# 2026 FULL YEAR RESULTS



Presenters

**SANJEEV GANDHI**
Managing Director and CEO

**JAMES CROUGH**
Chief Financial Officer

12 November 2026

Authorised for release to the ASX by the Managing Director and CEO of Orica Limited

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# 2026 FULL YEAR IN REVIEW



**Sanjeev Gandhi**
Managing Director & CEO

# SAFEGUARDING OUR PEOPLE, ENVIRONMENT AND PARTNERS

## SAFE AND RESPONSIBLE BUSINESS

**One**
**Fatality**
2025: Zero

**0.094**
**SICR[1]**
2025: 0.098

**Zero**
**Significant environmental incidents[2]**
2025: Zero

## PEOPLE AND COMMUNITY

**29.2%**
**Women in senior leadership[3]**
2025: 33.3%

**$3.8m**
**Community investment**
Target: $18.0m (2026–2030)

## SUSTAINABILITY

### Scope 1 and 2

**Net Scope 1 and 2 emissions targets**

**30%** reduction by FY2026[4]
Achieved
35%

**45%** reduction by FY2030[4]
On Track

### Scope 2

**Renewable electricity**

**60%** by 2030[5]
On Track

**100%** by 2040[5]
On Track

### Scope 3

**Scope 3 ambition**

**25%** reduction by FY2035[6,7]
On Track

**AMBITION TO ACHIEVE NET ZERO EMISSIONS[7,8] BY**

**2050**

1. Serious injury case-rate (SICR) measures the total number of work-related Severity 3 and Severity 4 injuries per 200,000 hours worked by an employee and/or contractor. 2025 reported SICR of 0.093 has been updated following the reclassification of an injury event in September 2025. 2. Significant environmental incidents are uncontrolled releases of material resulting in environmental impacts. Reported events are those classified as Severity 3 or above under Orica's event classification framework. 3. The percentage of senior leadership positions held by women. Senior leadership includes all roles at the Senior Manager level (Band D) and above, defined as positions that are no more than two reporting levels below the CEO. 4. From the FY2019 baseline. 5. Excludes small sites, markets with <100 MWh p.a. consumption, or countries with no credible renewable electricity sourcing options. 6. From the FY2022 baseline. Covers all reported Scope 3 emissions across the 12 Scope 3 reporting categories assessed as relevant to Orica. 7. Delivery depends on supportive policy settings and financial incentives, collaboration across value chains and access to new low-carbon technologies. 8. Covers Scope 1 and Scope 2 emissions under Orica's operational control, together with Scope 3 Category 1 (Purchased goods and services) and Category 11 (Use of sold products).

# STRONG PERFORMANCE POSITIONS ORICA FOR FUTURE GROWTH

## RESILIENT BUSINESS PERFORMANCE

- Record sodium cyanide production at Yarwun and Winnemucca
- Successfully managed outages at third-party ammonia and ammonium nitrate facilities in Western Australia and the United States
- Ammonium nitrate supply sourced for contracted customers in North America for FY2027 and beyond

## STRONG FINANCIAL PERFORMANCE AND IMPROVED RETURNS

- High growth Digital Solutions and Specialty Mining Chemicals segments delivering nearly 23% of Orica group earnings
- Consistent underlying cash conversion and increasing return on invested capital
- Strong balance sheet providing flexibility to continue investing for growth

## TAKING STRATEGIC ACTION

- Value-accretive acquisitions of Nelson Brothers to accelerate US growth and Danafloat™ to expand in copper processing chemistry
- Advancing Carseland, Winnemucca and Yarwun expansion options
- Positive final investment decision on Hunter Valley Hydrogen Hub

**EBIT**
**$1,057m** ↑
2025: $992m

**EPS PRE SI**
**126.8cps** ↑
2025: 111.8cps

**EBIT MARGIN %**
**12.8%** ↑
2025: 12.2%

**DPS**
**64.0cps** ↑
2025: 57.0cps

**NPAT PRE SI**
**$590m** ↑
2025: $541m

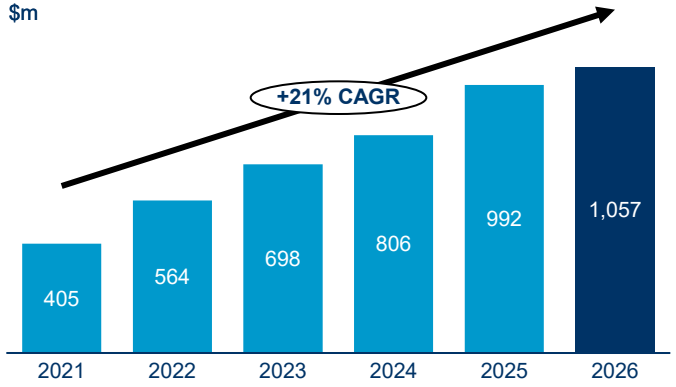
**LEVERAGE**
**1.46x** ✓
Lower-end of target range

**RETURN ON INVESTED CAPITAL (ROIC)**
**11.3%** ↑
2025: 9.8%

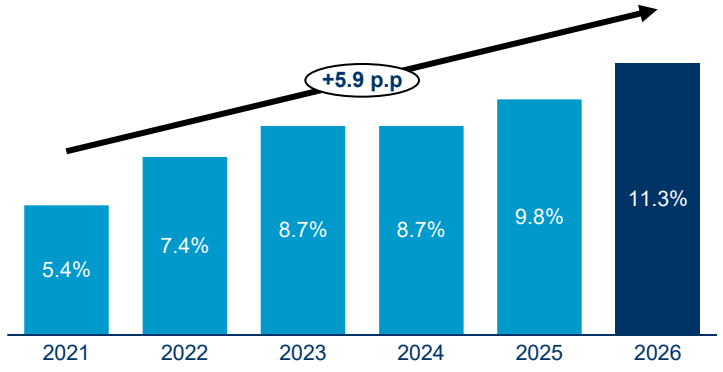
**RETURN ON NET ASSETS (RONA)**
**15.6%** ↑
2025: 13.8%

