Aurizon - Australia’s largest rail-based transport business

- Top 50 ASX-listed company, IPO 2010
- Market capitalisation more than AU $8.5 billion*
- Employing ~6,500 people in communities across Australia
- We move more than 250 million tonnes of Australian commodities each year

*as of March 2016
Aurizon has performed well since the IPO in late 2010

Aurizon’s safety record is world leading in our industry...

…and Aurizon’s financial performance has been strong

Source: 1 Per Citi “Safety spotlight: ASX100 Companies and More, July 2015;
2 Aurizon FY2016 figure for the period Jul 2015 to Jan 2016.
Operating Ratio = Costs/Revenue
Aurizon’s continued Transformation journey is enabled by technology

The Opportunity

Industry Shaping Trends

<table>
<thead>
<tr>
<th>Context</th>
<th>Hyper Connectivity</th>
<th>Smarter World</th>
<th>Super Computing</th>
<th>Cloud Computing</th>
<th>Cyber Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking</td>
<td>Creates disruption risk / opportunities</td>
<td>Automation, AI &amp; robotics driving new norms</td>
<td>Faster computing, ‘big data’ foster new opportunities</td>
<td>Direct, real-time customer relationships</td>
<td>Trust is becoming the ultimate currency</td>
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‘Digital leaders’ capitalising on these trends are delivering better performance

<table>
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<tr>
<th>Revenue Growth</th>
<th>Profitability</th>
<th>Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>12%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Benefits for Aurizon

- Improve asset performance, reliability, availability
- Deliver more reliable service
- Put real time info in hands of decision makers
- Provide better information flows and visibility
- Increase utilisation and lower costs
- Improve customer satisfaction
- Greater agility, responsiveness and lower costs
- Greater customer, employee & supplier engagement

Aurizon’s Digital Future

Aurizon will deliver its strategic intent by:

- Creating its own vision of a digital railway of the future
- Consolidating and building on its portfolio of IT/OT initiatives through a five-year enterprise-wide technology roadmap
- Building its capabilities
- Developing new ways of working and leading.

How We Will Deliver

- Advanced Planning & Scheduling
- Finance Systems
- Asset Mgmt

Context

- Hyper Connectivity
- Smarter World
- Super Computing
- Cloud Computing
- Cyber Security

Source: 1 SAP
But we face real world challenges …

• Technology choices
  o ensuring industrial strength robustness in safety/mission critical systems whilst being nimble
  o rail is trailing other industries
  o traditional suppliers may not have the best solution
  o driving competitive advantage whilst managing the inherent risk

• Realising benefits
  o transformational benefits require process and data discipline
  o accountabilities for cross business benefits, dependencies
  o requisite capabilities
  o stakeholder management: customers, suppliers, employees

• Anticipating the future in a VUCA world