – bulk products

Differential Energy + AN Emulsion Technology



What is Differential Energy?



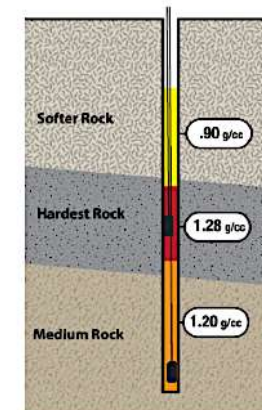
TITAN® ΔE gassed emulsion explosive

+



TITAN® Bulk Truck equipped with ΔE technology and automated controls

=



The ability to accurately control placement of explosive energy in the borehole

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Delta E video

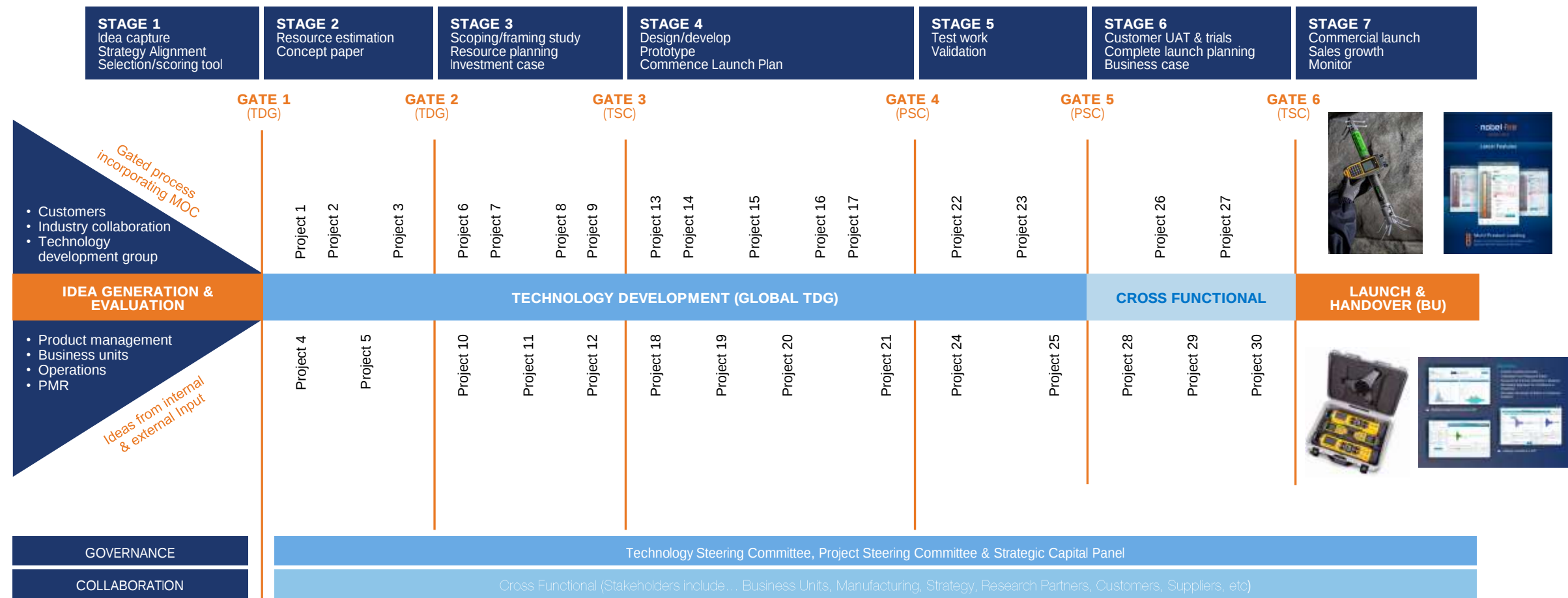
Meeting customer needs – initiation systems

Automated manufacturing and local in-country assembly



Dyno Nobel has a strong technology heritage, and we continue the investment with discipline

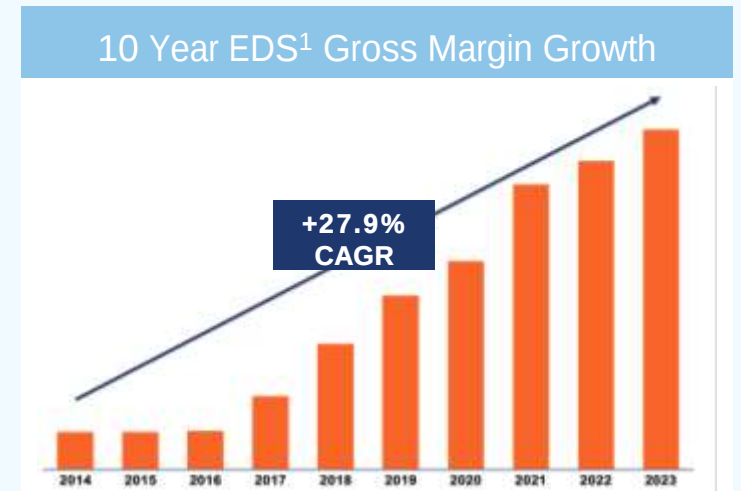
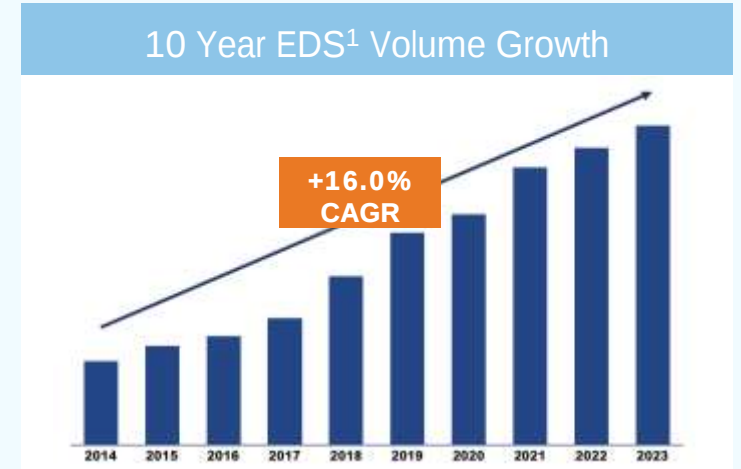
Maintain leadership & ensure the value is realised



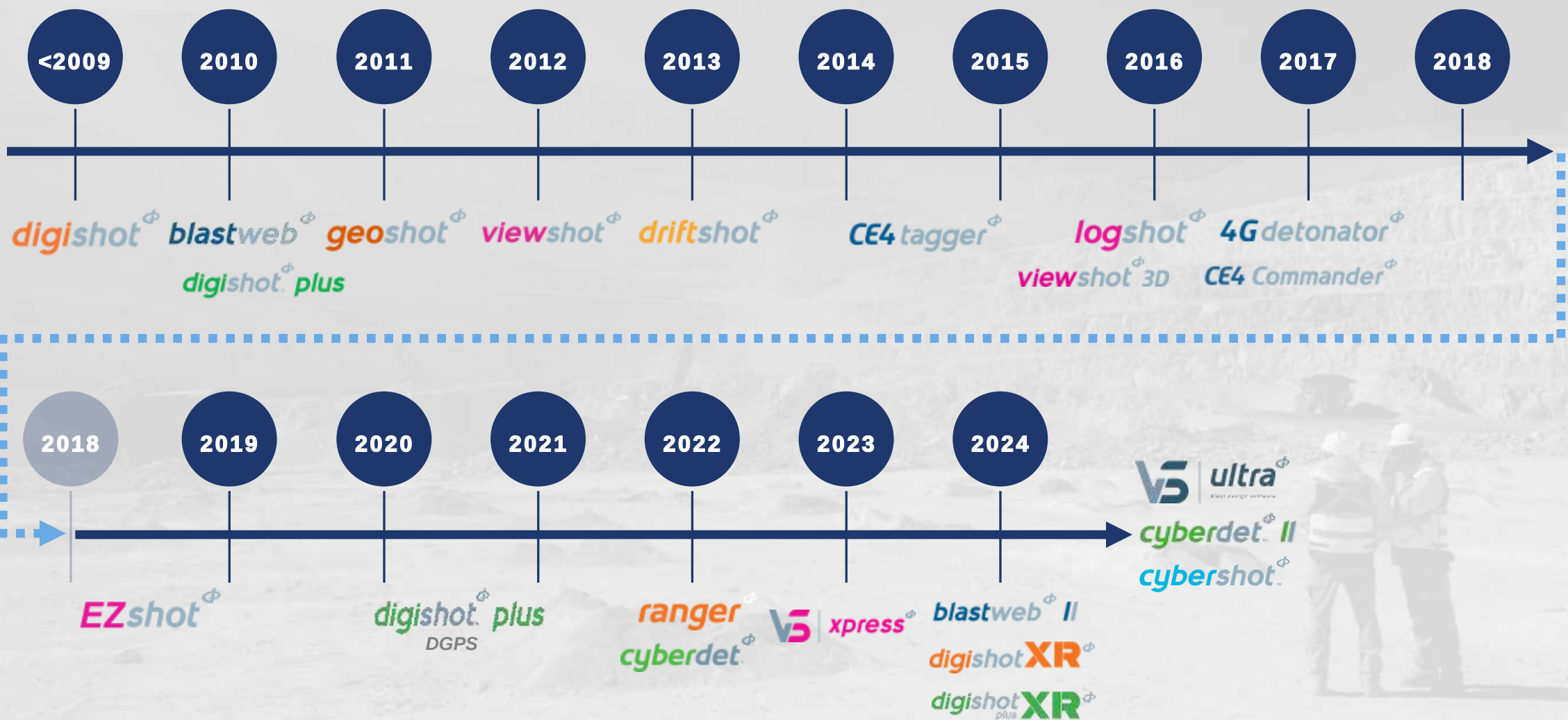
Translating this competitive advantage to earnings growth

Strategy remains unchanged

- Solve customer needs with leading user-friendly solutions
 - Collaboration, practical solutions and speed to market derives significant value
 - Our technology secures relationships, creates stickiness and generates pull-through
 - Strong returns through investment discipline
- Sales & technology collaboration ensures technology is adopted



Electronic detonator commercialisation track record



SOLUTIONS:

Surface mining

How the unique Dyno Nobel product and service offer meets the industry needs today

Break down operational silos, highlight bottlenecks and simulated blast designs to drive customer decisions

Customer need

Our competitive advantage

Opportunity



Differential Energy

Unique variable energy bulk product

Variable fragmentation results

Optimal blast outcome from precise energy placement

Patented differentiator with strong adoption and long runway of opportunities



digishot⁺
plus 4G
System with DGPS Technology

Best in class detonators with unique tagging feature

Repeat visits to locate holes leads to human error

Differential GPS co-ordinates hole identification to <1m accuracy

Better and safer utilisation of customer workforce



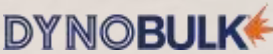
FDM
When Fragmentation Matters

Proprietary high fidelity fragmentation modelling

Large variation in blasted rock impacts mill efficiency

Fast predictive models combined with industry leading support

Strengthen customer relationship through value-add understanding of operation



DYNOBULK

Unique high discharge loading with EOH sensitisation

Inefficient logistics

Optimise bench loading efficiency through adjustable MPU¹

Potential to reallocate MPU¹ equipment and workforce to new growth site

SOLUTIONS:

Quarry sustainability

How the unique Dyno Nobel product and service offer meets the industry needs today

Quarries often close to communities and our solutions drive successful accuracy and compliance requirements

Customer need

Our competitive advantage

Opportunity

nobel fire®

Integrated software with state specific reporting

Connectivity across blasting requirements and regulatory reporting

Easy to use, robust blast design and reporting for regulatory approval

Strong future as additional features added and connected digital integration is realised



Unique loading methods to minimise fines generation (waste)

Regulatory and community concerns with fume or flyrock events

Minimise overblasting and environmental impacts

Strong adoption and acceptance in Q&C with global expansion plans

ranger®

Quarry specific EDS control system for smaller blasts

Accurate blasting with easy to use electronic controllers

Simple, precise, and future proofed for cybersecurity

Rapid conversion from legacy systems. Growth into new customers



Blast design know how and expertise coupled with powerful models

Impact of blast shockwaves on heritage and critical infrastructure

Predictive modelling that can predict and adjust to avoid impacts

Significant as assisting customers with their "license to operate"

SOLUTIONS:

Underground mining

How the unique Dyno Nobel product and service offer meets the industry needs today

Increasingly complex and new methods are required to remove people from danger zones

Customer need

Our competitive advantage

Opportunity



blastweb Φ

Unique and powerful centralised blasting system

Safe and reliable connectivity

Centralised blasting system connecting with all initiation systems

Becomes integral part of infrastructure
Strongly differentiated solution

DYNOBULK Φ

Specialised delivery systems in multiple configurations

Safety of people near the face

Partnerships enable remote loading and removes people from hazards

Future of mining systems envisaged

TITAN Φ

Specialised products for difficult conditions eg Hot & Reactive Ground

Hostile conditions and unplanned detonation

Customised solutions suited to the specific mine conditions

Greater adoption as mining moves into more complex geologies

cyberdet Φ I

Wireless through the ground communications technology

Complex blasting in stressed underground environment

Best in class system enables improved safety, reduced blast cycle and increased ore recovery

New tools bring new applications

Tying it all together

CONNECTED BENCH:
SAFETY
PRODUCTIVITY
SUSTAINABILITY



Data informed decision making

Secure communications

Productivity monitoring dashboards

Blast reporting and compliance

Continuous learning for predictive models

Smart Drill

Electronic Timing

Advanced delivery systems

Minimised environmental impact

Operational efficiency

Site specific blast design

Accurate placement
Reliable and precise timing

Automated loading
Delta E variable density

Optimised blast outcomes

Improved mill throughput and energy efficiency

CASE STUDY

CyberDet

- Gold customer with complex orebody geometry in flagship mine
- Multiple mine sites in their portfolio
- Caving operation with previously failed areas creating high-cost methods to manage safety while accessing the orebody
- Cyberdet technology combined with method know how allowed the customer to access the materials they otherwise could not get to economically
- Dyno Nobel awarded all product and service contracts across all mines