# EARNINGS AND SHAREHOLDER RETURNS MORE THAN DOUBLED FROM 2021

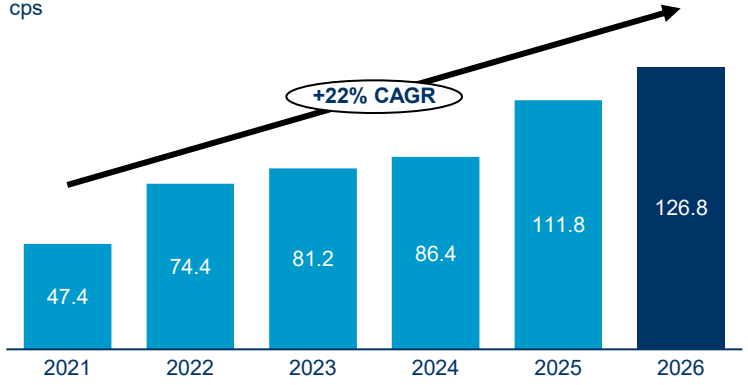
**EBIT[1]**
$m



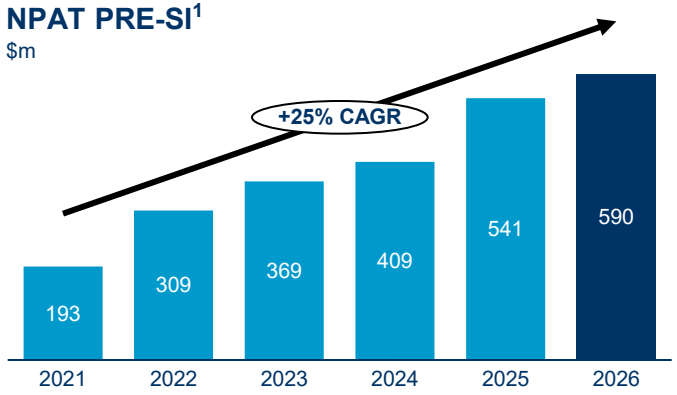

**ROIC[1]**



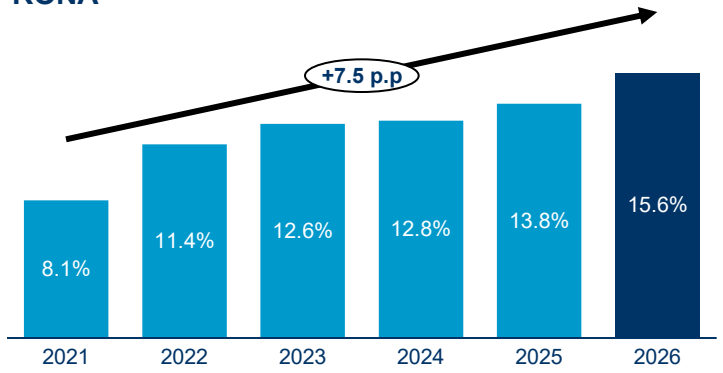

**EPS[1]**
cps



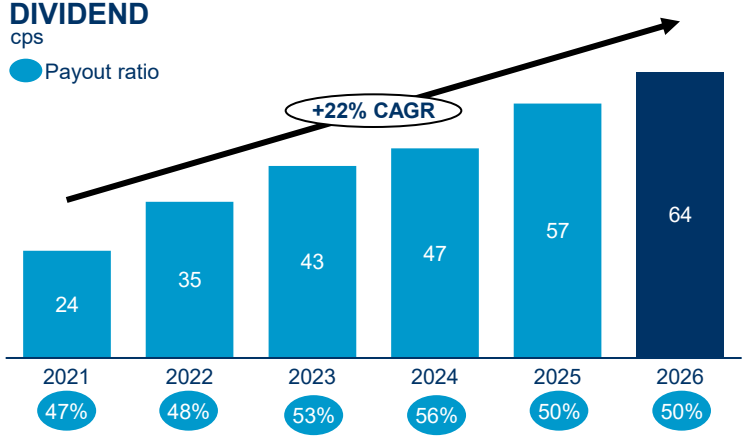

**NPAT PRE-SI[1]**
$m




**RONA[1]**




**DIVIDEND**
cps



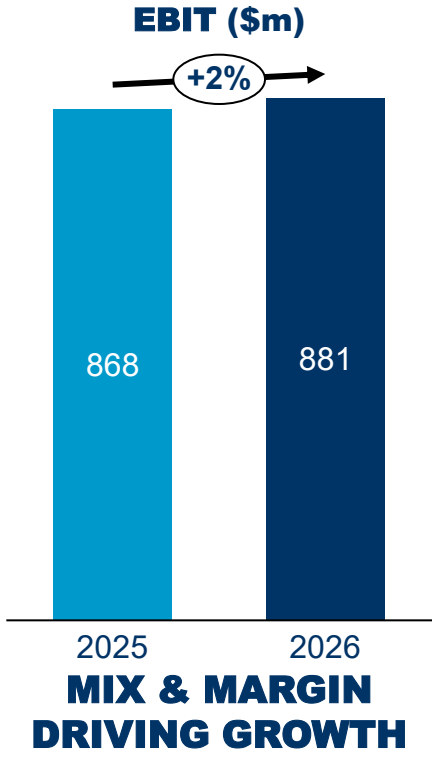

1. Excludes contribution from discontinued operations in 2021 and 2022.

# SUSTAINED EARNINGS GROWTH ACROSS ALL SEGMENTS AND REGIONS

| | AUSTRALIA PACIFIC & ASIA<br>EBIT $666m ▲1% | NORTH AMERICA<br>EBIT $254m ▲20% | EUROPE, MIDDLE EAST & AFRICA<br>EBIT $108m ▲8% | LATIN AMERICA<br>EBIT $94m ▲4% |
|---|---|---|---|---|
| **BLASTING SOLUTIONS**<br>EBIT $881m ▲2% | • Strong performance in Australia Pacific offset by lower Indonesian coal quotas and FX movements<br>• Improved value-added product mix<br>• Commercial discipline, including successful renewal of key contracts improved the quality of earnings | • Manufacturing assets in Canada supporting growth in gold and copper<br>• Expanding in the US with Nelson Brothers explosives business acquired<br>• Carseland major turnaround completed | • Increasing mining activity across the region driving sustained growth<br>• Structural cost base optimisation<br>• Minimal direct impact from conflict in the Middle East | • Strong performance in a competitive market<br>• Blasting technology leadership driving new customer wins<br>• Delivery of sustainable cost reductions |
| **DIGITAL SOLUTIONS**<br>EBIT $115m ▲25% | • Strong demand for Axis products driven by robust exploration activity<br>• Increased cross-selling across the integrated Geosolutions portfolio<br>• Strong growth in the adoption of OREPro™ across iron ore markets | • Growing adoption of Axis products supported by robust exploration activity<br>• Sustained blast measurement growth, including FRAGTrack™<br>• Uplift in GroundProbe® radar leasing | • Strong momentum in key mining growth regions<br>• Accelerated adoption of the OREPro™ product suite in gold<br>• Continued demand for in-situ sensors across European infrastructure markets | • Increasing adoption of connected digital and blasting workflows across major copper customers<br>• Increased cross-selling of Geosolutions |
| **SPECIALTY MINING CHEMICALS**<br>EBIT $126m ▲25% | • Record production at Yarwun and Deer Park<br>• Yarwun Phase 1 capacity expansion approved; production uplift anticipated in 2028<br>• Strong sales volumes | • Record production at Winnemucca<br>• Advancing concept engineering for Winnemucca expansion<br>• Secured new contracts in the Nevada gold basin | • Continued sodium cyanide demand and record sales volumes<br>• Danafloat delivering strong early momentum | • Increase in regional sales volumes |

ORICA Blasting Solutions

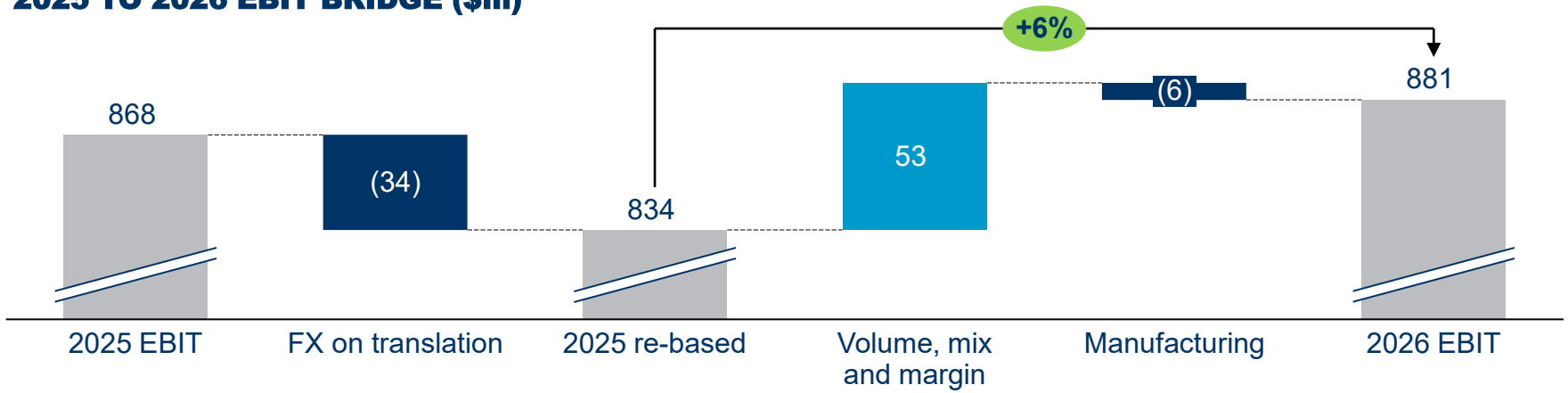
# BLASTING: RESILIENT PERFORMANCE AND CONTINUED GROWTH




**Resilient core business delivering increased margins**

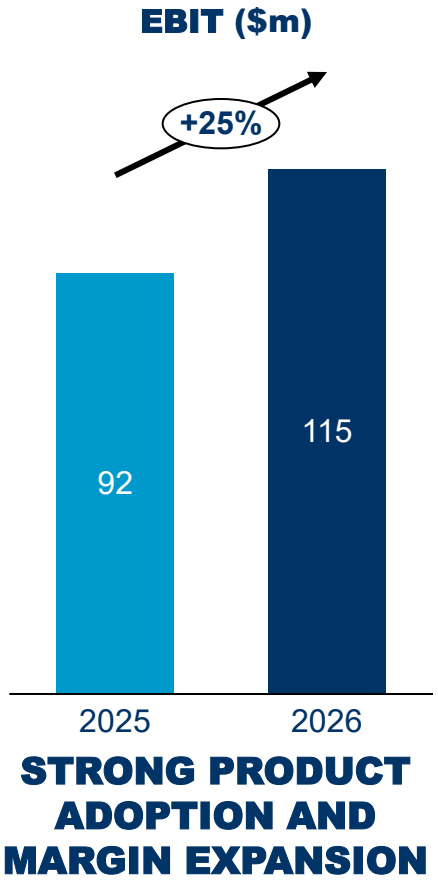
- Strong growth, partially offset by lower Indonesian coal production and appreciation of the Australian dollar
- Continued adoption of high margin premium products and advanced blasting technologies
- Strong commercial discipline including the successful renewal of key contracts and new contract wins
- Benefits of the cost reduction program in line with plan, delivering a sustainably lower cost base
- Successfully navigated supplier outages in Western Australia and North America while completing the Carseland major turnaround; Kooragang Island major turnaround underway in 1H2027 and progressing to plan

**2025 TO 2026 EBIT BRIDGE ($m)**

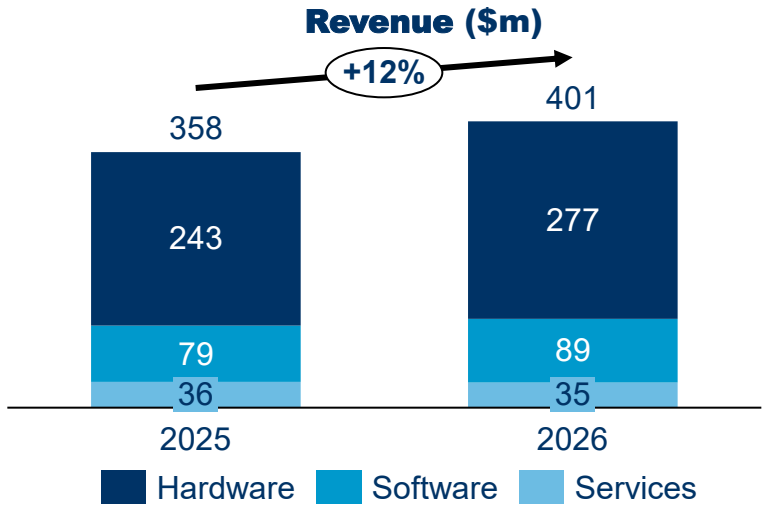


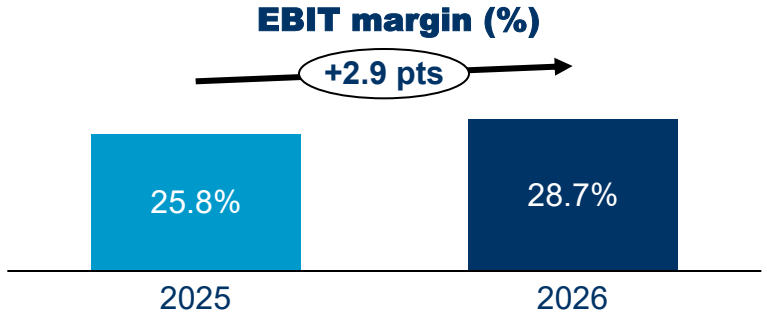
ORICA Digital Solutions

# DIGITAL: RAPIDLY SCALING WITH 25% YEAR ON YEAR EARNINGS GROWTH




**STRONG PRODUCT ADOPTION AND MARGIN EXPANSION**




**Accelerated adoption of Orica's digital offering continues to deliver revenue growth and margin expansion**

**Orebody Intelligence:**

- Robust global exploration activity supporting strong demand for Axis products

**Blast Design and Execution:**

- Favourable gold and copper fundamentals driving increased adoption of predictive blast modelling solutions that help drive improved recoveries
- Continued demand for blast measurement technologies that track fragmentation size, helping miners reduce operating costs

**Geosolutions:**

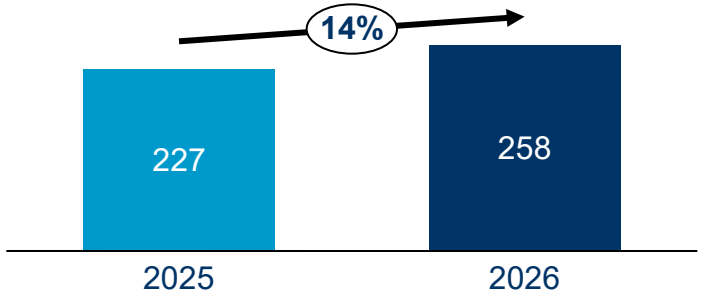
- Strong uptake of the new Series 5 radar, supported by growing demand for safety-critical, pit wall, tailings dam and construction monitoring solutions

ORICA Digital Solutions

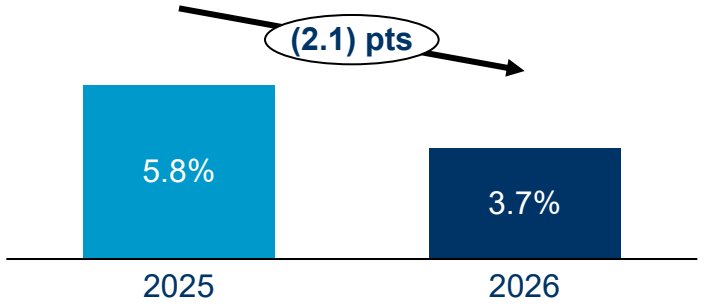
# DIGITAL: STRONG MOMENTUM ACROSS ALL KEY PERFORMANCE INDICATORS

## RECURRING REVENUE GROWTH AND HIGH CUSTOMER RETENTION

### Exit Annual Recurring Revenue[1] ($m)

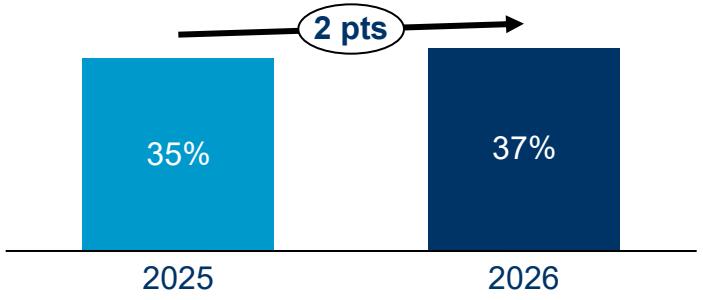



### Churn rate[2]

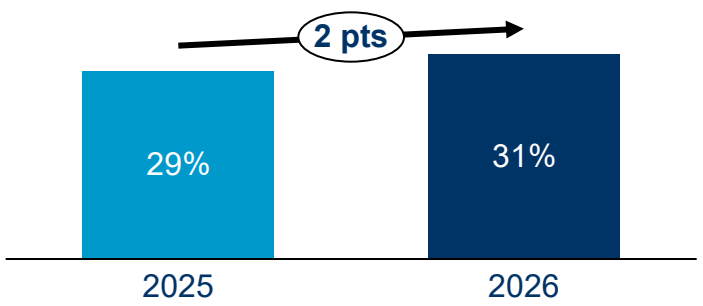



## LEVERAGING EXISTING CHANNELS TO CROSS-SELL ORICA'S DIGITAL OFFERING

### Blasting customer penetration[3] (%)




### BD&E Multi-product adoption[4]




## INVESTING FOR FUTURE GROWTH

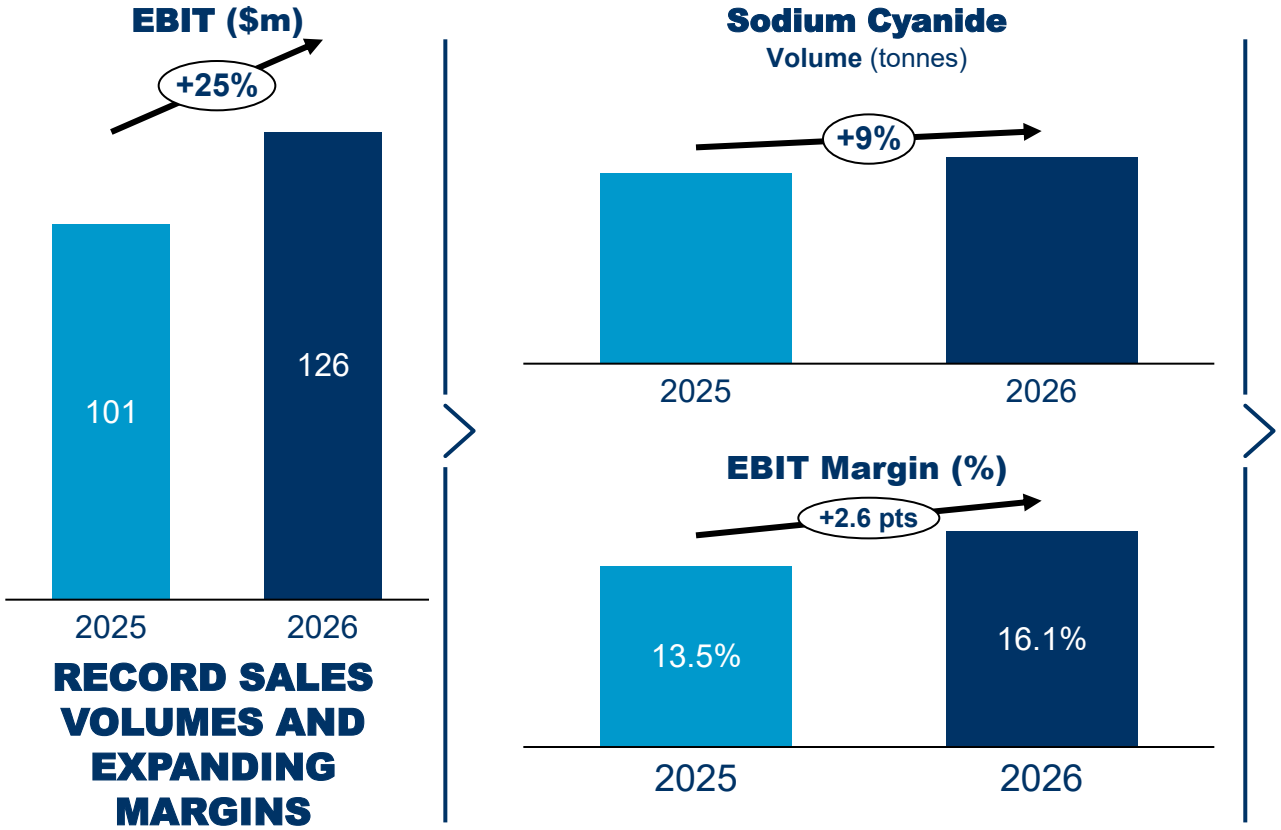
### Development of leading-edge technology

| | |
|---|---|
| **Orebody Intelligence** | The all-angle gyro expands capability in underground mining and integration with blasting technologies |
| **Blast, Design and Execution** | Predictive, model-driven blast design to improve fragmentation, reduce dilution and increase ore recovery |
| **Geosolutions** | GeoExplorerIQ™ connects multiple monitoring technologies to improve risk visibility and accelerate next-generation sensor adoption |

1. The annualised benefit of recurring revenue contracts at period-end (on 30 September 2026) and includes product leasing, software as a service, monitoring services and care plans. 2. Total 12-month rolling customer contract losses divided by the total number of cumulative active adoptions at the start of the period (2025 reported churn of 3.4% has been updated, principally to reflect an additional product line within the portfolio). 3. Represents the percentage of Blasting Solutions mining customers that are also customers with at least one digital solution. 4. Represents the percentage of all Blast Design and Execution customers that have more than one Blast Design and Execution product.

ORICA Specialty Mining Chemicals

# CHEMICALS: RECORD SALES VOLUMES AND MARGIN EXPANSION UNDERPINS STRONG EARNINGS GROWTH




**+9% VOLUME | +260 bps EBIT MARGIN | +25% EBIT**

- Record sodium cyanide sales volumes supported by safe and reliable operations with high utilisation rates
- Record production at Winnemucca, Yarwun and Deer Park
- Strong commercial discipline capturing the benefit of supportive gold fundamentals
- Yarwun Phase 1 capacity expansion approved - production uplift expected in 2028
- Advancing Winnemucca expansion options to support the next phase of growth
- Danafloat™ delivering strong early sales momentum; progressing the strategic ambition to expand copper chemistry portfolio
- Robust customer demand for specialty emulsifiers
- Accelerating uptake of Orica's technical services portfolio, Cyantific™

# FINANCIAL PERFORMANCE



**James Crough**
Chief Financial Officer

# STRONG PERFORMANCE ACROSS KEY FINANCIAL INDICATORS

| Full year ended 30 September ($m) | 2026 | 2025 | Change | |
|---|---|---|---|---|
| Sales revenue | 8,264 | 8,145 | 1% | ▲ |
| Sales revenue (constant currency)[1] | 8,543 | 8,145 | 5% | ▲ |
| EBITDA[2] | 1,574 | 1,491 | 6% | ▲ |
| EBIT | 1,057 | 992 | 7% | ▲ |
| EBIT (constant currency)[1] | 1,101 | 992 | 11% | ▲ |
| NPATA pre significant items[3] | 609 | 561 | 9% | ▲ |
| NPAT pre significant items | 590 | 541 | 9% | ▲ |
| Individually significant items after tax[4] | (325) | (379) | NA | |
| Statutory net profit / (loss) after tax[5] | 264 | 162 | 63% | ▲ |
| Net operating cash flow | 758 | 949 | (20)% | ▼ |
| Return on invested capital (ROIC) (%) | 11.3% | 9.8% | 1.5 pts | ▲ |
| Return on net assets (RONA) (%) | 15.6% | 13.8% | 1.8 pts | ▲ |
| EPS before individually significant items (cents) | 126.8 | 111.8 | 15.0 cps | ▲ |
| EPSA before individually significant items (cents)[6] | 131.0 | 116.0 | 15.0 cps | ▲ |
| Total dividend per share (cents)[7] | 64.0 | 57.0 | 7.0 cps | ▲ |

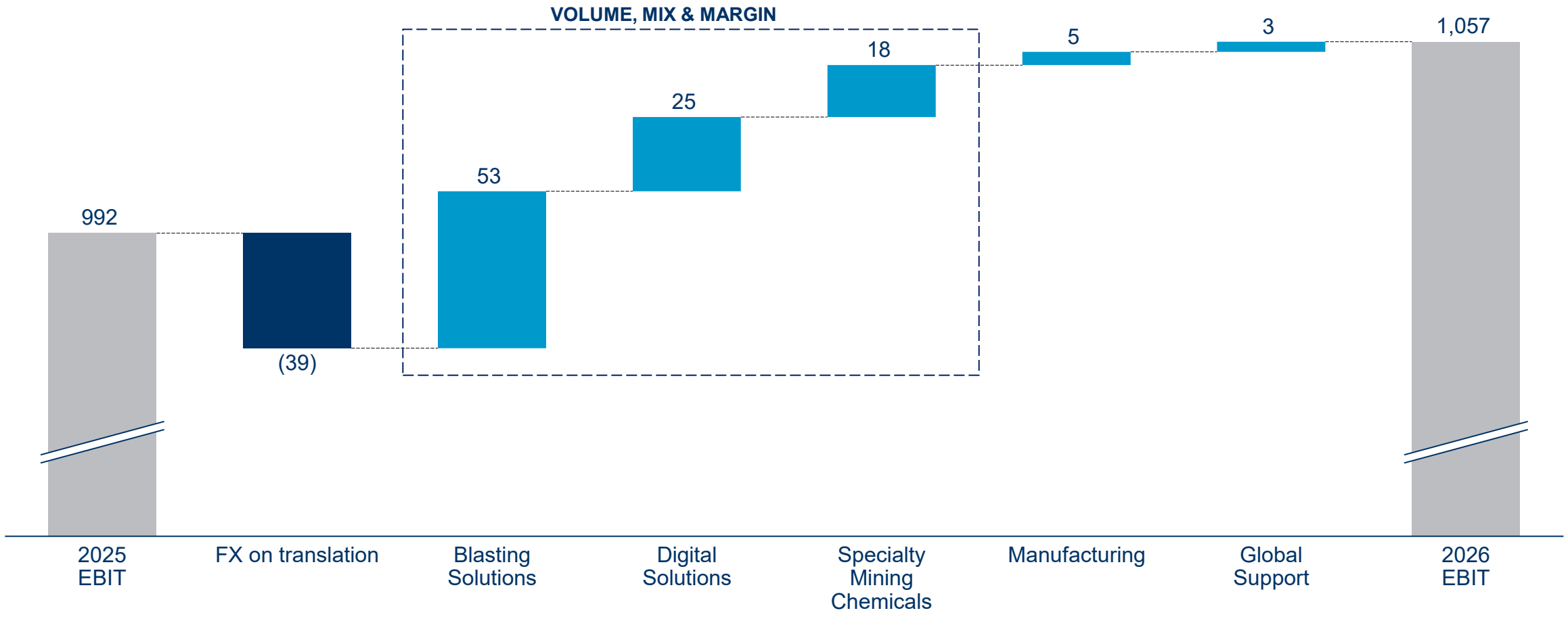
1. Constant currency basis reflects translation foreign exchange impacts only, with monthly FY2026 revenue and EBIT of each Orica entity converted from its functional currency to AUD using the average foreign exchange rate of the equivalent month in FY2025. 2. EBIT before depreciation and amortisation expense. 3. Net profit after tax from continuing operations, excluding tax-effected amortisation of acquired intangible assets. 4. Significant items as disclosed in Note 3(c) in the financial statements in the FY2026 Annual Report. 5. Equivalent to net profit/(loss) for the year attributable to shareholders of Orica Limited, as disclosed in the Income Statement in the financial statements in the FY2026 Annual Report. 6. Net profit after tax from continuing operations, excluding tax-affected amortisation of acquired intangible assets. 7. Earnings per share on NPATA. 7. Dividend amount / number of shares on issue.