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Robert Rounsley

Chief Growth Officer



GROWTH MARKETS

Growth business

Rationale

CUSTOMER MOVES | Customers are migrating towards high growth markets (in line with demand for metals) – opportunity to leverage existing relationships to increase presence in these markets

CUSTOMER REQUIREMENTS | Global mining players are facing increasing pressures to be more productive, sustainable and safe. Require clever supply chain solutions for challenging ZIP codes

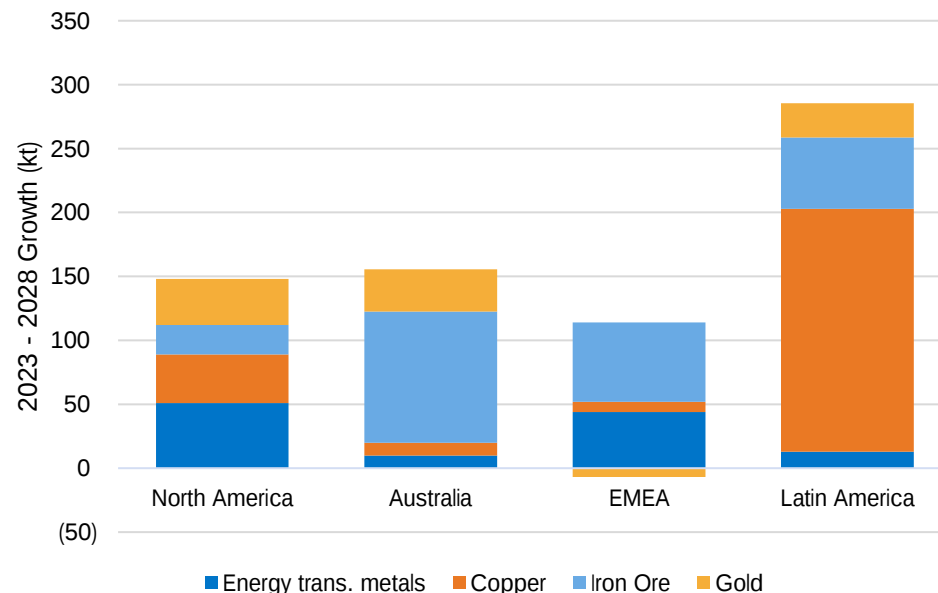
RETURN ON INVESTMENT | Many new markets are serviced utilising traded AN. Reduces barriers to entry and reduces capital requirements

FOCUS | Remove distraction for base businesses. Apply dedicated resources to growth markets that require a fundamentally different approach

EMEA & LATAM | Attractive growth profiles, especially in metals linked to energy transition

DIVERSIFICATION | Coal markets will decline over time. It is important to diversify to pockets of growth along with our customers

Forecast growth in selected commodities by geography



Dyno Nobel Market Shares¹ – Selected markets

Well Represented

Nth. America #1
Australia #2

Underrepresented

EMEA:
France ~50%
Turkey ~16%
Remainder – Minimal
LATAM ~2%

EMEA

Strategy

Europe and West Africa



Continue to deliver on existing EMEA plan; Leverage success of Titanobel acquisition,



Grow IS sales by converting customers to electronics



Accelerate growth plans in Africa; targeting existing relationships



Focus on what customers value most and give us an edge: demonstrate security of supply with storage and distribution at their sites (vs building AN plants)



Lower response time and build deployment flexibility by using modular / moveable emulsion plant and equipment



Follow customers into growth markets, using global relationships and track record to win fair share and differentiate from fragmented local competition

1. Source: Company annual reports; Industry interviews; BCG analysis.

EMEA Tier 1 & 2 mine operator points of presence, 2023¹

Dyno Nobel Relationships²



Other Tier 1 & 2 operators



Europe (focus)

- Mostly Q&C – CRH, LaFarge

West Africa (Francophone focus)

- Mostly Gold
- Newmont – Ghana
- Rio Tinto – Guinea (Iron Ore)
- Barrick – Cote D'Ivoire, Mali
- AngloGold Ashanti – Ghana, Guinea
- Gold Fields – Ghana
- Fortescue – Gabon (Iron Ore)

Other markets

- Mauritania – Kinross Gold
- Saudi Arabia – Ma'aden
- Kazakhstan – ArcelorMittal - Iron Ore

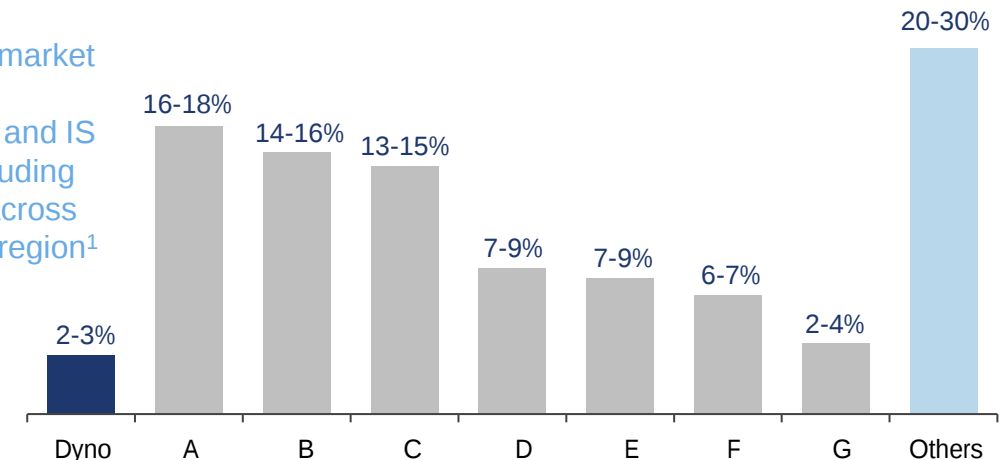
Central & East Africa

- Gold, Copper & base metals, Cobalt
- AngloGold Ashanti - Tanzania & DRC
- Barrick – Tanzania, Zambia & DRC

Southern Africa (inorganic play)

- Home base for Anglo and Gold Fields
- (But AN supply dominated by local production, which required inorganic play)

Estimated market shares of explosives and IS sales (excluding services) across the EMEA region¹



LATAM

Strategy

LATAM – Peru, Chile and other LATAM markets (e.g. Brazil)



Establish base infrastructure and equipment to facilitate growth



Focus primarily on countries that operate on traded AN



Build credibility with local customers ahead of any larger capital commitments



Focus capital and talent on what customers value most and that give us an edge



Lower response time and build deployment flexibility by using modular, and relocatable emulsion plants



Follow customers into growth markets, using global relationships and track record

LATAM Tier 1 & 2 mine operator points of presence, 2023¹

Dyno Nobel Relationships²



Other Tier 1 & 2 operators



Mexico

- ArcelorMittal 3 x Iron Ore
- Grupo México 14 x Copper & base metals
- Peñoles Group

Other markets

- Dominican Rep – Barrick 1 x Gold
- Suriname – Newmont, Lamgold - Gold

Peru

- Glencore x 3 Copper, Zinc
- Anglo x 1 Copper
- Newmont x 1 Gold
- Gold Fields x 1 Gold
- Antamina³ x 1 Copper, Zinc

Chile

- Copper (I/II)
- Lundin x 1
- Codelco x 7
- Antofagasta x 4
- Anglo x 3
- Capstone x 3
- BHP x 2

Copper (II/II)

- Teck x 1
- Glencore x 1
- Freeport McMo x 1
- KGHM / S32 x 1 Gold
- Gold Fields x 1
- Kinross x 1

Brazil

- Vale – ~10 x Iron Ore, Nickel, & Copper
- Anglo – 3 x Iron Ore, Nickel, Manganese
- AngloGold – 2 x Gold
- ArcelorMittal – 2 x Iron Ore

Argentina

- Barrick x 1
- Newmont x 1
- AngloGold Ashanti x 1



Facilitating growth

Dyno Nobel's advantage

Well placed to enter new markets

- Strong brand recognition in market
- Unique bulk product technologies
- Supply from decentralised manufacturing sites
 - IS manufacturing in US, Chile, Australia, Indonesia, South Africa and Turkey
 - Emulsion plants in Nth. America (~30), Asia Pacific (~20, including Indonesia), France, Turkey and Chile
- Effective supply chain planning
- Fast equipment deployment:
 - Fit for Purpose MPU's, Modular plants, Containerised magazines



Focused regional support

- Leverage business expertise
- Regional account management structure
- Dyno Consult technical
- Engineering capability
- Supply chain flexibility
- Established operations in EMEA
 - Titanobel
 - NitroMak



A smiling male worker in a white hard hat and high-visibility vest stands in front of industrial equipment. The hard hat has 'DYNO' and 'SAFETY' written on it. The vest has 'PTAR' and 'SAFETY' written on it. The background is a blurred industrial setting with various pipes and machinery.

Modular emulsion
plant video
&
PTAR Martabe (Aris
Tambunan)

Recent success

Major account win in Africa

Leveraging strong global relationships unlocks new growth markets



Dyno and AGA are establishing a long-term partnership, which seeks to leverage the existing Australia supply relationship across AGA's global operations

The global framework partnership enables expansion of the existing relationship across AGA's global footprint including sites in Africa, Latin America & North America

The partnership allows AGA to drive standardisation and continuous improvement in its blasting operations across the globe

The global partnership is a testament to Dyno Nobel's high level operational performance at AngloGold Ashanti's Australian operations

Dyno Nobel and AngloGold Ashanti have also agreed to extend our existing long-term relationship in Australia where we will expand our service and supply arrangements

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AngloGold Ashanti video

A construction worker wearing a hard hat and safety glasses stands in the center, holding a clipboard. Behind him are several large cement trucks parked in a row. The scene is dimly lit, possibly at dusk or dawn, with a dark blue sky. The text 'GROWTH MARKETS' is overlaid in large, bold, stone-textured letters across the middle of the image.

GROWTH MARKETS

Summary

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20 24

Braden Lusk

Dyno Nobel Americas
President



DYNO NOBEL AMERICAS (DNA)

DYNO
NOBEL®

Dyno Nobel Americas: Leading the way in technology and performance

Positioned for strategic growth and Innovation

About Dyno Nobel Americas



Leading Provider

Dyno Nobel Americas is the top provider of explosives and blasting services in North America, with a focus on safety and innovation.



Extensive Footprint

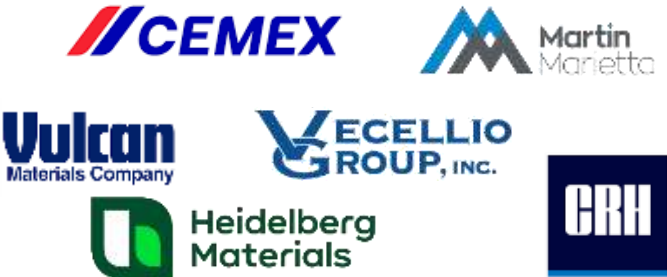
Operating across key locations with a strong integrated supply chain that ensures reliability and efficiency.

Quarry and Metals Segments



Quarry and Construction (Q&C)

Dominant position in the US market with consistent growth.



Metals Sector

Significant presence and competitive wins, driving expansion and success.



DNA is ideally placed to capture Q&C and Metals growth utilizing its distribution and asset footprint.

Commodity	% of Dyno revenue (2013, %)	% of Dyno revenue (2023, %)	Market growth (CAGR '23-'28)
Metals	36%	37%	3.5%
Quarrying & Construction	32%	43%	2.3%
Coal	32%	20%	-3.9% to 0.0%
Total	100%	100%	1.2%

Consistent growth in quarrying and construction will support revenues in the short-to-medium term

Declining thermal coal market size



Our ambition

Growth through strategic expansion and cutting-edge innovation.

How we win

- Customer-Centric Approach: Deliver tailored solutions and exceptional service, fostering long-term partnerships and ensuring customer satisfaction.
- Innovative Research and Development: Continuously invest in advancing our technology offerings to stay ahead of industry trends and improve operational efficiency and safety.
- Operational Excellence: Optimise processes and resource allocation to maximise productivity and profitability, maintaining a competitive edge in the market.



How we play

- Uphold world-class safety standards across all operations.
- Drive earnings growth and market share expansion while optimizing margins through demonstration of our capability to reduce the end-to-end cost of liberating materials for our customers.
- Leverage cutting-edge technology solutions like Delta E, Drill to Mill, DigiShot, Wireless and Nobel Fire to gain market share.
- Reallocate thermal coal volumes to enhance growth in the Metals and Quarry sectors.
- Expand presence in underrepresented key deposit regions for strategic growth.
- Ensure our asset footprint and cost position is aligned to our growth nodes.