# SIGNIFICANT ITEMS

| Year ended 30 September ($m) | 1H FY2026 | | 2H FY2026 | | FY2026 | |
|---|---|---|---|---|---|---|
| | Gross (before tax) | Net (after tax) | Gross (before tax) | Net (after tax) | Gross (before tax) | Net (after tax) |
| Litigation costs and outcomes | (274.6) | (257.1) | – | – | (274.6) | (257.1) |
| US supply disruption costs | (17.4) | (15.7) | (24.6) | (20.1) | (42.0) | (35.8) |
| Restructuring costs | (15.0) | (10.9) | (44.8) | (38.4) | (59.8) | (49.3) |
| Gain on Nelson Brothers acquisition | – | – | 17.7 | 16.7 | 17.7 | 16.7 |
| **Individually significant items attributable to shareholders of Orica** | **(307.0)** | **(283.7)** | **(51.7)** | **(41.8)** | **(358.7)** | **(325.5)** |

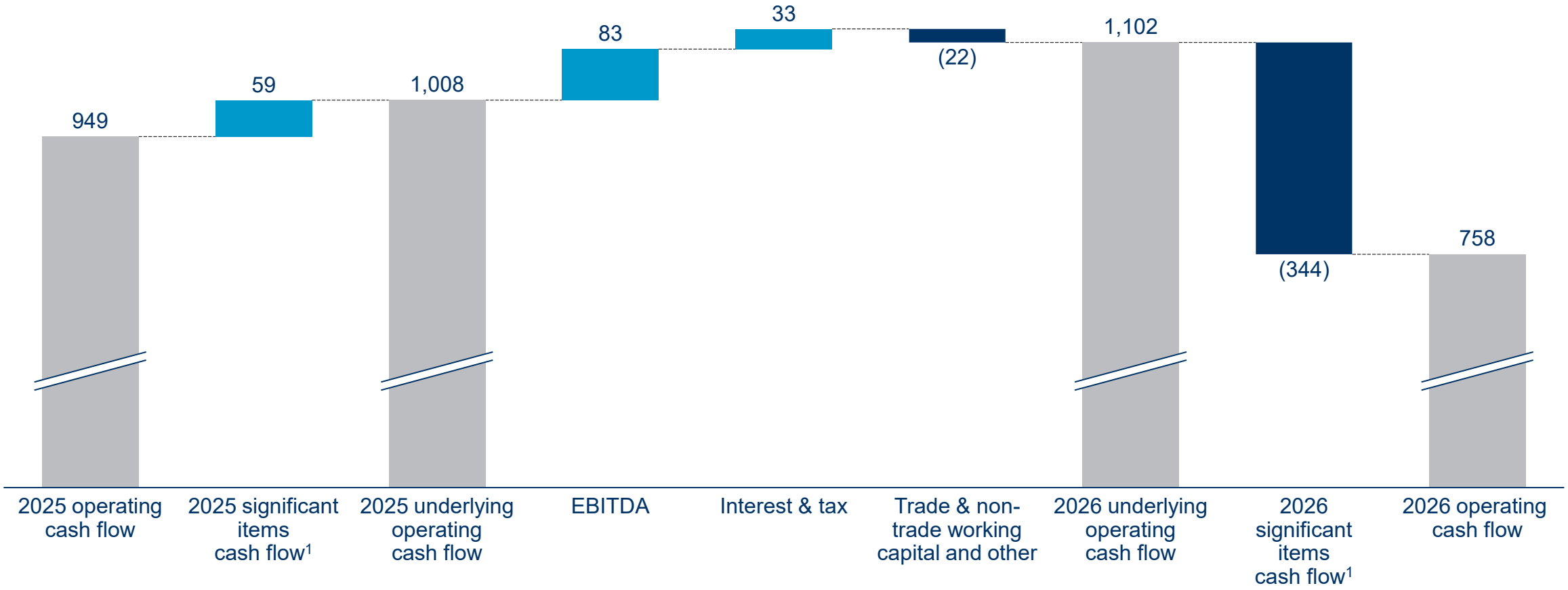
# CONTINUED EXECUTION OF OUR STRATEGY DRIVING EARNINGS GROWTH

## 2025 TO 2026 EBIT ($m)



# STRONG UNDERLYING CASH CONVERSION

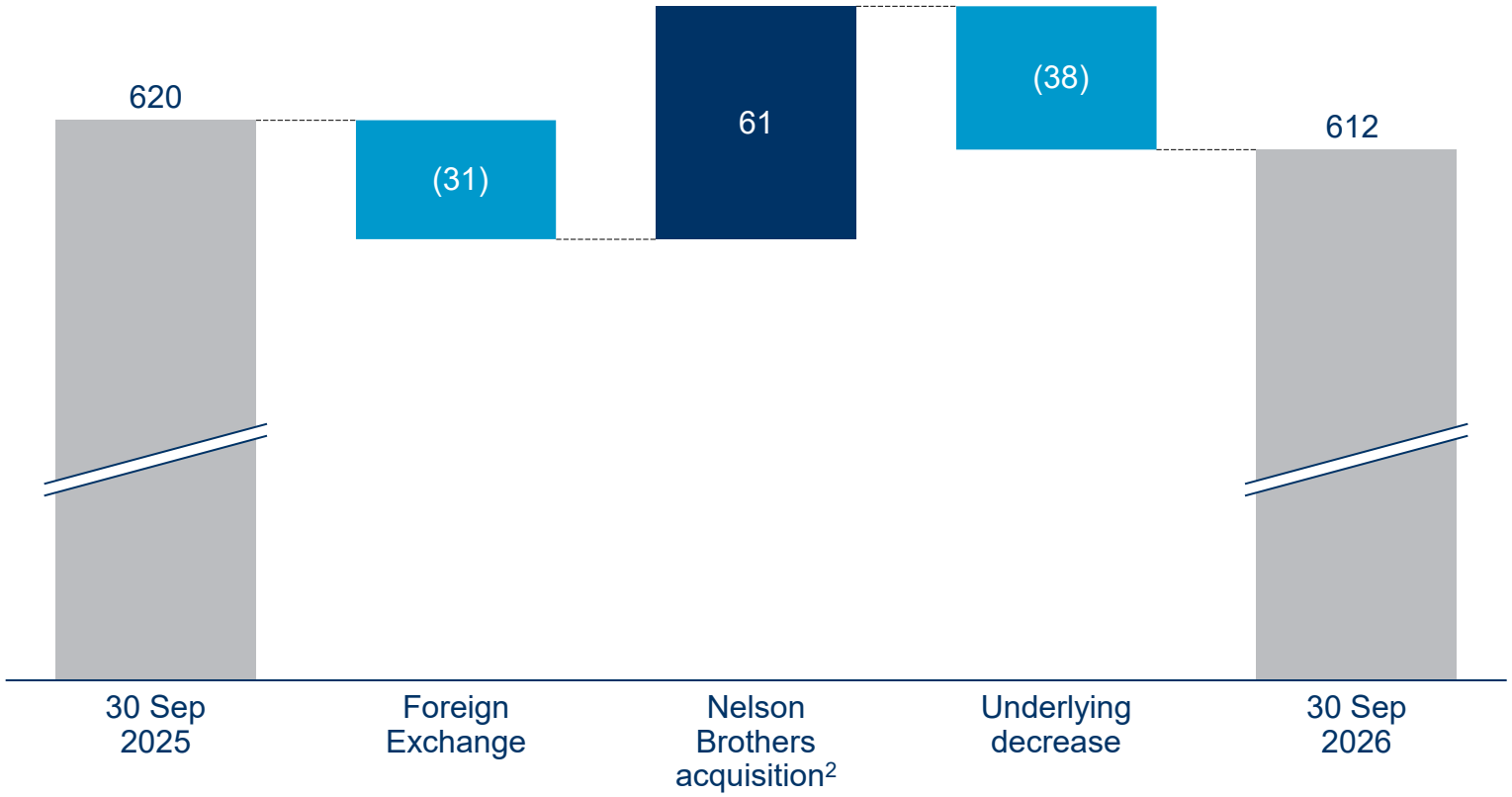
## 2025 TO 2026 NET OPERATING CASH FLOW ($m)



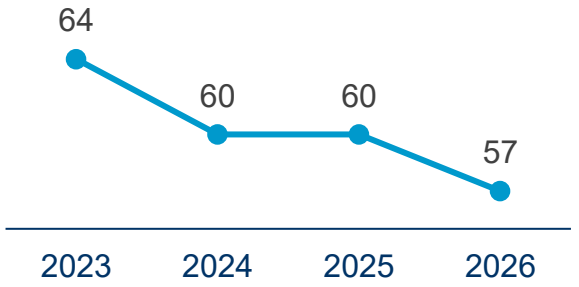

1. Significant Items recognised in statutory NPAT may differ from associated cash flows due to differences in the timing of expense recognition and cash payments, as well as certain non-cash items.

# CONTINUED TRADE WORKING CAPITAL IMPROVEMENT

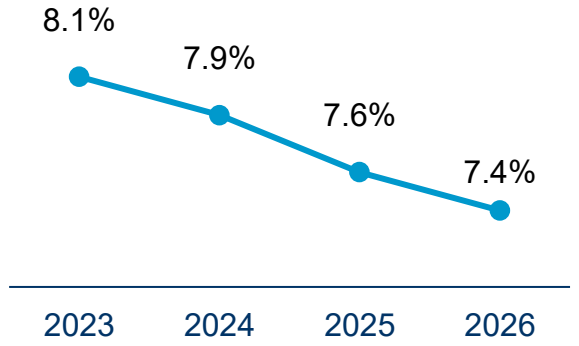
## TRADE WORKING CAPITAL ($m)




## TOTAL CYCLE DAYS[1]




## TWC/SALES %[3]




1. Calculated on a 12-month rolling basis. 2. Represents the trade working capital balance of the Nelson Brothers' explosives business as at 30 September 2026. 3. As at period-end.

# DISCIPLINED CAPITAL EXPENDITURE SUPPORTING GROWTH

### SUSTENANCE

- Successful completion of planned safety upgrades at the Winnemucca solids plant and the major turnaround at Carseland
- Continued upgrades to the MMU™ fleet and bulk emulsion network

### GROWTH

- Digital Solutions technology development and hardware deployment
- Infrastructure installation at Yarwun to support Orica's strategic partnership with Alpha HPA
- Enhancements to manufacturing capability and supply chain flexibility
- Initial investment in phase 1 capacity expansion of Yarwun Sodium Cyanide

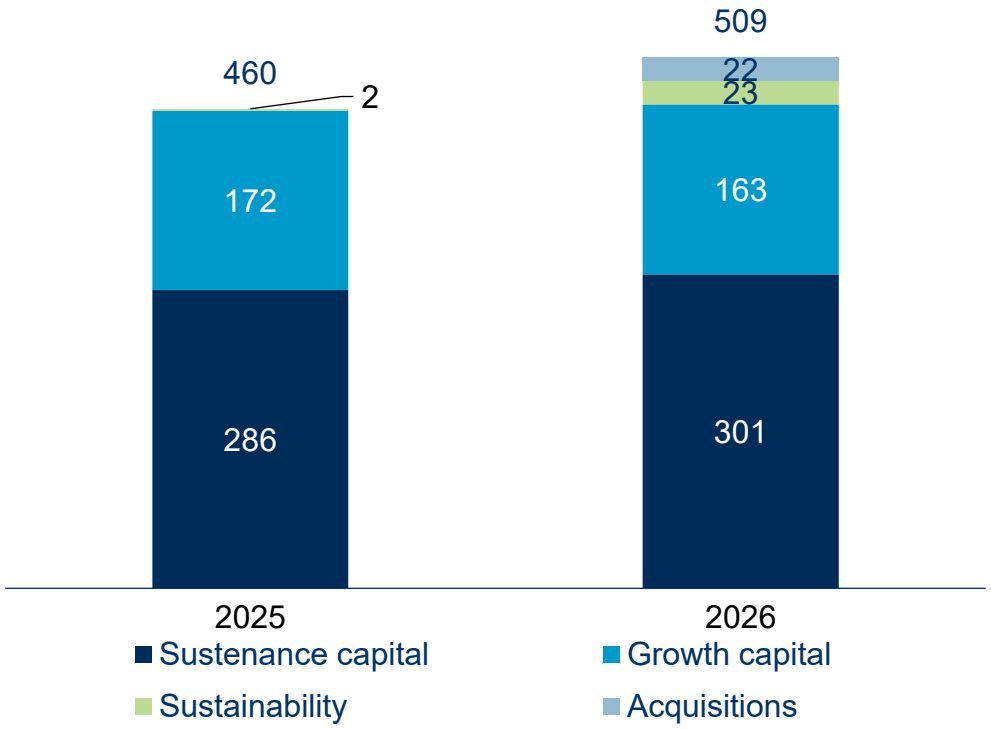
### SUSTAINABILITY

- Development of the Hunter Valley Hydrogen Hub

### ACQUISITIONS

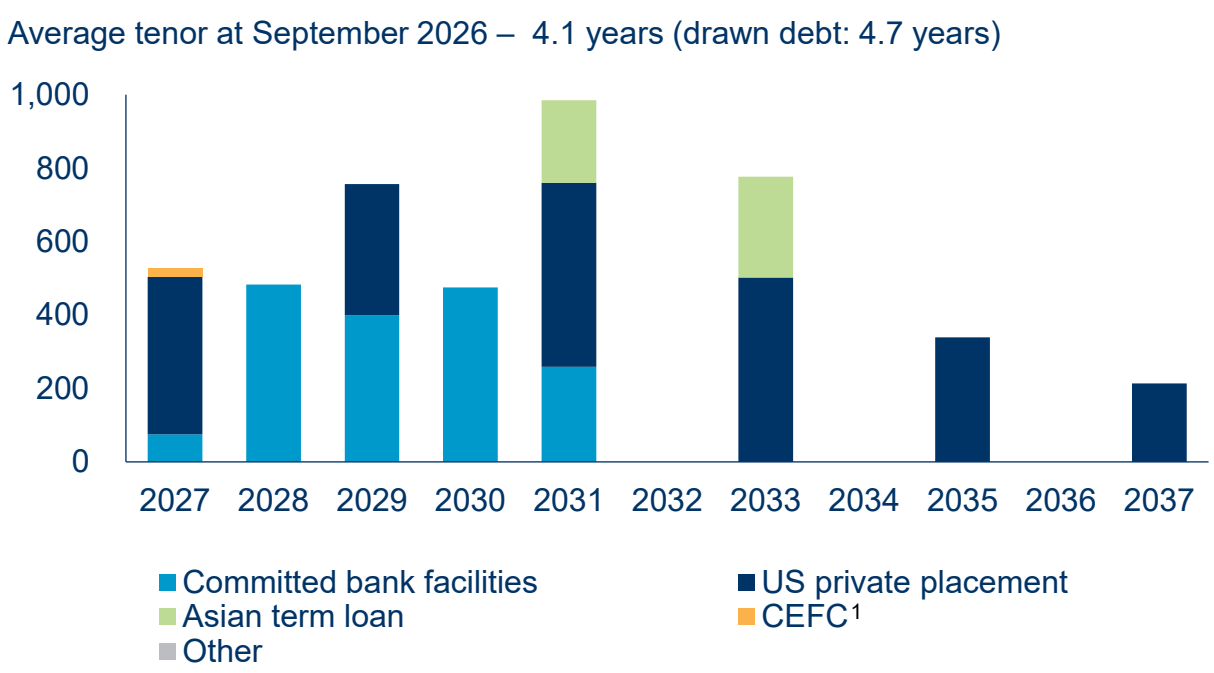
- Capital expenditure associated with the acquisition of Danafloat™ and the Nelson Brothers' explosives business

### CAPITAL EXPENDITURE ($m)

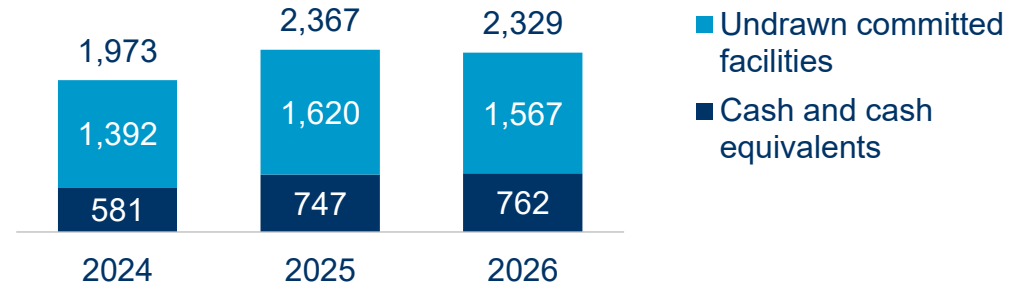


# STRONG BALANCE SHEET AND PRUDENT DEBT PROFILE

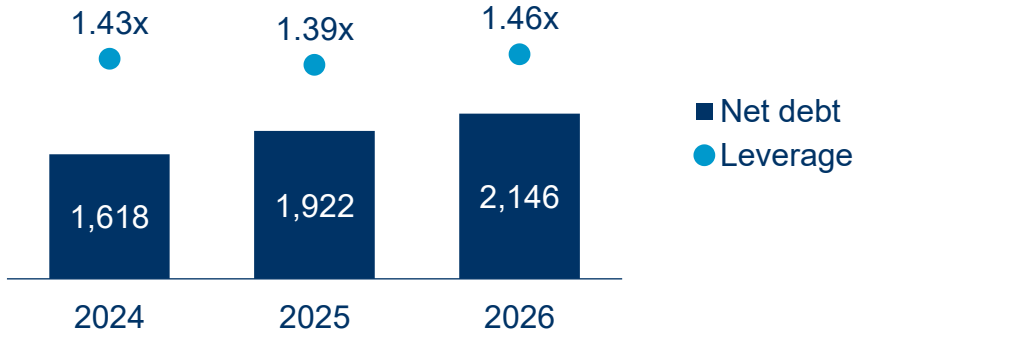
## COMMITTED DEBT FACILITY MATURITY PROFILE ($m)




## AVAILABLE LIQUIDITY ($m)




## NET DEBT[2] ($m) AND LEVERAGE[3]




1. Clean Energy Finance Corporation loan. 2. Net debt is defined as the sum of interest-bearing liabilities, excluding lease liabilities less cash and cash equivalents. 3. Leverage calculated as Net Debt (pre-AASB16) divided by 12-month EBITDA (pre-AASB16).

# COST REDUCTION PROGRAM PROGRESSING WELL AND SAVINGS ON TRACK

## STRUCTURAL AND OVERHEAD REDUCTIONS

- Further expansion of Global Business Services hub
- Simplified country and regional operating model
- Rationalisation of downstream manufacturing, logistics and office footprints

## OPERATING MARGIN AND COST-TO-SERVE IMPROVEMENTS

- Discrete network optimisation, reduced unit costs and increased supply flexibility
- Freight cost reductions through capacity utilisation and product co-shipping
- Maximised internal AN production and increased placement into seaborne markets

## PROCUREMENT INITIATIVES

- New initiating system raw material and component suppliers onboarded
- Indirect procurement costs reduced through contract optimisation
- Ammonium nitrate multi-sourcing into EMEA and Latin American markets

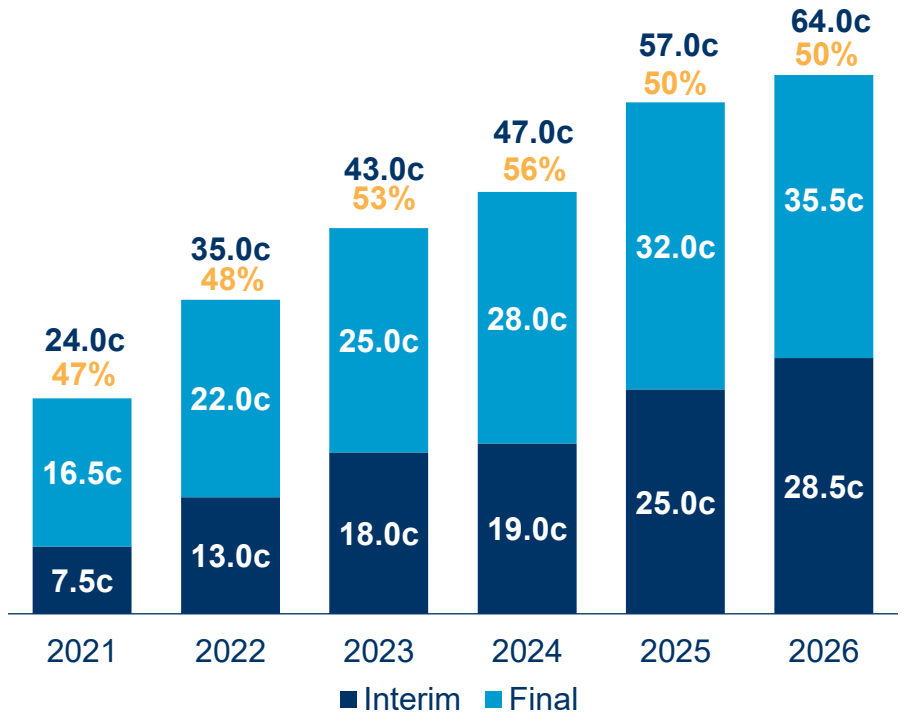
**On track to deliver at least $100 million by the end of 2027[1], exit rate more than 2x program costs**

1. Represents delivery of cost savings relative to the 2025 period end non-billable cost base.

# CONSISTENT GROWTH IN SHAREHOLDER RETURNS

- 12.3% increase in full year dividend
- Orica's dividend payout ratio policy unchanged at 40%–70%
- Total dividend paid each year typically weighted towards the final dividend
- Aligning shareholder returns with earnings growth