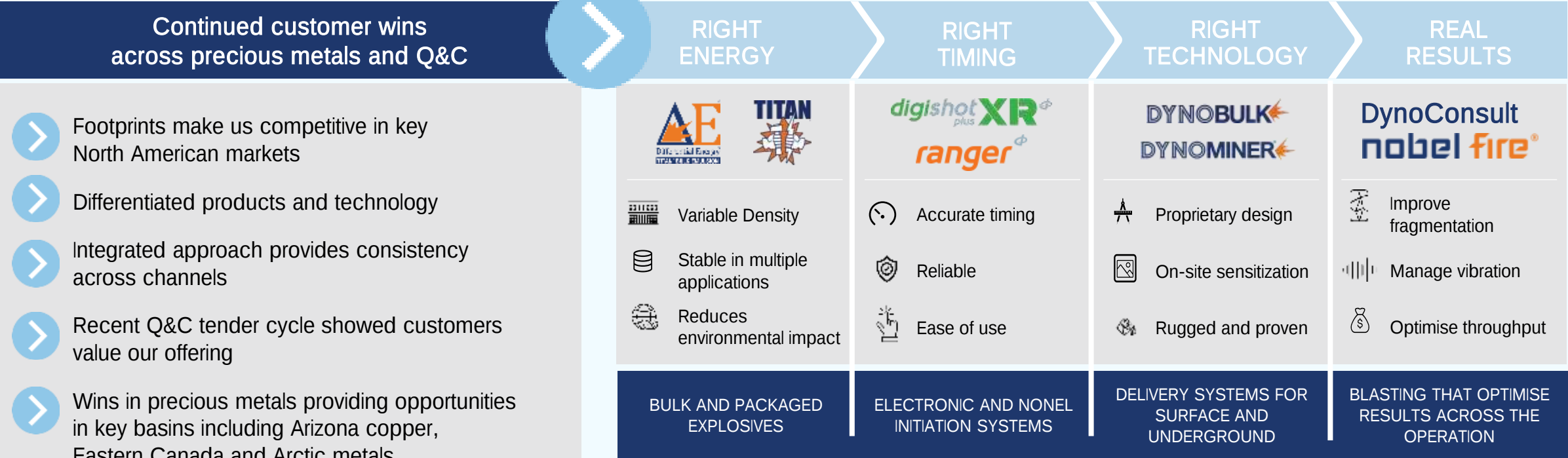


Game-changing next generation technology suite supporting investments into organic expansion

Canada and Mexico: Organic expansion utilising DNA's unique combination of channels to market

Our customer value proposition

Empowering mining and construction with leading explosives expertise, innovative systems, and reliable support to enhance outcomes and maximise returns.



ROBUST DISTRIBUTOR NETWORK AND SUPPLY CHAIN
CORPORATE ACCOUNT COORDINATION
TECHNICAL EXPERTISE

Delivering a suite of programs that create and capture value before, during and beyond the blasting process

CUSTOMER EXPERIENCES

DYNOC
NOBEL®

INVESTOR
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20
24

The Rio Tinto logo is displayed in a bold, red, serif font in the upper left corner of the image. The background is a wide-angle photograph of a large-scale open-pit copper mine. A winding dirt road curves through the terraced levels of the mine, with several large yellow haul trucks and smaller vehicles visible. The surrounding landscape is arid and hilly, with a cloudy sky at sunset or sunrise. A white wavy line graphic is present in the bottom right corner.

RioTinto

Rio Tinto and Dyno Nobel Partnership

Brendan Murphy, General Manager – Minerals,
Rio Tinto Kennecott Utah Copper

About Rio Tinto & Kennecott

- **Rio Tinto:**

- Specialize in producing essential minerals, including iron ore, copper, aluminum, and diamonds, contributing to global infrastructure and development.
- Rio Tinto employs over 47,000 people worldwide, with its headquarters located in London, United Kingdom.

- **Rio Tinto Kennecott (RTK):**

- 15% of domestic copper production and the largest US smelter
- 2000 employees, 9000 jobs supported, facilitate \$1.6b to state GDP annually
- ~180mt total material moved, ~40mt Ore Milled, ~160kt Mined Copper annually (metric)
- 97 Ultraclass haul trucks, 8 electric shovels, 3 diesel shovels, 14 drills, 24 dozers
- Current mine life of 2032 with future open pit and UG extensions underway.

- **Sustainability Commitment:**

- US copper producer with the lowest carbon footprint
- Shut down of coal fired power plant in 2019
- Construction of 5MW solar plant with optionality for future capacity increase to 25MW.
- Transition to Renewable Diesel for surface heavy machinery in 2024.
- Use of battery electric vehicles in underground operations.



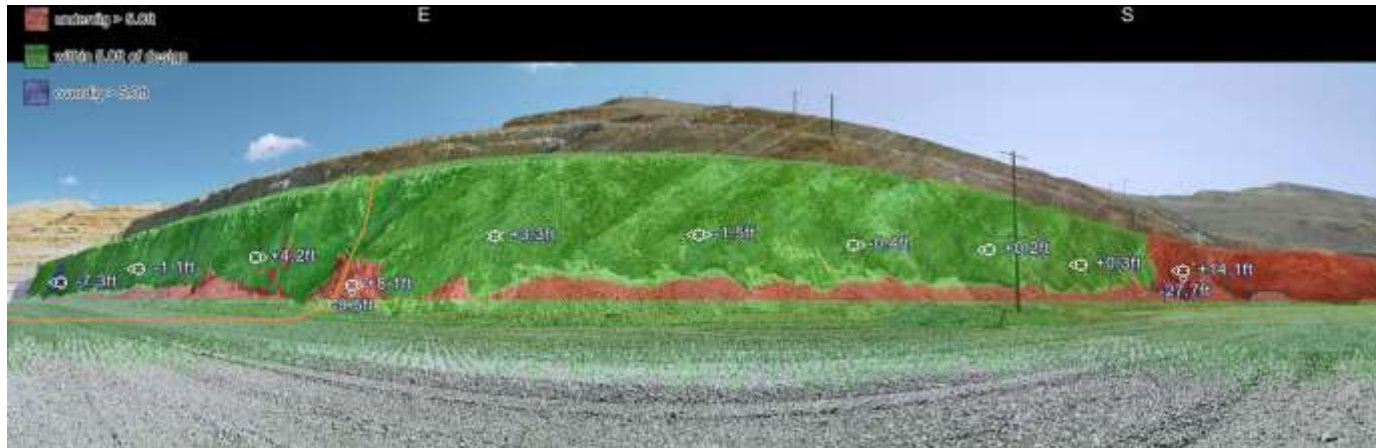
Key successes of the partnership

- Safety performance improvements
- Increased productivity and innovation
- Enhanced operational efficiency and unit cost reduction
- Trust and mutual respect in collaboration

Safety performance improvements

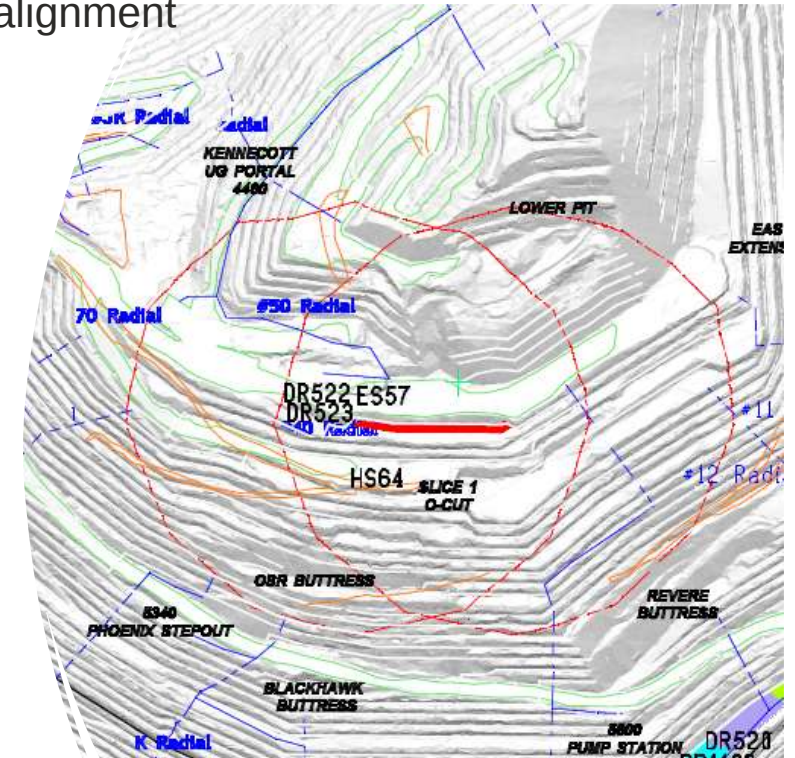
Final Wall Compliance Optimization

- RTK and Dyno collaboration on valuations and optimizations for trim and combo blasts, aimed at improving final wall compliance and wall stability
- High focus due to geotechnical sensitive areas
- Ongoing project, value savings across 2022-2024 around \$1.5 M



Fly rock modeling

- More predictable and precise understanding of blasting radius
- RTK & Dyno Nobel collaboration and alignment



Productivity & innovation

Drill to Mill

- Optimization of fragmentation in hard ore for increased mill throughput
- Use of Smart Drill data for pattern loading and processing improvements
- Productivity and value-add over the last 3.5 years
- Partnership and collaboration ongoing as we look to optimize waste fragmentation and next hard ore timeframe starting in 2026

Momentum Value Savings By Year				
Year	YTD Op Tons	15% of YTD	\$/Ton	Mill Uplift Value (Improvement Over Baseline)
2021	7.9 M	181kt	\$21	\$3.8 M
2022	18.4 M	2.76 M	\$21	\$58.1 M
2023	17.3	2.61 M	\$7	\$16.6 M
2024	5.0 M YTD	0.75 M	\$7	\$5.3 M YTD estimate
Totals	48.6 M	6.3 M		\$83.8 M



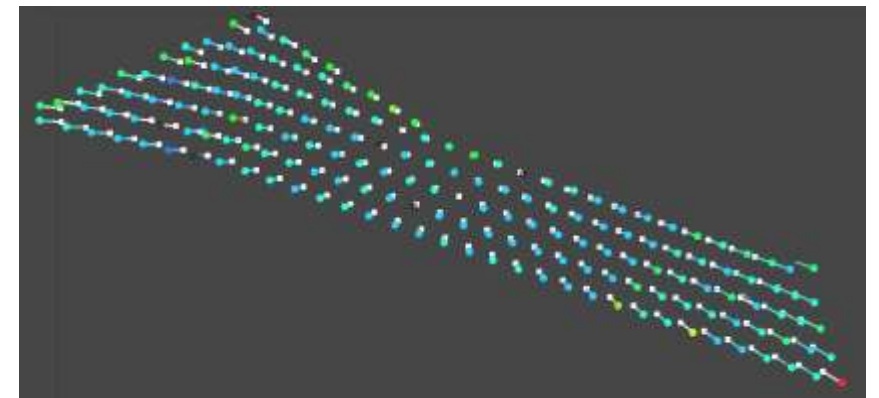
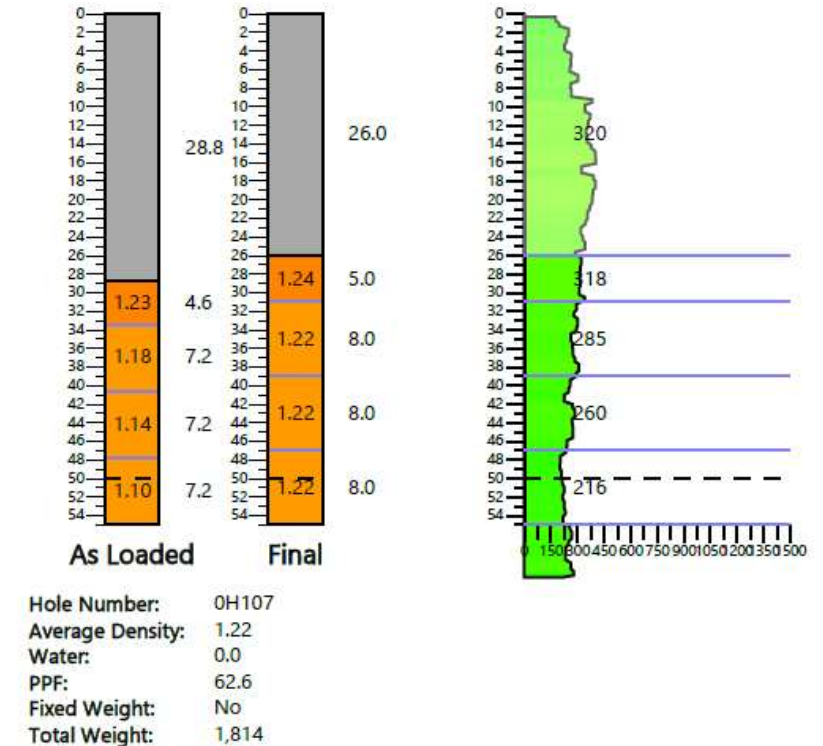
Operational efficiency and unit cost reduction

Delta E Squared

- Targeted use of emulsion based on rock hardness for shovel productivity in hard material and bulk savings in softer material
- Improved efficiency in blasting utilizing drill sensor data
- Savings on bulk over 2020-2024 around \$500k
- With drill sensor improvement work ongoing, increased implementation and savings expected in the future

Titan Bulk Emulsion

- Onsite ANE plant for manufacturing, providing improved supply security and reduction of dangerous good transportation
- Inhibited emulsion helping to control the risk of reactive ground
- Emulsion has reduced NOx emissions



Trust and mutual respect

Daily on-site Dyno technical support:

- On patterns in the pit, upskilling and supporting the blast crews
- Product performance and troubleshooting
- Daily blast file creation (timing and loading profiles)

Weekly meetings with onsite Dyno technical reps and RTK D&B engineers to review weekly blast plan and constraints

Monthly BOT (Blast Optimization Team) meetings focusing on performance, projects, and upcoming optimization opportunities

Dyno providing ongoing training support with programs, systems and skills





Supplier Relationships and Innovations in Blasting

Experiences from Cleveland Cliffs

Michael Indihar

Senior Mine Engineer, Retired

2024

About Cleveland Cliffs

Leading Steel Producer



- ▶ Established in 1847, Cleveland Cliffs is the largest flat-rolled steel producer in North America.
- ▶ Operates a fully integrated steelmaking process from mining iron ore to manufacturing steel products.
- ▶ Committed to sustainable practices, reducing carbon emissions, and innovative technologies in steel production.