## DIVIDEND PER ORDINARY SHARE (CPS) & PAYOUT RATIO[1] (%)




1. Dividend amount / NPAT before individually significant items.

# OUR REFRESHED STRATEGY



**Sanjeev Gandhi**
Managing Director & CEO

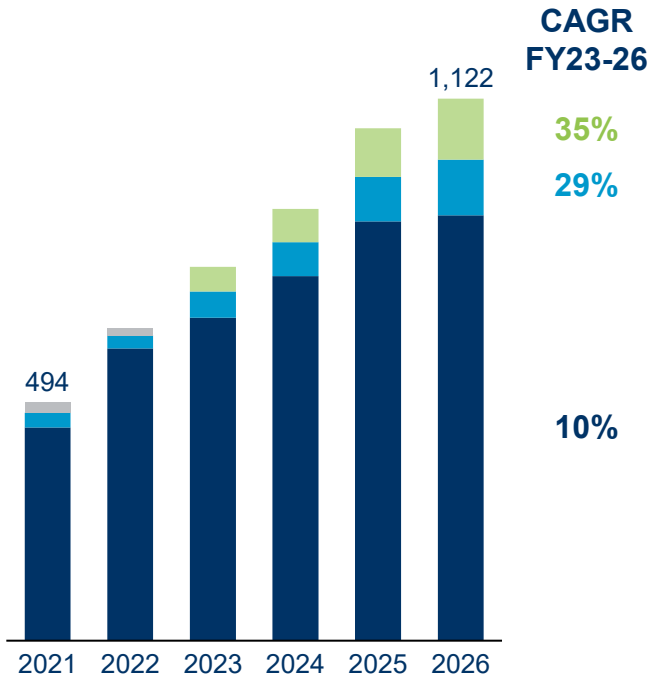



**WE HAVE THE RIGHT STRATEGY TO DELIVER CONTINUED GROWTH**

# WE HAVE DELIVERED STRONG RESULTS THROUGH PORTFOLIO DIVERSIFICATION AND GREATER GOLD AND COPPER EXPOSURE

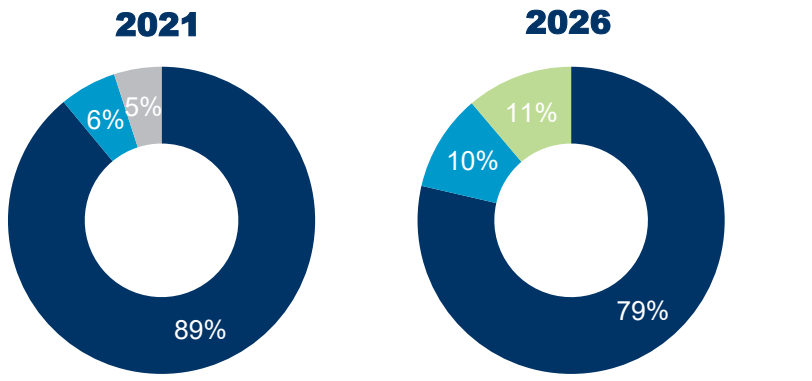
## Earnings more than doubled

### EBIT[1] ($M)




## …by scaling complementary growth businesses

### EBIT BY SEGMENT[1] (%)

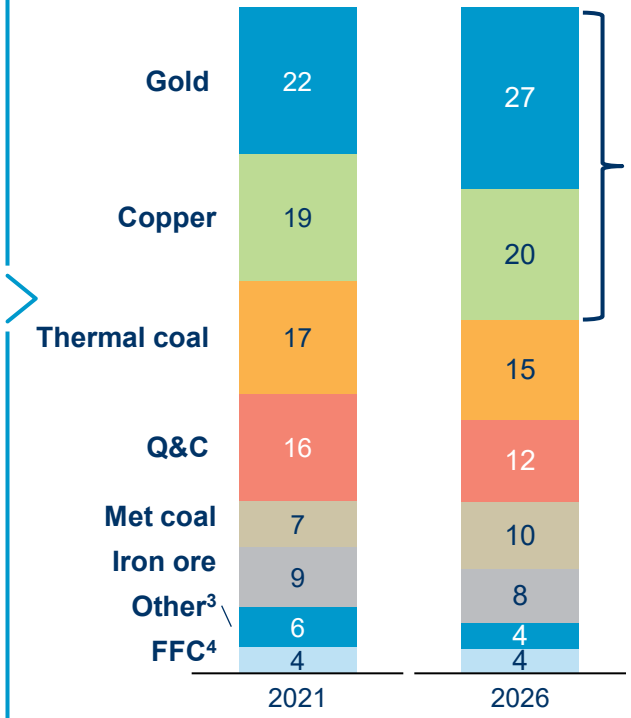



**Acquisitions**

Hopper Industrial Group · AXIS Mining Technology · cyanco · RIG Technologies International · TERRA INSIGHTS · DANAFLOAT · Nelson Brothers

## …and diversifying into attractive long-term markets

### REVENUE BY COMMODITY[2] (%)




Legend: Blasting Solutions · Digital Solutions · Specialty Mining Chemicals · Discontinued operations

1. Excludes Global Support. 2. Excluding digital. 3. Other primarily includes agriculture and fertiliser, diamond, silver and other metals. 4. Future-facing commodities include cobalt, lead, lithium, manganese, nickel and zinc, which are essential components of low-emissions energy technologies.

# MAJORITY OF OUR STRATEGIC ASSUMPTIONS IN 2021 WERE CORRECT

| | MAJOR ASSUMPTION | OUR 2021 PREDICTIONS | OUR ANSWER TODAY |
|---|---|---|---|
| ✓ | Copper and gold | Positive outlook across copper and gold | Strong copper and gold fundamentals to continue |
| ✓ | Digital and technology adoption | Customer challenges driving accelerating interest in mining technology | Sustained acceleration in the adoption of digital solutions and blasting technology |
| ✓ | Earnings diversification | Grow the core business while diversifying offering along the mining value chain | Higher growth digital and SMC businesses to continue to diversify portfolio mix |
| ✓ | Targeted acquisitions | Exploration, ore processing and geotechnical monitoring | Continued focus on value-accretive acquisitions to grow the core and scale complementary businesses |
| ✗ | Energy transition scenario | Peak thermal coal by 2025 | Modest thermal coal demand growth under a delayed energy transition pathway |

# STRONG FUNDAMENTALS PROVIDING RUNWAY FOR FUTURE GROWTH

## SUPPORTIVE MEGATRENDS

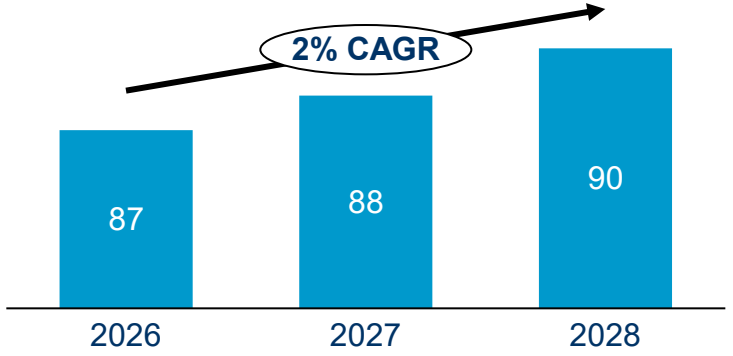
**Accelerating commodity demand**
Rising energy use and sustained thermal coal demand

**Stagnating productivity**
Productivity up only ~1% CAGR since 2018; strip ratios highest since 2016, and tonnage at record levels

**Increased focus on energy security**
Conflict is helping accelerate electrification and diversification from oil and gas

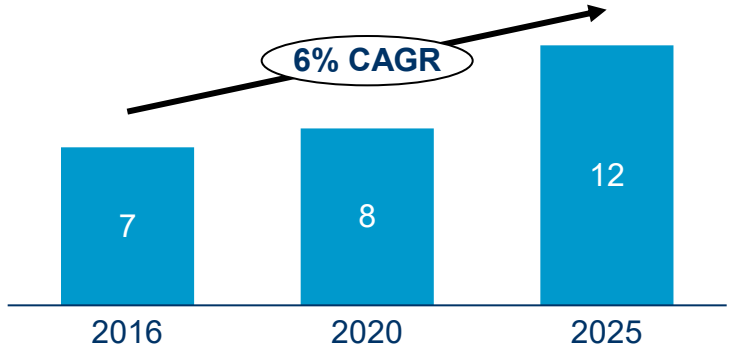
## INCREASING GLOBAL MATERIAL MOVED

Global material moved (Bt), delayed pathway[1]



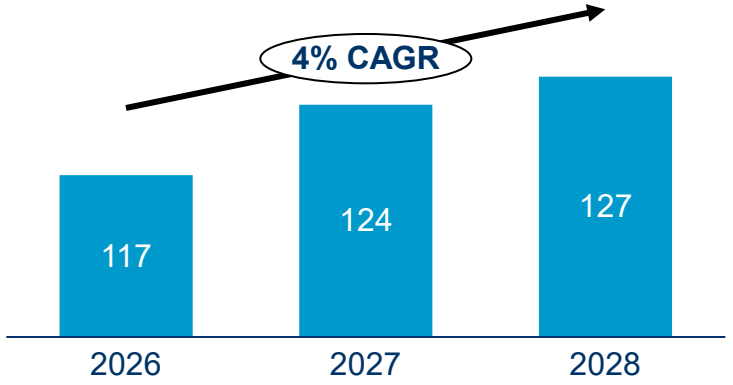

## HEALTHY EXPLORATION INVESTMENT

Global exploration budget ($B)[2]



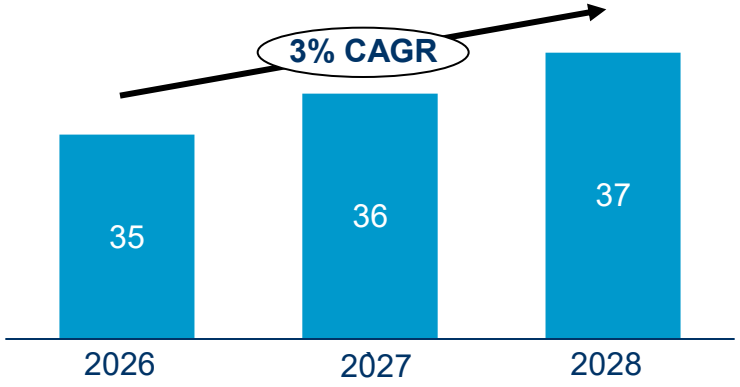

## STRONG GOLD PRODUCTION OUTLOOK

Mined gold supply (Moz)[2]




## ROBUST COPPER OUTLOOK

Global total consumption (Mt)[3]




1. Including China and Russia. Data sourced from Wood Mackenzie, S&P Global, Global Data and Orica analysis. 2. Data sourced from S&P Global. 3. Data sourced from Wood Mackenzie.