Partnership with Dyno Nobel

Collaborative Development of Blasting Techniques

- ▶ Initial Development of New Blasting Approaches to meet unique needs of Cleveland Cliffs
- ▶ Elimination of NOx Gases with Titan XL1000D
- ▶ Advanced Emulsion Technology and Software Integration



Innovations in Blasting Control

Electronic Detonators and Vibration Management



Implementation of DigiShot Plus Detonators



Signature Hole Analysis for Vibration Control



Predictive Software Tools for Vibration Management

Sustainable and Efficient Blasting

Tailoring Emulsion Density to Rock Hardness

Collaboration on Drilling Effort
Measurement



GPS-Identified Emulsion
Loading



Reduction of Environmental Impact and
Complaints



Conclusion and Future Outlook

Long-Term Benefits of Partnership



- ▶ Enhanced Sustainability and Community Relations
- ▶ Expanded Mining Reserves and Stability
- ▶ Continuous Improvement and Industry Leadership

White Rock Quarries

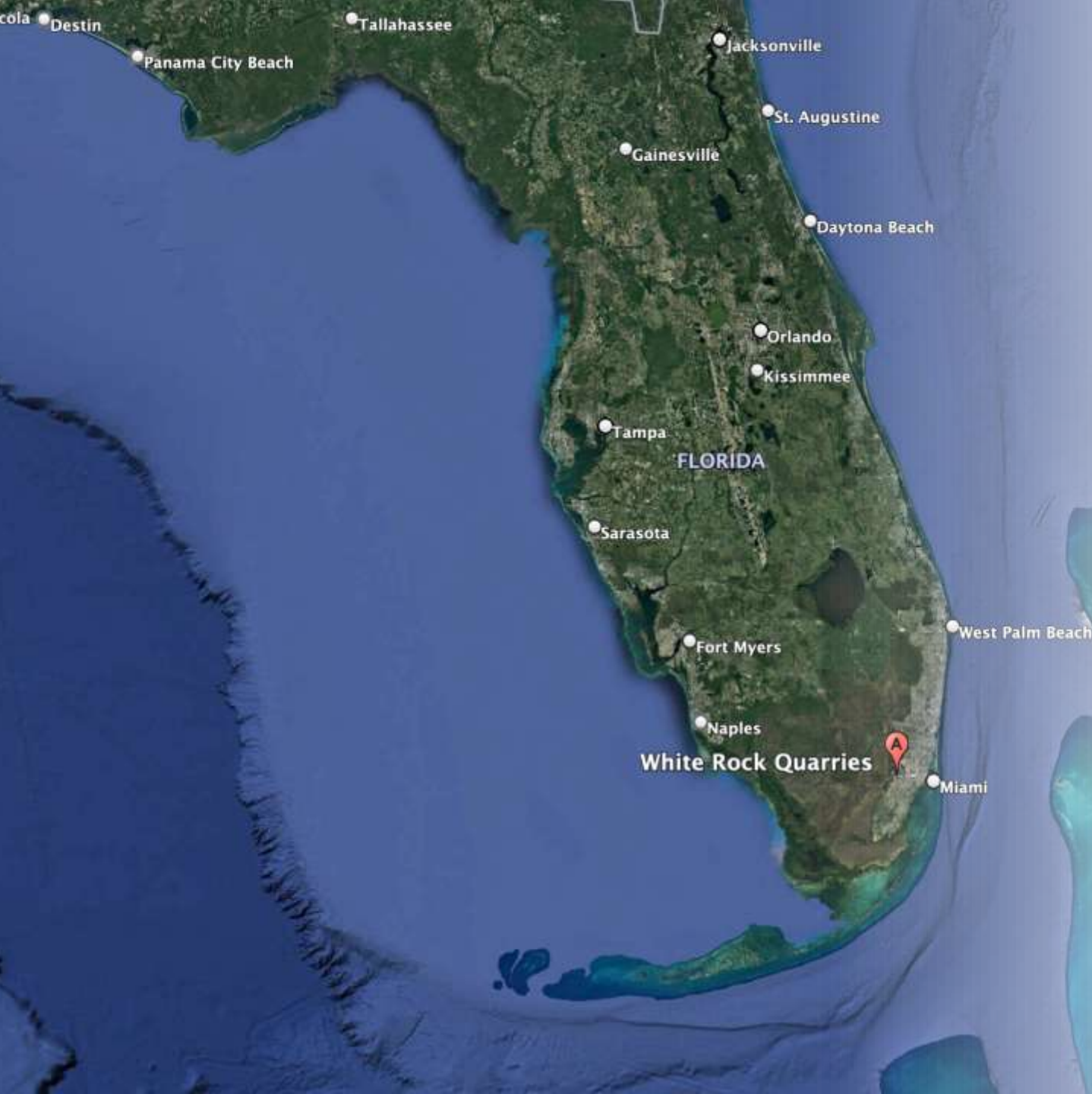
Nick Rudanovich
Operations Manager





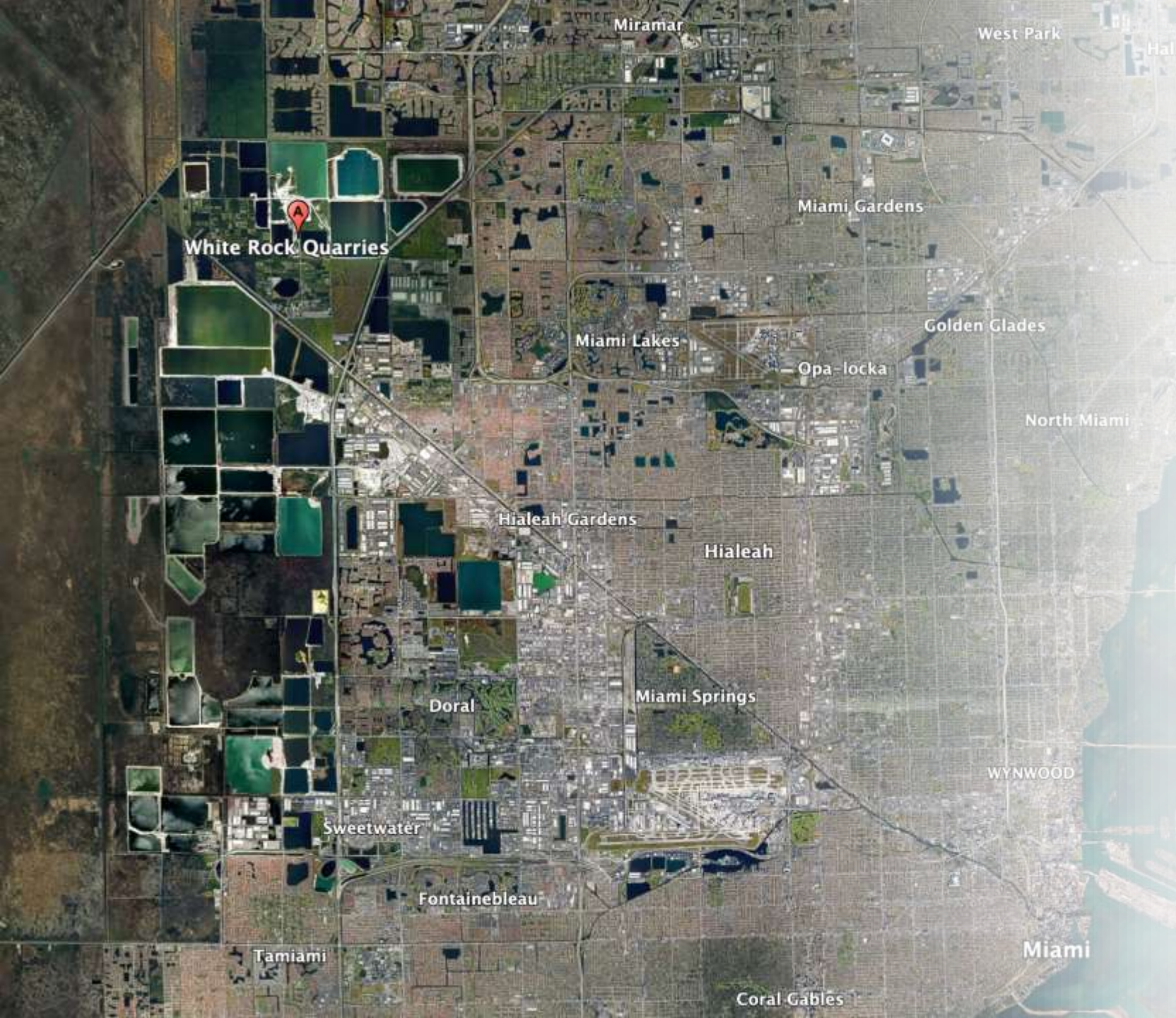
About White Rock Quarries

- **Overview:** Established in 1986, White Rock Quarries is one of the largest producers of crushed limestone aggregate in the United States, utilizing state-of-the-art mining equipment and techniques.
- **Location:** Headquartered in Miami, Florida.
- **Material:** Specializes in the production of high-quality lime rock and various aggregate products.
- **Employees and Mission:** Employs a dedicated workforce committed to safety, efficiency, and environmental stewardship, with a mission to provide top-tier construction materials while minimizing the impact on surrounding communities.



A challenging environment

- White Rock Quarries operates in a region surrounded by residential, commercial, and retail neighbors, adhering to some of the strictest environmental regulations in the country.
- The operation is bordered on three sides by commercial, residential, and retail properties, with the Everglades National Park on the west side.



Operational Considerations

Urban Proximity: With residential and commercial structures within 1,500 feet of the quarry, blasting operations must be carefully timed and managed to minimize noise, dust, and vibrations, ensuring the quarry remains a responsible neighbor.

Regulatory Compliance: The quarry operates under stringent Florida state regulations, requiring that blasting vibrations do not exceed 0.5 inches per second Peak Particle Velocity (PPV), which is among the most rigorous standards in the United States.

Technological Advancements and Environmental Stewardship

Technological Demands: To meet these regulatory requirements while maintaining operational efficiency, White Rock Quarries has transitioned from Nonel initiation systems to advanced electronic blasting systems, necessitating continuous upgrades and technological investments.

Environmental and Community Impact: Beyond regulatory compliance, the quarry prioritizes minimizing its overall environmental footprint and mitigating the impact on the surrounding community through careful management of all blasting operations.



Strategic Partnership Benefits



- **Proven Reliability:** Delivers effective blasting solutions, including Titan emulsion technology for consistent results in challenging conditions.
- **Advanced Technology:** Utilizes electronic detonators to meet strict regulatory standards and optimize precision.
- **DynoConsult Support:** Provides expert technical support, ensuring safety and efficiency in blasting operations.
- **Tailored Solutions:** Customizes services to minimize environmental impact and enhance operational efficiency.
- **Future-Focused:** Dyno Nobel's adaptive approach helps White Rock Quarries stay ahead of industry challenges and regulatory changes.

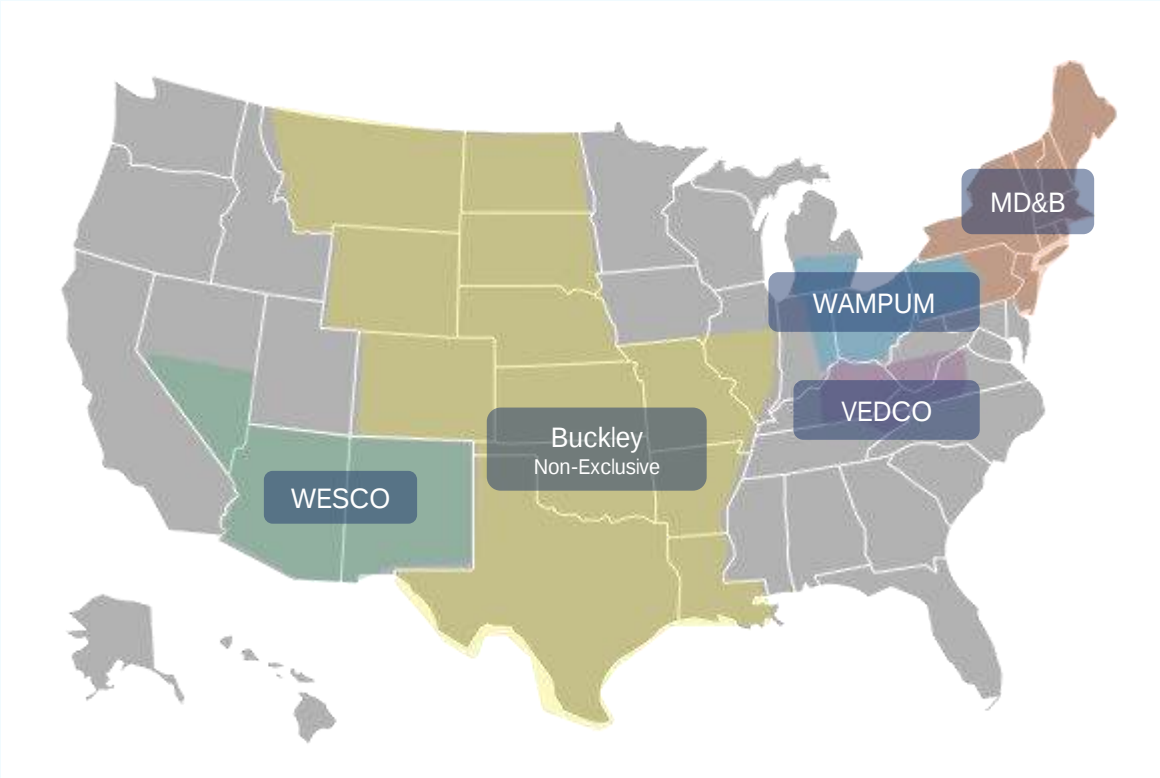
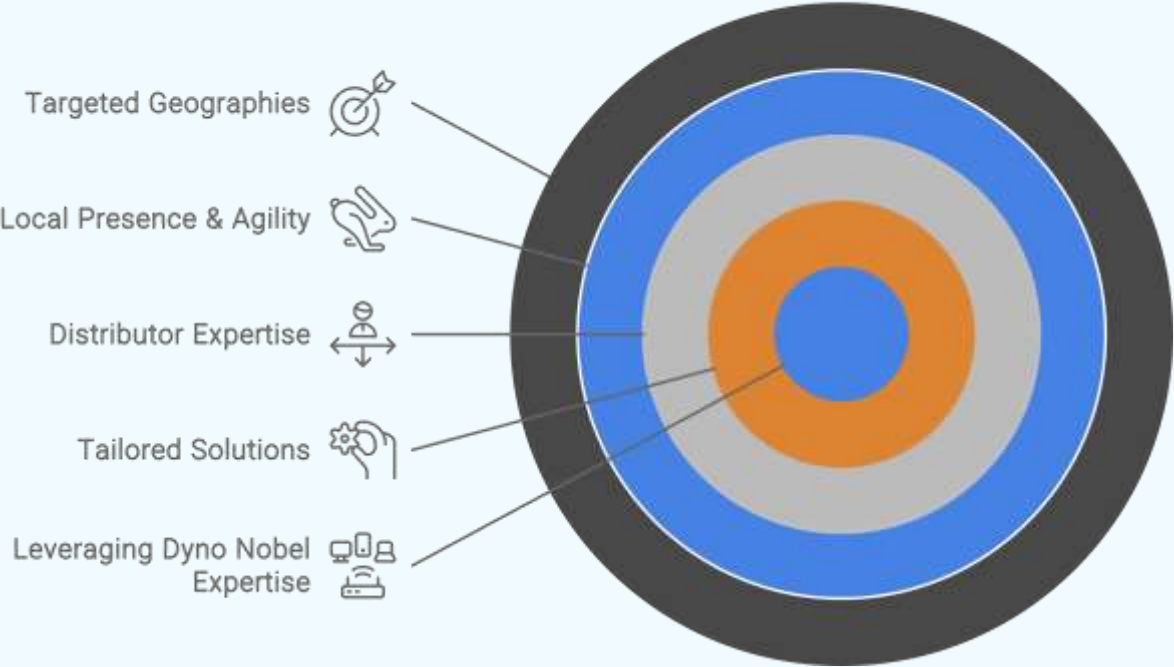
Thank You



DNA Channel Capabilities – Joint Ventures & Distribution

Delivering competitive advantage how we go to market with our channels

Market Strategy Framework





Maine Drilling and Blasting

Benefits of a JV / Dyno Nobel Partnership

Dan Werner
President & CEO

2024

© 2024

MD&B Organizational Overview



- ▶ 58 years in business
- ▶ 15 Operating Divisions / 12 Internal Departments / 650 Employees
- ▶ 9 Regional Offices / 9 Distribution Facilities
- ▶ More Than 170 Drills – 20 Excavators – 165 Drill Operators – 95 Blasters
- ▶ 75 Distribution Units, 82M Pounds and 1.8M Detonators Annually
- ▶ Accomplished Risk and Compliance Management
- ▶ Real-Time Integrated Service Systems/Teams, Current ERP Conversion
- ▶ In-House Training & Development Programs
- ▶ Strategically Invested for the Future with LDP



Profile & Segments

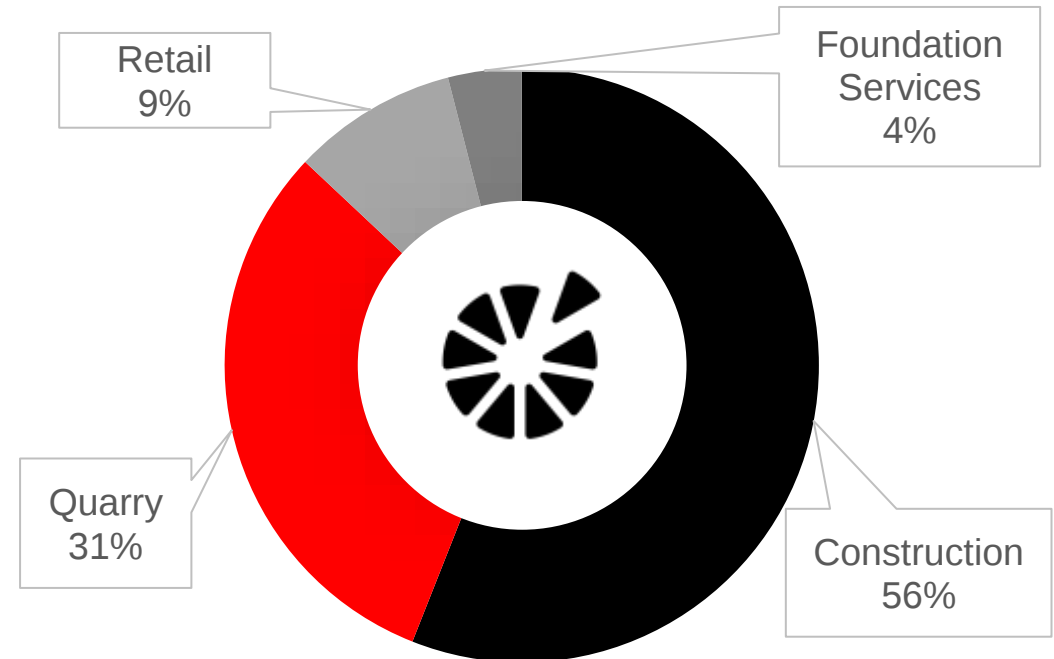


- ▶ JV with Dyno Nobel Since 2012
- ▶ ESOP Established in 2004
- ▶ Segments:
 - Commercial
 - Transportation
 - Energy
 - Residential
 - Mine and Quarry
- ▶ Regional Presence:
 - Northeast, Mid Atlantic, Southeast
- ▶ Services:
 - Construction, Quarry, Retail (IEX), Foundation Services (FSG)

Products, Services & Customers

- ▶ **Full-Service Provider:** Drilling and blasting, subcontractor, and general contractor
- ▶ **Quality and Capabilities:**
 - On-site engineering teams
 - In-house equipment services
 - Extensive driller/blaster training
 - Remote access equipment
- ▶ **Customers:** ~700 construction, quarry and retail trailing 12 months
- ▶ **2023 largest customer:** 4.4% of revenue
- ▶ **Top 5 customers:** 16% of revenue

2023 Revenue by Segment



Financial Performance



► **Revenue Growth:**

- \$119.8 million (2019) to \$221.8 million (2023)

► **CAGR: 16.6%**

► **Profitability Ratios (3-Year Average):**

- Return on Equity: 24.0%
- Return on Invested Capital: 21.6%
- Return on Assets: 15.8%

Dyno Nobel Relationship & JV Benefits

JV Benefits:



Risk Management: End user level



Market Diversity: 4000+ customers, 85% repeat business



Advanced Technology: Leverage high-quality products



Market Intelligence: Real-world application testing



Earnings: Beyond product sales through service models



Toyota Megasite Project

Overview and Challenges



Client: TOYOTA

- **Location:** Greensboro, NC
- **Duration:** 19 months (April 2022 - October 2023)
- **Scope:** 1,800 acres for a lithium battery plant

Challenges

- Strict scheduling requirements
- Overabundance of groundwater
- Extreme weather conditions
- Difficult geology
- Coordination with several hundred pieces of construction equipment

Toyota Megasite Project

Solutions and Support Enabling Our Success



DYNO
Dyno Nobel



Resources Deployed:

- ▶ 8 drills, 8 drill operators, 3 blasters, several laborers

Work Schedule:

- ▶ Up to 7 days a week, 12-14 hours a day

Joint Approach Enabled Success:

- ▶ Dyno Nobel ramped up distribution assets and staffing within 2 weeks
- ▶ MD&B secured permits and on-site storage
- ▶ Dyno Nobel increased production to meet project demands
- ▶ MD&B ensured availability of drills with trainers and mechanical support
- ▶ Joint efforts to ensure safe and timely product delivery
- ▶ Magazines constructed on-site within 3 weeks of project award

The background of the slide is a photograph of a quarry or construction site. It is dimly lit, with a blueish tint. In the foreground, two workers wearing hard hats and safety vests are standing and looking towards the right. In the background, there are large piles of material and some heavy machinery, possibly excavators or trucks, working on a slope.

DYNO NOBEL®

**G r o u n d b r e a k i n g
P e r f o r m a n c e ®**



Greg Hayne

Dyno Nobel Asia Pacific
President



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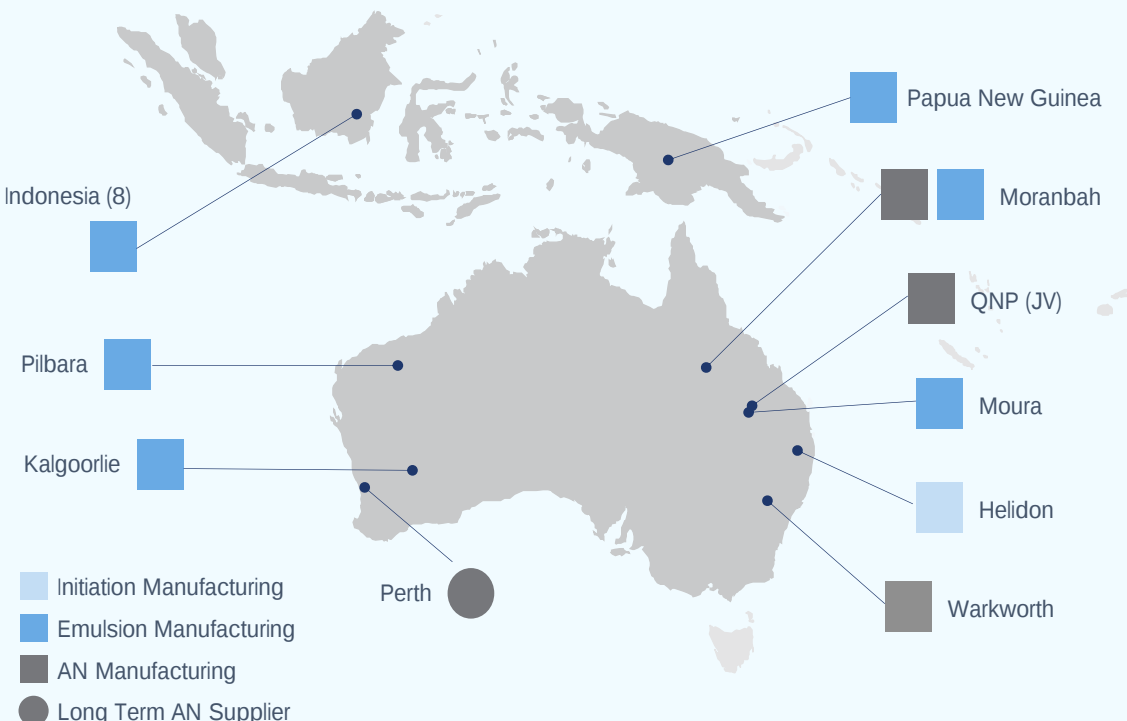
**DYNO NOBEL
ASIA PACIFIC**

DIVISIONAL HIGHLIGHTS

Leading business positioned for further growth

- > Number #1 and #2 player in our key markets across Asia Pacific¹
- > Business underpinned by long-term agreements with large, global customers and exposure to resilient commodity sectors
- > World-class, reliable and sustainable facilities positioned in strategic locations
- > Record earnings and improved ROIC delivered through technology and customer growth
- > Well positioned to continue earnings momentum and deliver further growth

Expansive footprint across Asia Pacific allows DNAP to compete in all major regional markets



>500kt AN production per annum	>20% Electronics operating margin CAGR FY20-FY23	13 Emulsion plants across Asia Pacific	#2 Market share across Asia Pacific
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NATIONAL RECONTRACTING

Attractive customer base positioned in resilient end markets



Ammonium Nitrate market has tightened to a balanced state, with continued demand growth and limited investment in domestic capacity projected through 2030.



High quality customer base and exposure to resilient end markets



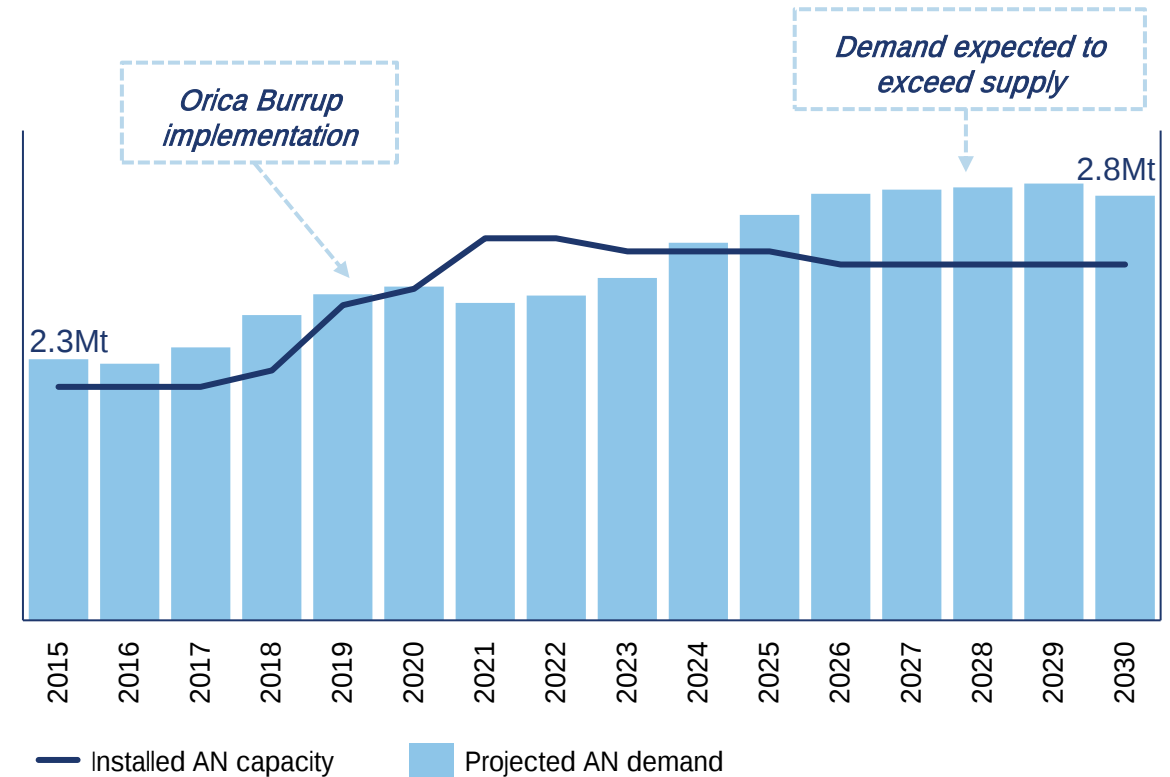
Successful renewal of significant portion of the customer contract book



Strategically located manufacturing assets providing a long-term competitive advantage

The Australian AN market has tightened to a balanced state and is expected to continue to tighten through to 2030.