# OUR CUSTOMER'S CHALLENGES ARE INTENSIFYING

### RETURN ON ASSETS
Lower grades, higher strip ratios and rising costs reshaping mining economics

### SECURITY OF SUPPLY
Labour shortages, supply chain shocks, remote jurisdictions and permitting delays impacting operations

### ENVIRONMENTAL AND SOCIAL RESPONSIBILITY
Optimising energy inputs, water consumption, waste outputs to maintain licence-to-operate

# ...ORICA'S DIFFERENTIATED SOLUTIONS SPAN THE VALUE CHAIN AND REACH 100+ COUNTRIES TO SOLVE CUSTOMER CHALLENGES



# WE HAVE THE RIGHT STRATEGY TO DELIVER CONTINUED GROWTH

**Our purpose**

Mobilise critical resources for a better future

**Our vision**

Build long-term value as our customers' preferred partner

**Optimising customer outcomes**

**Enabled by four strategic levers**

### Reliable execution

Maintaining leading safety, sustainability, operational and technical performance to deliver service excellence

### Integrated portfolio

Tailoring solutions from our blasting, digital and chemicals portfolio to solve customer challenges

### Global network

Delivering supply security through our vertically integrated manufacturing and supply chain assets

### Data-led insights and technology

Building the technology our customers need to drive value today and for the future

**Implemented through our core businesses**

ORICA Blasting Solutions

ORICA Digital Solutions

ORICA Specialty Mining Chemicals

**Delivered by our people**

### Skills and capabilities

Building our expertise for the future

### Safe and inclusive

Embedding safety and inclusion in how we operate

### Careers and culture

Developing our proud and passionate teams

### Empowerment and adaptation

Empowering our people to solve customer challenges

# OUTLOOK



**Sanjeev Gandhi**
Managing Director & CEO

# SUSTAINED EARNINGS MOMENTUM AND INCREASED SHAREHOLDER VALUE

## OUTLOOK[1,2]

**Orica continues to see positive momentum, strong fundamentals and profitable growth into FY2027, attributable to:**

- **Blasting Solutions:** earnings growth, driven by continued product uptake of premium products, commercial discipline, cost reduction benefits and the Nelson Brothers acquisition, offset by lower Indonesian thermal coal demand and the planned major turnarounds at Kooragang Island in the first half and Yarwun in the second half
- **Digital Solutions:** earnings growth from increasing adoption of Orica's digital offerings across the mining, exploration and infrastructure sectors, leveraging Orica's unique access to the blasting workflow and expanding cross-selling opportunities
- **Specialty Mining Chemicals:** earnings growth supported by continued robust demand within the gold sector, increased growth from new mining chemical offerings, partly offset by the planned major turnarounds at Winnemucca in the first half and Yarwun in the second half
- Continued focus on efficient cost management

**Balance sheet strength** remains a key focus, with leverage expected to operate within the target range

**Capital expenditure** is expected to be between $470 million and $500 million, excluding capital expenditure of approximately $130 million related to construction of the Hunter Valley Hydrogen Hub (net of government grants)

**Depreciation and amortisation** is expected to be between $535 million and $555 million

**Net finance costs** are expected to be approximately $25 million to $35 million higher than 2026, inclusive of higher average debt and funding costs

**The effective tax rate** is expected to be slightly lower than the prior year

## Beyond 2027[1,2]

**Looking beyond FY2027** Orica's refreshed strategy and supportive industry fundamentals position the company for continued profitable growth.

The medium-term earnings outlook remains unchanged: GDP-plus growth for Blasting Solutions, mid-teen growth for Digital Solutions and high-single-digit growth for Specialty Mining Chemicals

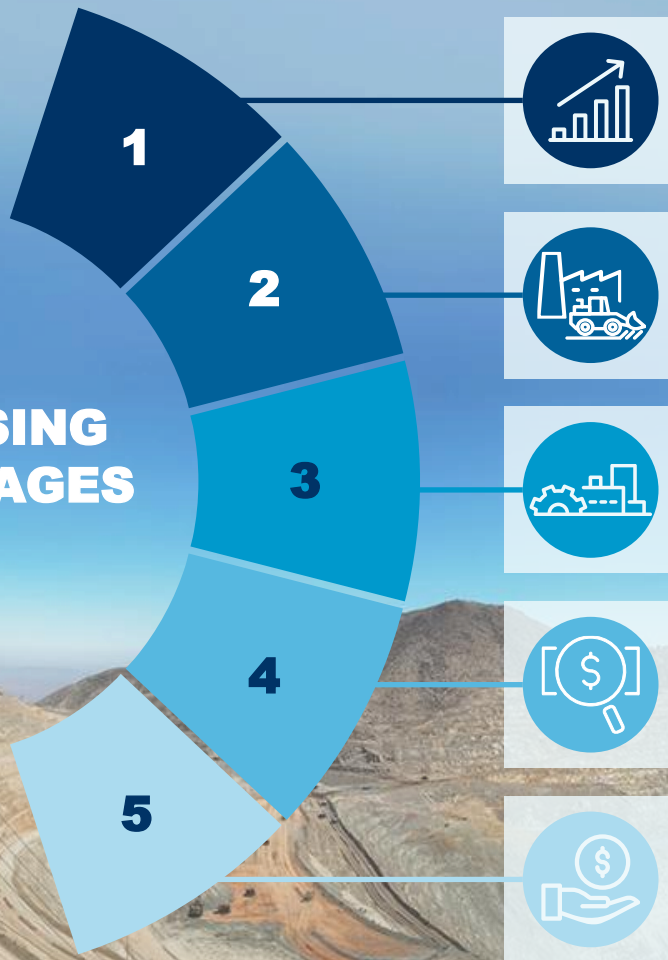
1. Refer to page 2 for the disclaimer regarding forward-looking statements. 2. Guidance is subject to market and operating conditions.

# CLOSING




**WE HAVE THE RIGHT STRATEGY TO DELIVER CONTINUED GROWTH**

# SUMMARY




1. Strong earnings and underlying cash conversion, increasing returns on invested capital
2. Resilient performance underpinned by Orica's global network, effectively managing geopolitical disruptions and third-party supply outages
3. Disciplined capital deployment, including value-accretive acquisitions and plant expansion opportunities
4. Strategy reaffirmed with a positive outlook supported by mining and infrastructure megatrends that provide a platform for sustained growth
5. Strong balance sheet providing flexibility to invest for growth and maximise shareholder returns over time

# SUPPLEMENTARY INFORMATION



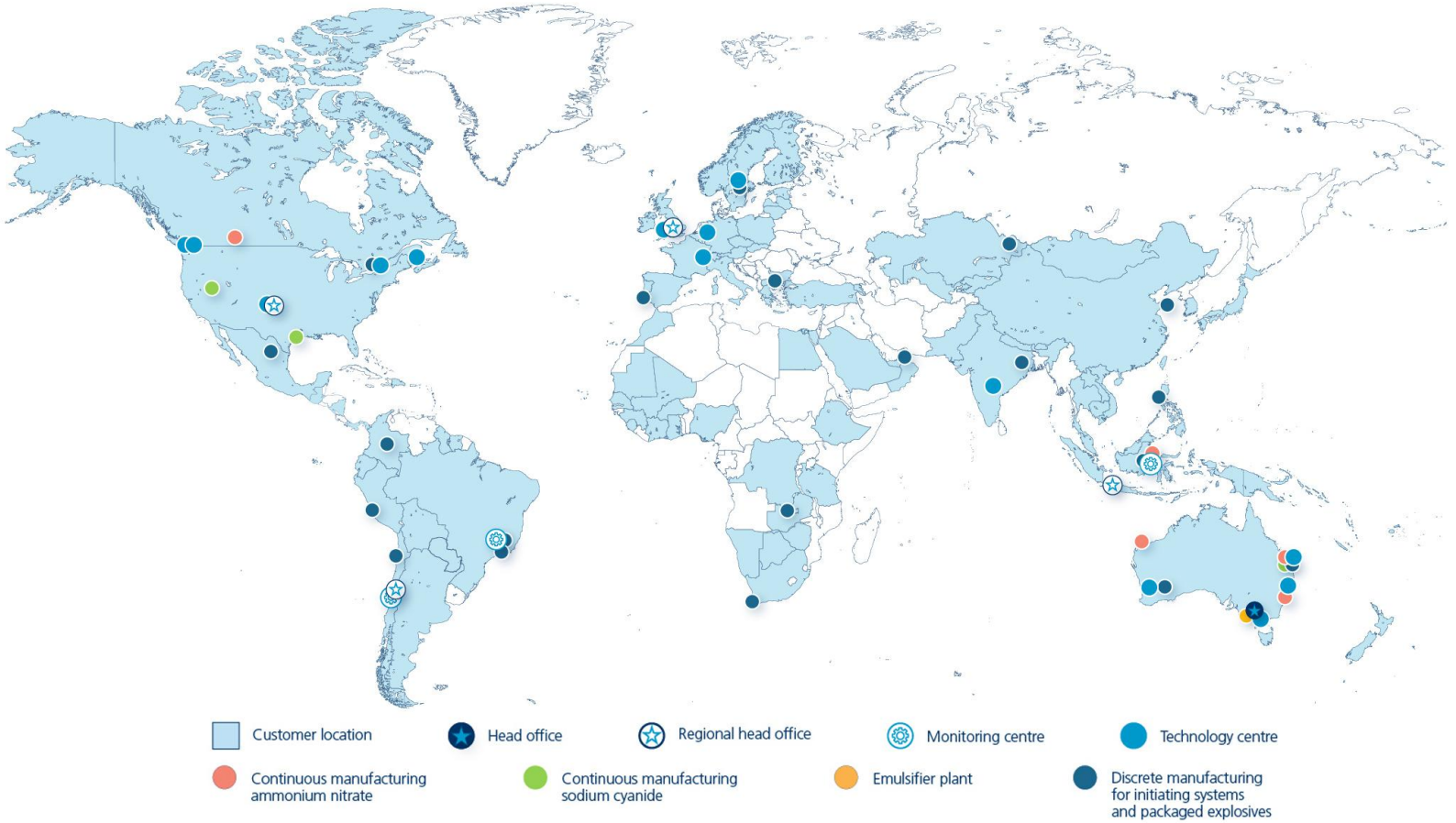
# ORICA AT A GLANCE

## WHAT DOES ORICA DO

One of the **world's leading mining** and **infrastructure solutions providers**

**Supported by megatrends** such as the energy transition and increasing urbanisation

**Three market leading franchises** of Blasting Solutions, Digital Solutions and Specialty Mining Chemicals that deliver innovative blasting, extraction, processing and geotechnical solutions to our **customers globally**




**150+** YEARS OF INNOVATION

MORE THAN **14,000** PEOPLE

CUSTOMERS IN **100+** COUNTRIES

S&P **ASX 100** (ASX:ORI)

2026 **A$8.3bn** REVENUE **A$1,057m** EBIT

## OUR COMPETITIVE ADVANTAGE

**Market leading innovation** providing differentiated and superior products and solutions

**Vertically integrated global network** of manufacturing and supply chain assets

**Reliable execution** with leading safety, sustainability and operational performance

**Largest global presence** and diversified commodity portfolio

# SCHEDULED CONTINUOUS MANUFACTURING PLANT MAINTENANCE

AN assets  Cyanide assets

## 2027 and 2028 scheduled maintenance and turnaround schedule[1]

| | 1H2027 | 2H2027 | 1H2028 | 2H2028 |
|---|---|---|---|---|
| ORICA Blasting Solutions — Kooragang Island (NSW) | ■ | | | ■ |
| Yarwun (QLD) | | ■ | | ■ |
| Burrup (WA) | | | | ■ |
| Bontang (Indonesia) | | | ■ | |
| Carseland (Canada) | | | | |
| ORICA Specialty Mining Chemicals — Winnemucca (USA) | ■ | | ▪ | |
| Alvin (USA) | ▪ | | | ▪ |
| Yarwun (QLD) | | ■ | | |

1. 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.