Australia AN market S&D (ANEq kt)¹



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Coronado video

MORANBAH

Strategically located, world-class facility positioned for growth

Most successful campaign to date

- Record ANSOL production volume of 372kt achieved in 2023 prior to loss of GI supply
- Ammonia production volumes consistently >150kt as a result of exceptional reliability performance

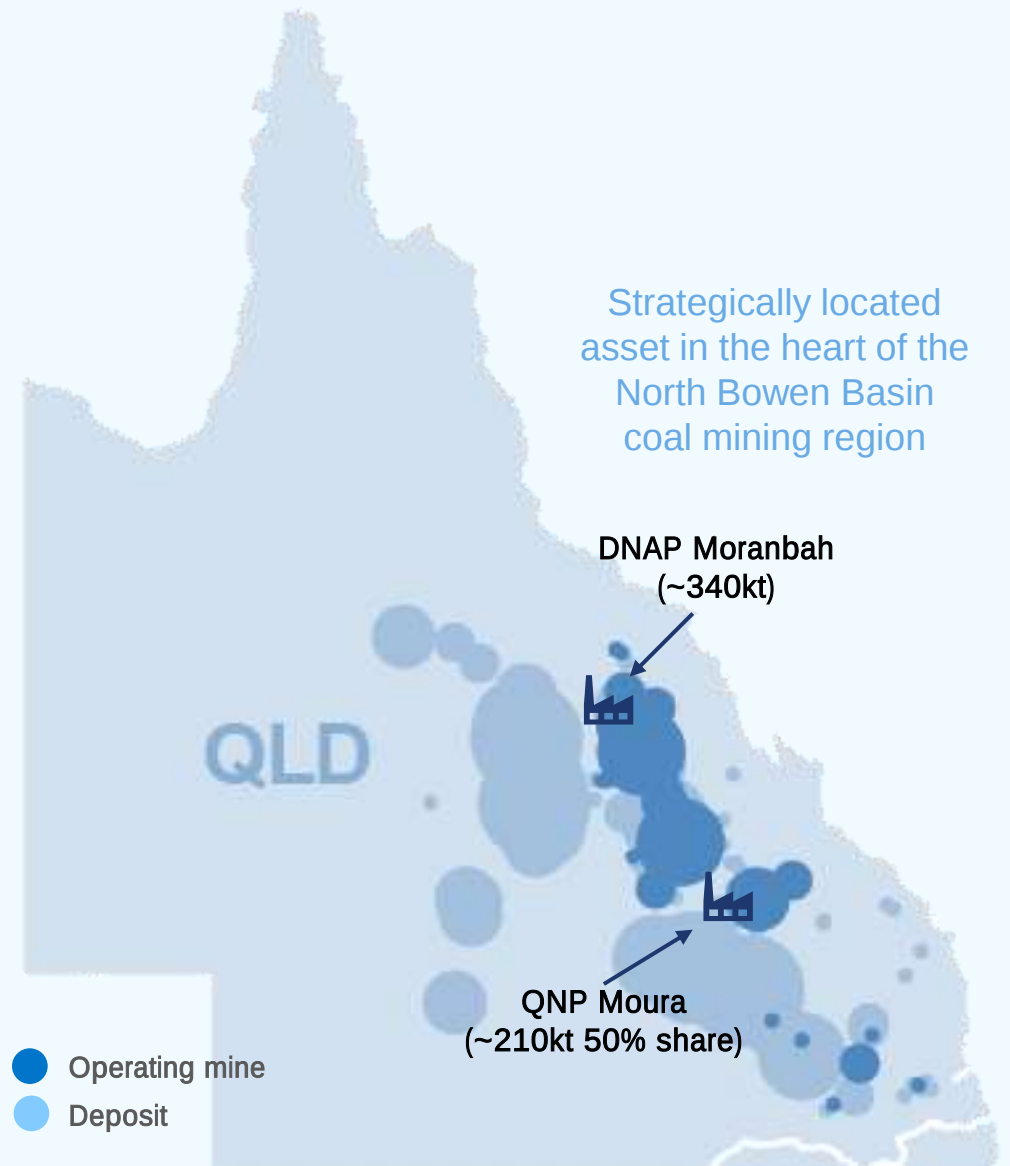
Long-term gas agreement secured at producer economics with Queensland Pacific Metals.

- >300PJ field reserves verified
- Agreement in place until 2041

GHG¹ reductions delivered through execution of the N₂O abatement² project and exploring longer-term options to continue decarbonisation

Positioned for growth and exploring debottlenecking opportunities, including:

- Ammonia plant efficiency projects
- Reintroduction of third-party ammonia supply

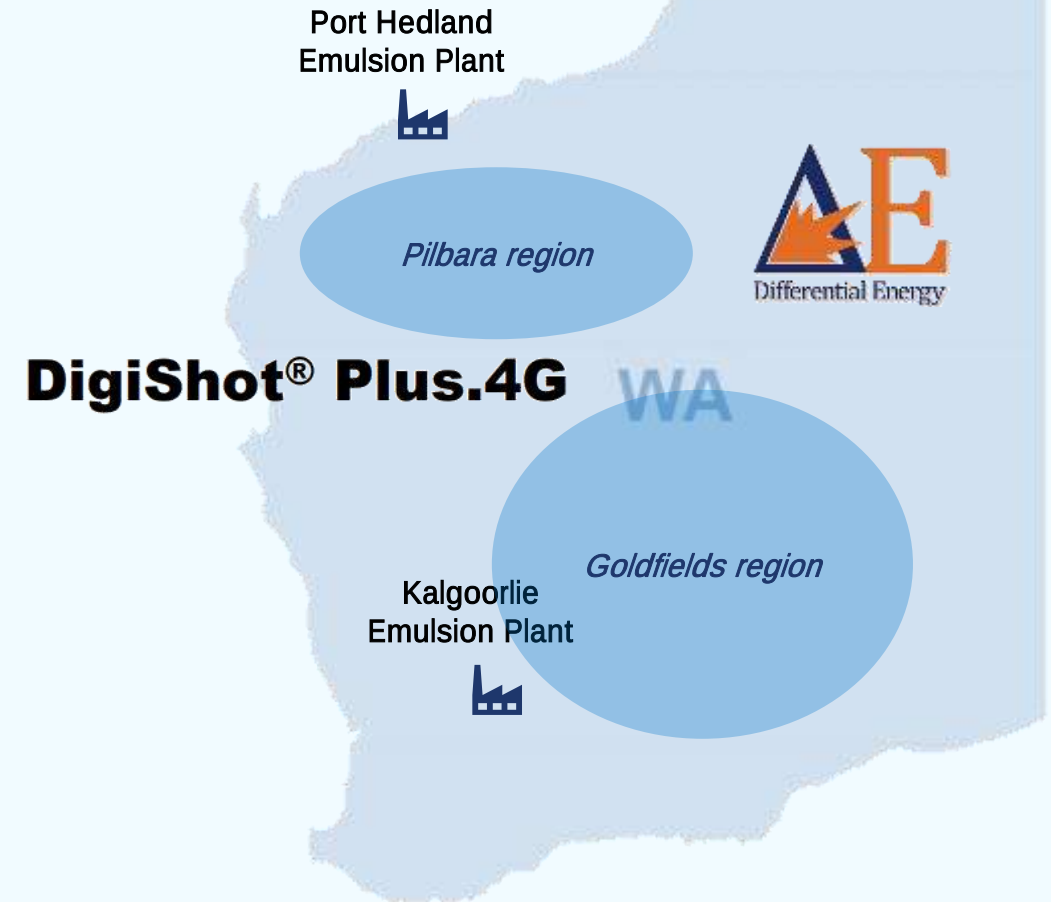


METALS

Delivering growth through technology and customer value proposition

- Value seeking customer base with an increasing appetite for technology solutions
- Attractive market conditions and exposure to growing commodity sectors
- Successful renewal of key customers on the back of growing technology offering
- Strong, global relationships providing a foundation for growth outside of Australia
- Stable Indonesia business providing platform for further expansion across Southeast Asia and diversification of earnings exposure

Servicing West Coast Iron Ore and Precious Metals market through Port Hedland and Kalgoorlie Emulsion Plants



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Fortescue video

METALS

Delivering growth through technology and customer value proposition



Value seeking customer base with an increasing appetite for technology solutions



Attractive market conditions and exposure to growing commodity sectors



Successful renewal of key customers on the back of growing technology offering

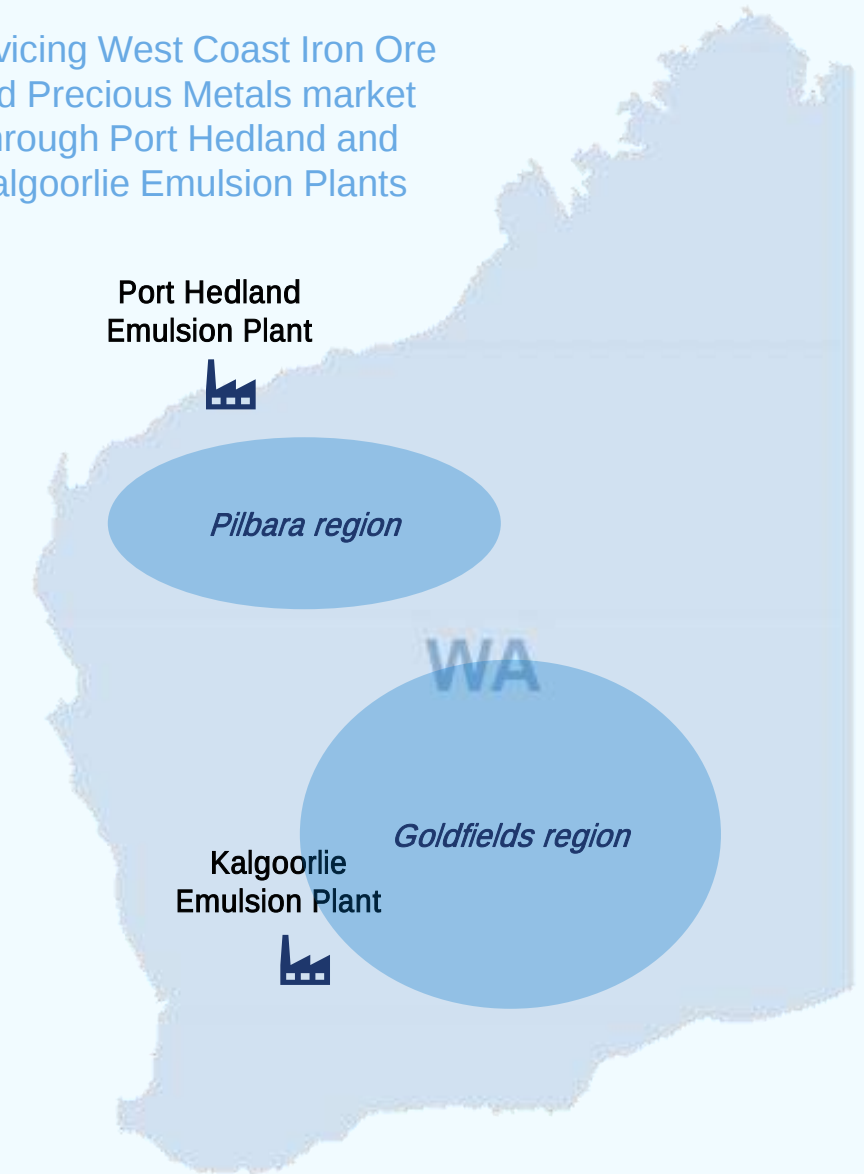


Strong, global relationships providing a foundation for growth outside of Australia



Stable Indonesia business providing platform for further expansion across Southeast Asia and diversification of earnings exposure

Servicing West Coast Iron Ore and Precious Metals market through Port Hedland and Kalgoorlie Emulsion Plants



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ByrneCut video



Greg Hayne

Dyno Nobel Asia Pacific
President



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QUESTIONS & ANSWERS



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LUNCH

45 minutes

ROY (Jérôme Lasalle) video



PANEL DISCUSSION TECHNOLOGY – VALUE IN USE

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PIEGON (Roland Ledroff) video