# RETURN ON NET ASSETS AND RETURN ON INVESTED CAPITAL

| Year ended 30 September | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|
| **Return on Net Assets (pre-tax)[1]** | **11.4%** | **12.6%** | **12.8%** | **13.8%** | **15.6%** |
| Convert from a pre-tax to a post-tax basis | (4.2%) | (4.3%) | (4.2%) | (4.2%) | (4.7%) |
| Other impacts | 0.2% | 0.4% | 0.1% | 0.2% | 0.4% |
| **Return on Invested Capital (post-tax)[2]** | **7.4%** | **8.7%** | **8.7%** | **9.8%** | **11.3%** |

1. Return on Net Assets (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. 2. Return on invested capital (ROIC) is defined as net operating profit after tax (NOPAT) divided by rolling 12-month average invested capital. NOPAT comprises earnings before interest and tax (EBIT), excluding individually significant items, adjusted for tax. Invested capital comprises total equity, including non-controlling interests, plus net debt, including lease liabilities.

# HISTORICAL STRATEGIC PERFORMANCE

| STRATEGIC EXECUTION | 2021–2026 |
|---|---|
| Organic growth from the core | ● |
| Accelerate adoption of innovative blasting technologies and digital solutions, both upstream and downstream | ● |
| Optimise manufacturing and supply chains | ○ |
| Grow presence in future-facing commodities and emerging economies | ● |
| Diversify portfolio by increasing presence in quarry and construction and tunnelling markets, particularly in high growth economies | ● |
| Expand in high-growth mining chemicals markets | ● |

| FINANCIAL PERFORMANCE | 2021–2026 |
|---|---|
| Increased earnings at a 21% CAGR[1] | ● |
| Improved Return on Net Assets by 7.5 percentage points | ● |
| Total dividends of $1.2 billion at a payout ratio of 40%-70% | ● |
| Returned $500 million of surplus capital to shareholders | ● |

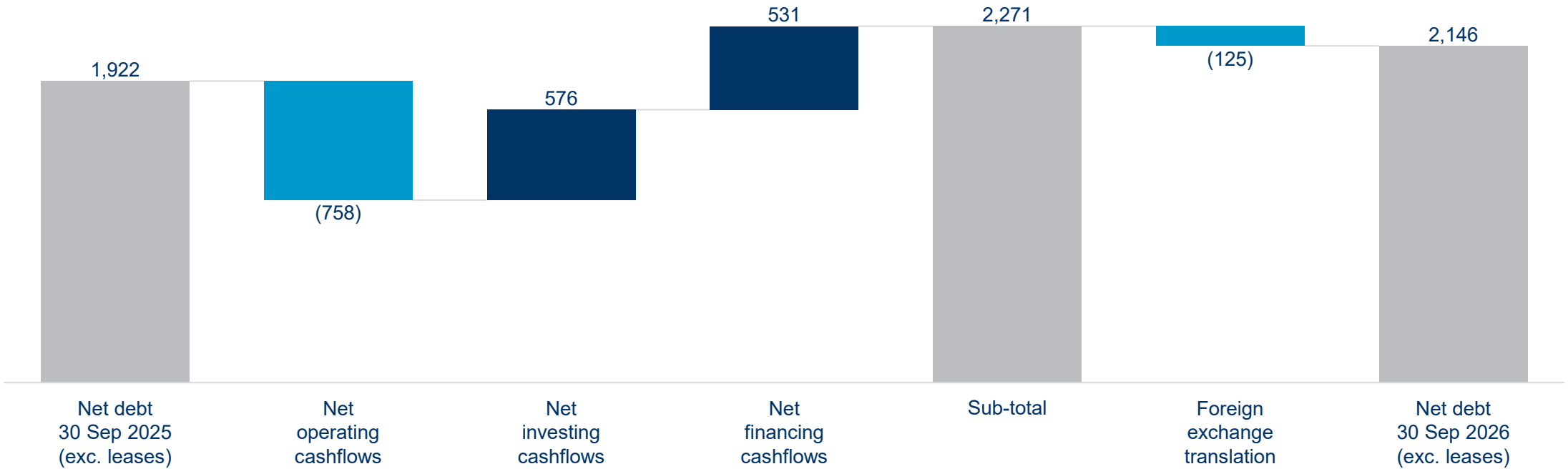
| SAFETY AND SUSTAINABILITY PERFORMANCE | |
|---|---|
| Achieve zero fatalities | ● |
| Improve serious Injury Case Rate | ● |
| Reduction in net scope 1 & 2 greenhouse gas emissions | ● |

**Legend** ● Completed and ongoing ○ Progressing and on-track ● Tracking below target ● Below target

1. Excludes contribution from discontinued operations in 2021 and 2022.

# NET DEBT

## MOVEMENT IN NET DEBT[1] ($m)




1. Excludes the impact of leases on net debt.

# MAJOR TRADING CURRENCIES

## ORICA TRADES IN 35 DIFFERENT CURRENCIES WHICH ARE TRANSLATED TO AUSTRALIAN DOLLAR (AUD) EARNINGS

| Key currency movements | 2026 | 2025 | 30 Sep 2026 | 30 Sep 2025 |
|---|---|---|---|---|
| Currency | Average rates | | Spot rates | |
| USD – US Dollar | 0.6919 | 0.6437 | 0.6986 | 0.6577 |
| CAD – Canadian Dollar | 0.9599 | 0.9001 | 0.9914 | 0.9152 |
| KZT – Kazakhstani Tenge | 338.1668 | 331.7095 | 307.0101 | 360.8577 |
| BRL – Brazilian Real | 3.6015 | 3.6668 | 3.6358 | 3.5007 |
| EUR – Euro | 0.5955 | 0.5832 | 0.6161 | 0.5608 |
| MXN – Mexican Peso | 12.1865 | 12.6454 | 12.6166 | 12.0801 |
| PHP – Philippine Peso | 41.6385 | 36.9296 | 43.7178 | 38.2356 |

A A$0.01 movement in AUD/USD and AUD/CAD represents an annualised foreign currency translation impact on EBIT of approximately A$5 million and A$1 million, respectively. This excludes foreign exchange impacts on the Group's underlying commercial transactions.

# NON-IFRS RECONCILIATIONS

| Year ended 30 September ($m) | 2026 | 2025 | Change |
|---|---|---|---|
| **Statutory net profit after tax[1]** | **264.2** | **162.3** | **101.9** |
| Less Individually significant items after tax[1] | 325.5 | 378.8 | (53.3) |
| **Net profit after tax pre-significant items[1]** | **589.7** | **541.1** | **48.6** |
| **Adjust for the following:** | | | |
| Net financing costs | 214.4 | 199.7 | 14.7 |
| Income tax expense[2] | 230.8 | 224.3 | 6.5 |
| Non-controlling interests[2] | 22.0 | 27.1 | (5.1) |
| **EBIT** | **1,056.9** | **992.2** | **64.7** |
| Depreciation and amortisation | 516.8 | 498.9 | 17.9 |
| **EBITDA** | **1,573.7** | **1,491.1** | **82.6** |

1. Attributable to Orica Shareholders. 2. 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 |
| Annual Recurring Revenue (ARR) | Recurring contracts including product leasing, software as a service, monitoring services and care plans |
| CAGR | Compound annual growth rate, reported as a percentage over a specified time period |
| Capital expenditure | Comprises expenditure on property, plant and equipment and intangible assets on an accrual basis |
| Churn rate | Total 12-month rolling customer contract losses divided by the total number of cumulative active adoptions at the start of the period |
| cps | Cents per share |
| Dividend per share | Dividend declared per ordinary share / number of shares on issue at period end |
| Days Inventory Holding (DIH) | Calculated as average gross inventory over the rolling 12-month period divided by the rolling 12-month cost of goods sold for each Orica profit centre, multiplied by the number of days in the period |
| Days Payables Outstanding (DPO) | Calculated as average external trade payables over the rolling 12-month period divided by the rolling 12-month cost of sales for each Orica profit centre, multiplied by the number of days in the period |
| Days Sales Outstanding (DSO) | Calculated as average gross external trade receivables over the rolling 12-month period divided by rolling 12-month external trade revenue, multiplied by the number of days in the period |
| EBIT or Earnings | Earnings before interest and tax (EBIT) or 'earnings' is equivalent to profit/loss before net financing costs and income tax, excluding individually significant items, as disclosed in Note 2(a) in the financial statements in the FY2026 Annual Report |
| EBITDA | EBIT before depreciation and amortisation expense |
| EPSA | Earnings per share on NPATA |
| EPS | Basic earnings per share excluding individually significant items as disclosed in Note 5 in the financial statements in the FY2026 Annual Report |
| FFC | Future-facing commodities include cobalt, lead, lithium, manganese, nickel and zinc – which are essential components of low-emissions energy technologies. |
| Growth capital | Capital expenditure that results in earnings growth through either cost savings or increased revenue |
| Leverage | Leverage is calculated as Net Debt pre-AASB16 divided by 12-month EBITDA pre-AASB16 excluding individually significant items |
| Net debt | The sum of interest-bearing liabilities, excluding lease liabilities less cash and cash equivalents, as disclosed in note 6 in the financial statements in the FY2026 Annual Report |
| Net operating cash flow | Equivalent to net cash flows from operating activities, as disclosed in the statement of cash flows in the financial statements in the FY2026 Annual 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 in the financial statements in the FY2026 Annual Report |
| NPATA | Net profit after tax from continuing operations, excluding tax-effected amortisation of acquired intangible assets |
| Payout ratio | Dividend amount divided by NPAT before individually significant items |
| pcp | Prior corresponding period |
| pts | Percentage points |
| Q&C | Quarry and construction |
| Return on invested capital (ROIC) | Net operating profit after tax (NOPAT) divided by rolling 12-month average invested capital. NOPAT comprises earnings before interest and tax (EBIT), excluding individually significant items, adjusted for tax. Invested capital comprises total equity, including non-controlling interests, plus net debt, including lease liabilities |
| 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 greenhouse gas emissions from sources owned or controlled by Orica, including manufacturing processes, fuel combustion and mobile equipment |
| Scope 2 emissions | Indirect greenhouse gas emissions associated with purchased electricity, steam, heating and cooling consumed by Orica's operations |
| Scope 3 emissions | Indirect greenhouse gas emissions occurring across Orica's value chain from sources that are not owned or controlled by Orica. Orica reports Scope 3 emissions for the 12 reporting categories assessed as relevant to its operations |
| SICR | Serious injury case-rate (SICR) measures the total number of work-related Severity 3 and Severity 4 injuries per 200,000 hours worked by an employee and/or contractor |
| Sustainability capital | Capital expenditure that contributes to the achievement of Orica's sustainability targets or ambitions, supports community investment or enables investment in sustainable solutions that reduce environmental impacts |
| Sustenance capital | Other capital expenditure which is not considered growth or sustainability capital |
| Total cycle days | The sum of Days Sales Outstanding (DSO) and Days Inventory Holding (DIH) less Days Payables Outstanding (DPO) |
| Trade working capital (TWC) | Comprises inventories and trade receivables less trade payables |




ORICA

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