**Stephenie
De Nichilo**

Chief HSE & Operations
Excellence Officer



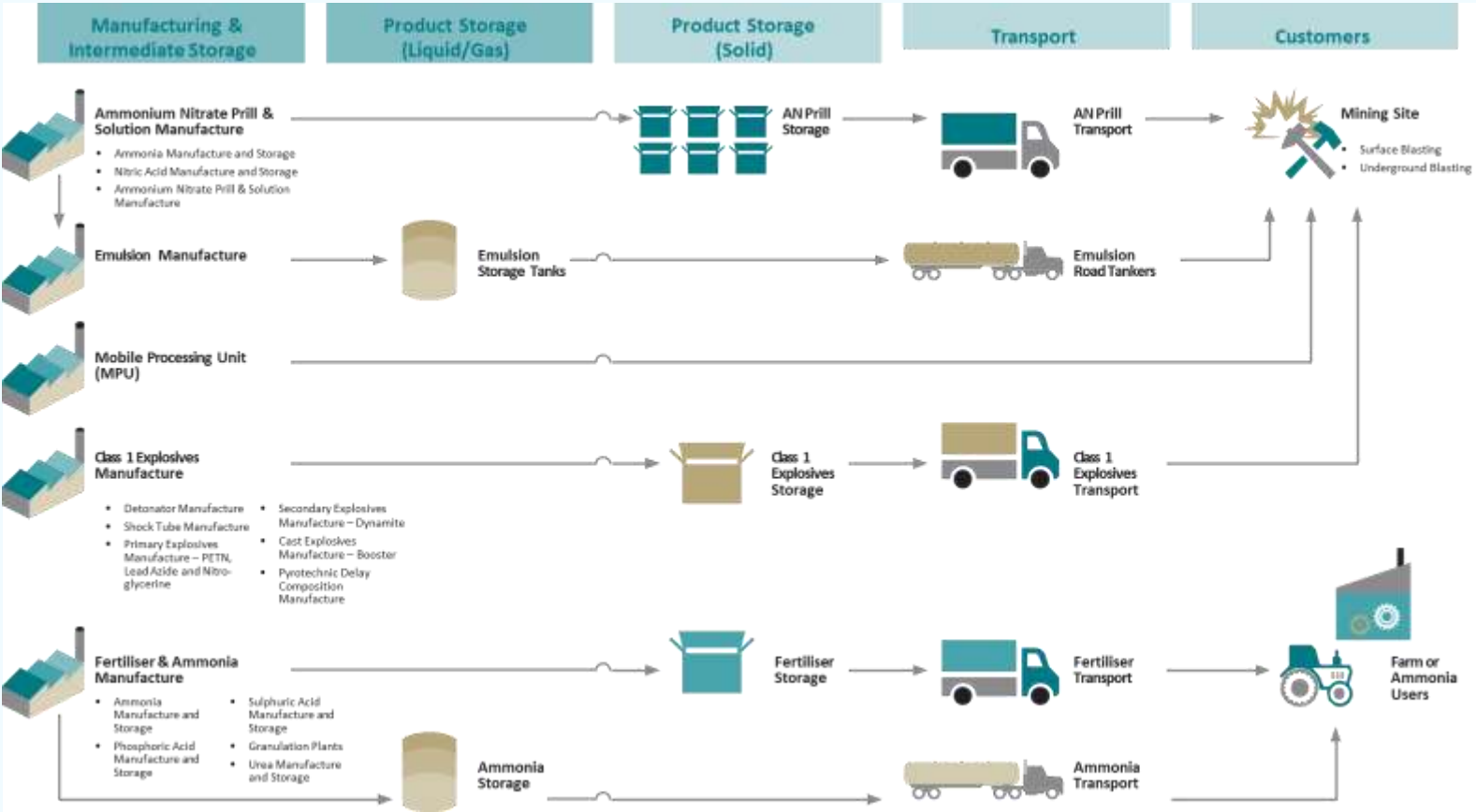
OPERATIONS EXCELLENCE

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Operating model focused on excellence

> 70% of our global workforce works directly in our operations



Moving from reactive to proactive culture

Taskforce approach applied to stabilise asset performance

TASKFORCE APPROACH “FROM MORE REACTIVE”



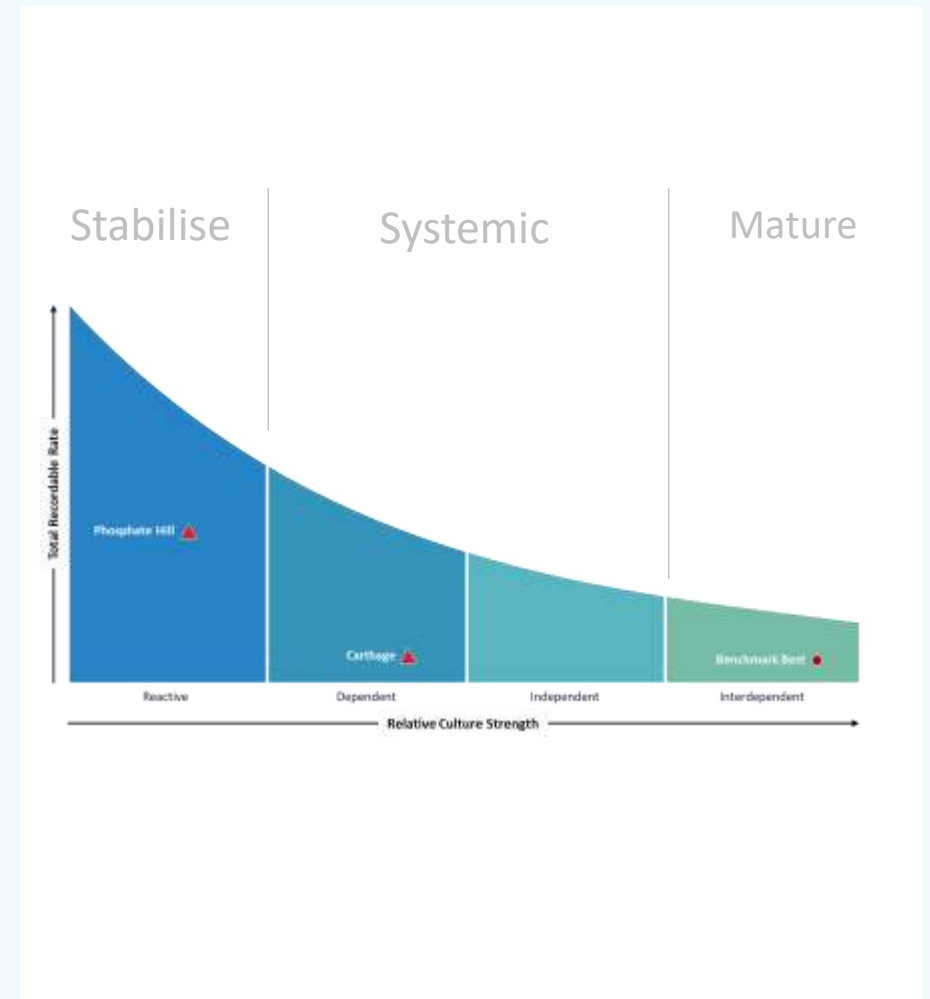
SYSTEMIC APPROACH “TO PROACTIVE”

Stabilise performance

- Turnaround campaigns executed
- Key vulnerabilities and bad actors addressed
- Realistic P50 production targets set
- Critical roles filled
- Yearly plan on a page improvement focus
- Operating discipline to plan

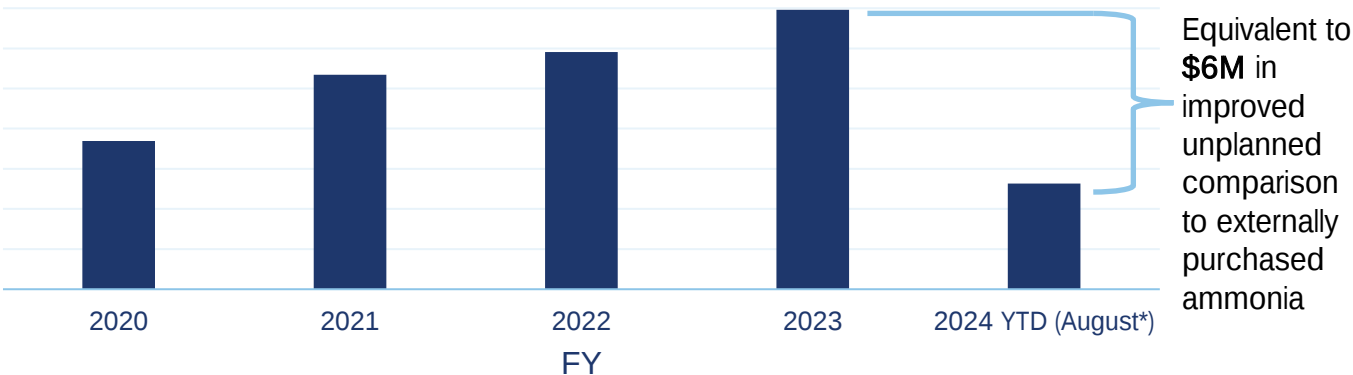
Sustain and improve performance

- External reliability review completed
- Macro Asset Strategies and long-term capital plans developed
- 3 Year Improvement roadmap including Transformation Initiatives
- Capital Portfolio view driving capital efficiencies
- Discipline to Operations Management System

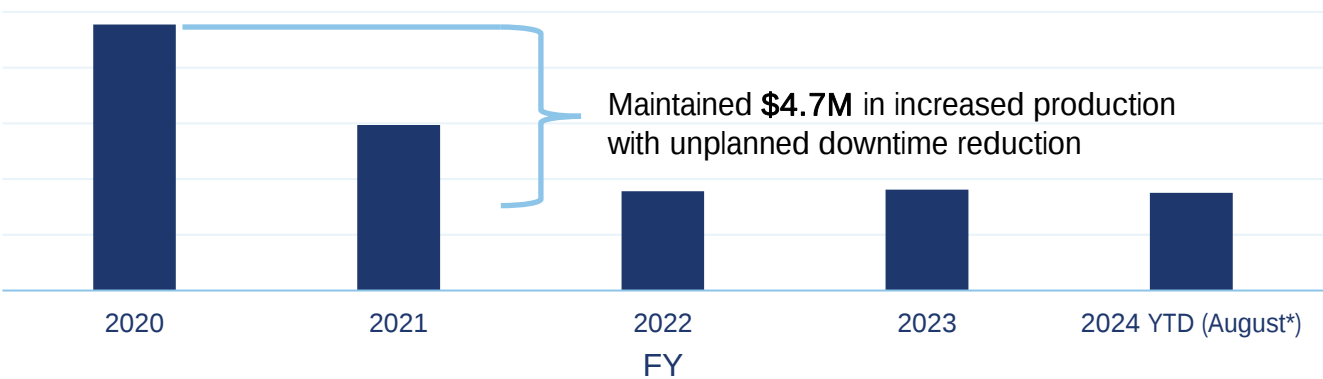


Results achieved

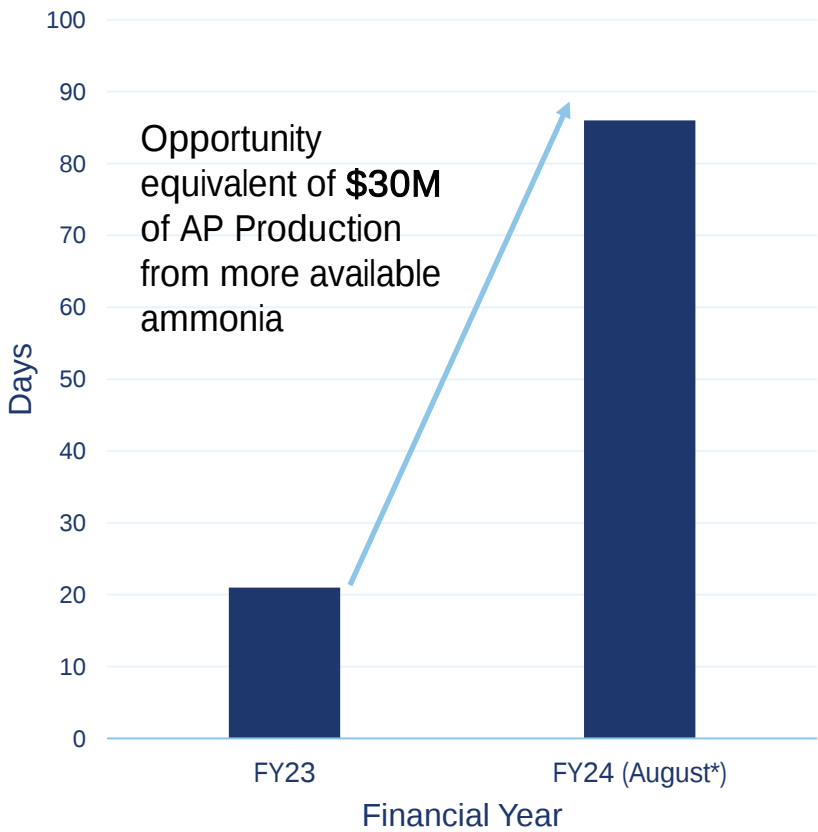
Cheyenne Ammonia Plant – Unplanned Losses



Moranbah Ammonia Plant – Unplanned Losses



Phosphate Hill Ammonia Plant – Average Continuous Days Online



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Helidon automation video

Our journey towards operational excellence

PURPOSE
Groundbreaking performance

VALUES

 Zero Harm for Everyone Everywhere

 Treat the Business as your Own

 Value people – Respect, Recognise & Reward

 Care for the Community & our Environment

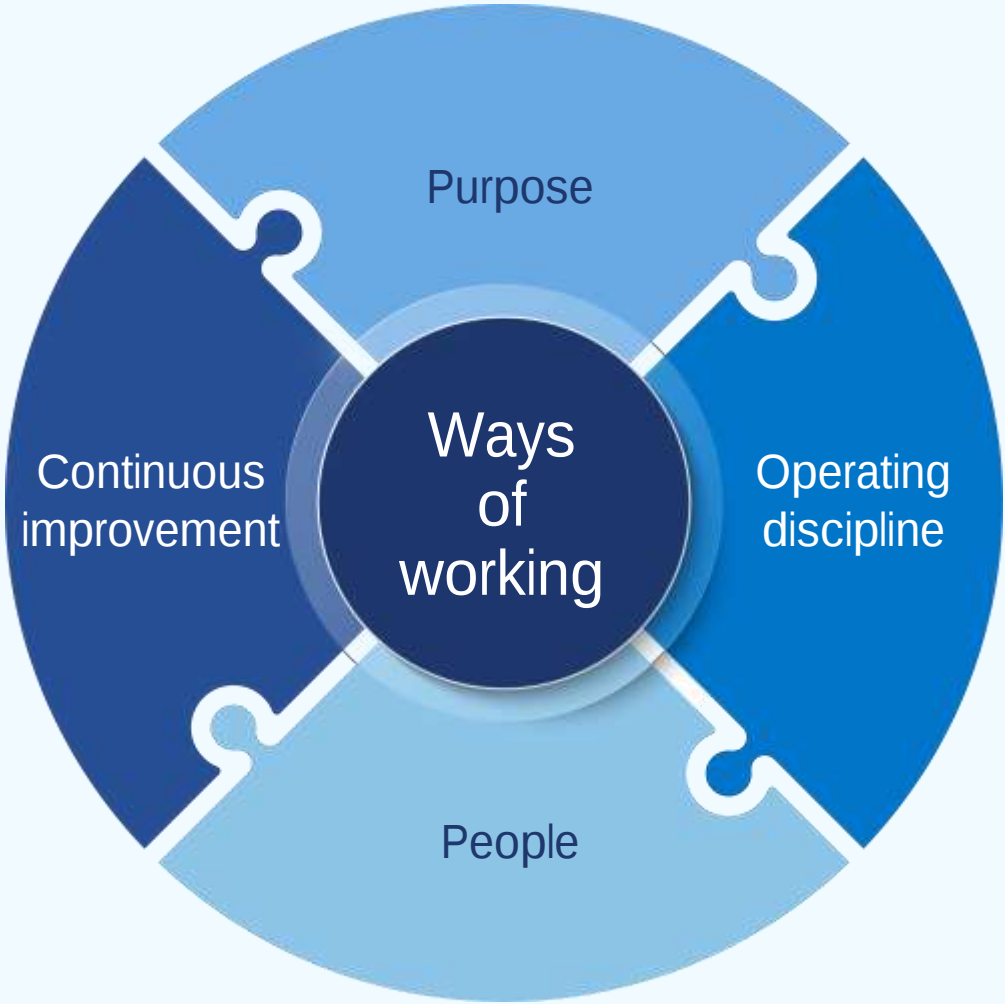
 Challenge & Improve the Status Quo

 Deliver on our Promises

 Think Customer. Everyone. Every day

CULTURE
Safe, inclusive and high performing

MANAGEMENT OPERATIONS SYSTEM
Ways of working



Operations excellence summary

- Loss reduction improvements translating to bottom line EBIT improvement
- Continuous improvement initiatives contributing to transformation ambition
- New operating model ensuring expertise applied to support the business units achieve safe, reliable and cost-efficient operations
- Embedding systemic approach to pivot from reactive to sustain and improve and enhance high performance culture





Sunil Salhotra

Chief Development and
Sustainability Officer



SUSTAINABILITY

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24**

Our sustainability ratings

Benchmarking the sustainability of IPL

- Included in the most recent S&P Global Sustainability Yearbook
- Ranked in the top 15% of 'Chemicals' industry peers
- S&P Global ESG score within 30% of industry's top performers.
- Included in the FTSE4Good with an increased score in H124
- Rated 'Strong' by the Sustainalytics Low Carbon Transition Rating



Incitec Pivot Limited
Chemicals Industry

**Sustainability
Yearbook Member**

S&P Global Corporate Sustainability
Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 65/100
Score date: February 7, 2024
The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches. Position and scores are industry specific and reflect exclusion screening criteria. Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>

S&P Global

SUSTAINALYTICS
a Morningstar company

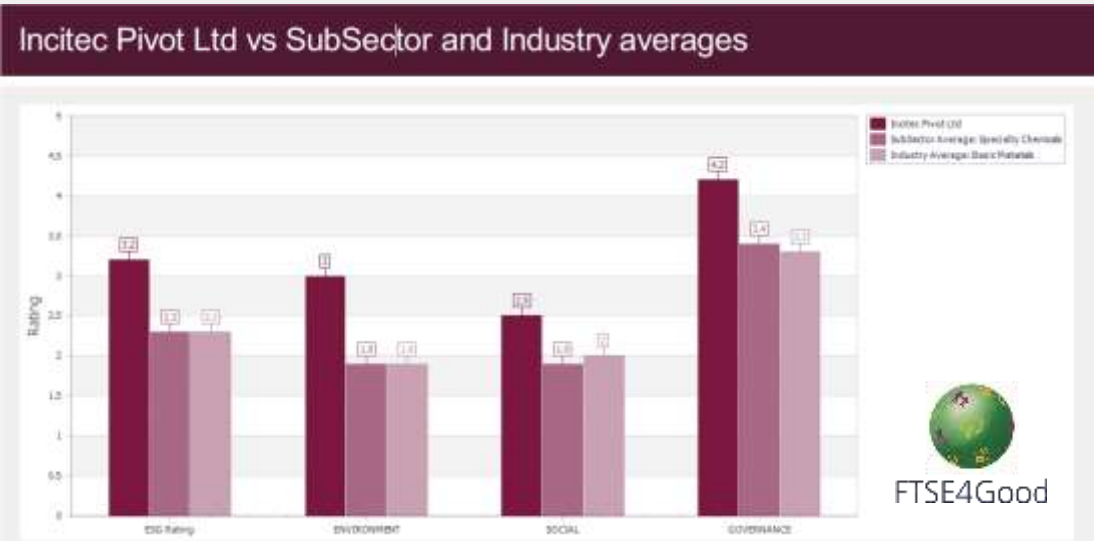
Low Carbon Transition Rating
Management

Management ⓘ

63.2 /100 Strong

Very Weak Weak Average **Strong** Very Strong

0 25 45 65 75 100



GHG REDUCTION PATHWAY >

5% by 2025

Pathway to >42% by 2030

Net Zero Ambition by 2050

2024 PROMISES

Progress our decarbonisation projects, including:

7% - Moranbah Tertiary N₂O Abatement - Installation in 2024.

17% - Gibson Island Green Ammonia conversion - Partnership with FFI: FID¹ expected in late 2023.

Waggaman, Louisiana (WALA) CCS² - While we anticipate the sale of WALA, we are continuing to progress towards installation of this project, including working with CF Industries to assist them in bringing the project to completion - see p 21.

19% - Louisiana, Missouri N₂O Tertiary Abatement Project installation - targeted for 2025.

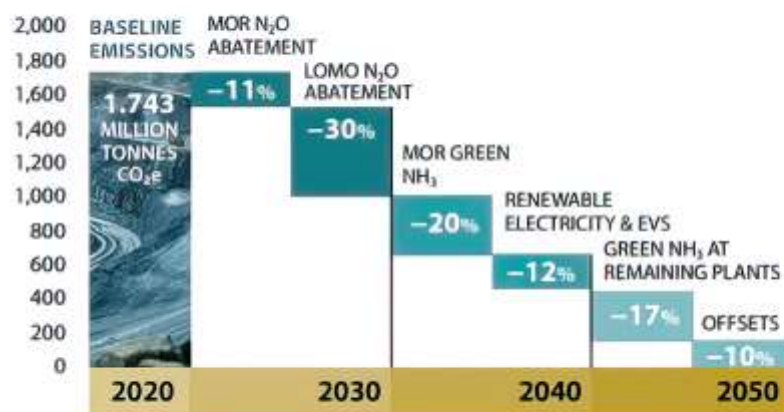
Investigation of SBTs³ using Chemicals Sector methodology once released in 2024.

Engagement with individual suppliers on their scope 3 decarbonisation plans to 2030, and continuing to promote Enhanced Efficiency Fertilisers and incentives for farming customers to adopt these.

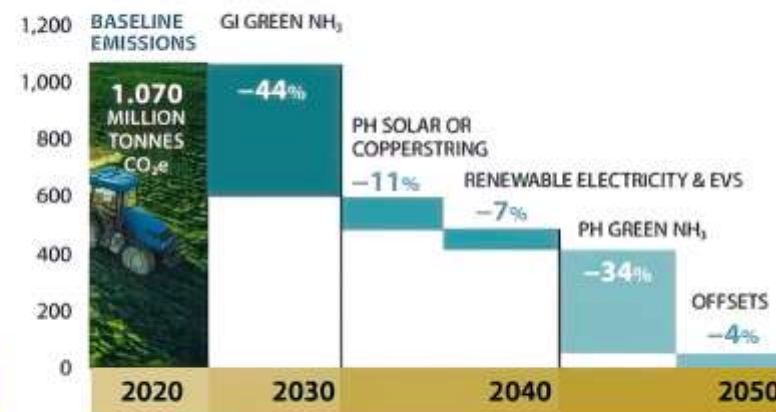
Key progress on our transition pathway

- 7% - Installation of Moranbah Tertiary N₂O Abatement² – opened 8 March 2024
- 19% LOMO Tertiary N₂O Abatement² – approved for installation in 2025
- 17% Gibson Island Green Ammonia – FID resting with our partner, FFI
- SBTi Chemicals Sector Methodology – draft released for consultation with final expected in early 2025
- Onboarding commenced for a global GHG³ management platform, including Scope 3 GHG³

Dyno Nobel Transition Pathway



Incitec Pivot Fertilisers Transition Pathway



1. IPL's and Dyno Nobel's 2020 operational (scope 1&2) baselines have been adjusted for the anticipated sale of the Waggaman, Louisiana plant.

Moranbah tertiary N₂O abatement¹ project

- Abating approximately 200,000 tonnes of carbon dioxide equivalent p.a. which is comparable to taking almost 50,000 cars off the road or planting more than three million trees a year
- Reduction of up to 12% in Dyno Nobel's global operational GHG² emissions
- Reduction of 7% in IPL's operational GHG² emissions
- Operating well – expected to exceed IPL's 2025 targeted 5% absolute reduction in operational (Scope 1&2) GHG² emissions
- One of several decarbonisation projects that will help IPL achieve its ambition to be Net Zero by 2050 or sooner



LOMO tertiary N₂O Abatement¹ Project

- Approved for installation in FY25
- Will abate approximately 500,000 tonnes of carbon dioxide equivalent (or taking 125,000 cars of the road)
- Reduction of up to 30% in Dyno Nobel's global operational GHG² emissions
- Reduction of 19% in IPL's operational GHG² emissions
- Expected to contribute to 2025 target of 25% by 2030 and pathway to a Paris aligned 42% by 2030 in IPL's global operational (scope 1&2) GHG²



Green ammonia projects



Green ammonia basis for [substituting for gas](#) as hydrogen feedstock during 2030-50



Pursuing two projects at [Gibson Island](#) (Fertilisers) and [Gladstone](#) (Explosives)



Both projects utilise ammonia expertise in support while [consistent with capital allocation framework](#)



Gibson Island FEED complete; [awaiting next steps with FFI](#)



Gladstone project compliments gas arrangements to [support long-term resilience](#) of Dyno Nobel's flagship Australian asset, Moranbah

Looking ahead

Four key next steps:



Options to support Moranbah Green Ammonia continue to progress well



Continuing to build Scope 3 management into BU procurement and supply chain processes to be able to engage with suppliers and track and manage Scope 3 by FY25.



Onboarding of new global GHG¹ management platform to assist in tacking and management of Scope 3 GHG¹ and prepare for mandatory ASRS auditing of global Scope 1,2 & 3



2024 Sustainability and Climate Change Reporting to include details of our updated 2024 double materiality assessment and 2024 climate change scenario risk assessment (transitioning to new ISSB standards of the IFRS Foundation).

Tatiana Rudometova

Chief Legal &
Corporate Affairs Officer



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Dyno Nobel legacy video

HARNESSING THE POWER OF **DYNO NOBEL**

THE VALUE OF BRAND IN
BUSINESS TRANSFORMATION



DYNNØ NOBEL®

Global **CONSISTENT** use of our brand

REGIONS



COMPANIES



PRODUCTS



Including proposed **ALIGNMENT**
to our Company name

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DYNO
NOBEL®





Mauro Neves

Chief Executive Officer
& Managing Director

CLOSING
COMMENTS

Key messages



Our markets and customers are resilient and enduring; and the shift to materials and minerals is advantageous for our total volume, mix and profitability



We are leveraging our unique competitive advantage to drive growth in existing and new markets



We are working to drive productivity to double earnings¹ through our transformation program



Our capital prudence and proven asset light growth approach is expected to drive ROIC² above WACC and deliver market leading TSR



We aim to deliver this while maintaining and improving the option of divesting fertilisers

1. Ambition to double EBIT compared to actual FY23 Dyno Nobel EBIT of ~A\$300m (excluding WALA and AG&IC) over 3 to 4 years. Subject to market and operating conditions including changes to exchange rates.

2. Return on invested capital, calculated as 12 month rolling Net Operating Profit After Tax, excluding individually material items/13 month rolling average operating fixed assets and intangible assets and operating net working capital. Ambition is to increase ROIC to at least higher than the Dyno Nobel Weighted Average Cost of Capital (WACC) of 8.5%. Subject to market and operating conditions including changes to exchange rates.



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QUESTIONS & ANSWERS

ANNOUNCEMENTS REGARDING DINNER AND DAY 2

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END OF DAY 1