ASX Announcement

24 February 2022

Results Presentation - Year ended 31 December 2021

We attach presentation slides being delivered by Adbri's Managing Director and CEO, Nick Miller, and Chief Financial Officer, Theresa Mlikota, during briefings on the Company's financial result for the full year ended 31 December 2021.

Authorised for release by the Board.

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ADBRI
Building Australia since 1882

Results Presentation

Year ended 31 December 2021

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters of Australia.

We recognise their continuing custodianship of Country and culture and pay respect to their Elders past, present and emerging.

Our Business at a Glance

An industry pioneer since 1882

Adbri produces and distributes cement, lime, concrete, aggregates, masonry products and industrial minerals that have helped build a better Australia for nearly 140 years.

Today, Adbri is proudly one of this country's largest cement, lime and concrete producers.

1,500
people

200+
national locations[1]

Building a Better Australia – *Always Ready*

#1 Lime producer in the mineral processing sector

#2 Cement and clinker supplier to construction sector

#1 Concrete masonry products supplier

#4 Concrete and aggregates producer

Financials

$1.57b
Revenue

$116.7m
Reported net profit after tax attributable to members

$2.3b
Total Assets

1. Location numbers include JV's

Our Strategic Pillars

Safety

- We put safety first
- We care about each other's wellbeing
- We live by our Life Saving Rules
- Work Safe, Home Safe

Customer focus

- We deliver on our promises
- We are agile in meeting our customers' needs
- We build long-term partnerships that add value
- We act with integrity

Inclusivity

- We work together
- We embrace differences
- We respect and listen to each other
- We empower our people

Sustainable growth

- We create value for our investors and our communities
- We contribute to a sustainable future
- We learn and innovate
- We invest in our people

Nick Miller
Managing Director &
Chief Executive Officer

Results Summary and Business Review

Results Summary

Delivering for our shareholders in a challenging environment

- Reported net profit after tax increased by 25% to $116.7 million
- Underlying net profit after tax increased by 3% to $119.1 million. Excluding property sales, the underlying net profit after tax was $113.0 million
- Revenue increased by 8% to $1.57 billion driven by improved demand across residential, infrastructure and commercial construction sectors
- EBITDA margin at 17.5%, down from 18.7% in 2020. Margins were impacted by a challenging operating environment as a result of COVID, the loss of Alcoa and Gunlake volumes and non-recurring operational costs, partially offset by targeted cost savings netting $13.6 million
- Adbri incurred $16.2 million in non-recurring[1] COVID and operational costs during 2021, normalising for these costs would increase EBITDA to $290.4 million at a margin of 18.5%, and return on funds employed to 11.6%
- Fully franked final dividend of 7.0 cps approved – bringing total dividends for the year to 12.5 cps, representing a payout ratio of 68.5% of underlying net profit after tax

Cash flow and balance sheet

- Operating cash flow decreased to $195.2 million, in line with expectations, recognising 2020 cash flow benefitted from tax refunds
- Focus on debtors and inventory management continued. Days Sales Outstanding (DSO) improved from 45.8 to 40.4
- Balance sheet remains strong. Net debt at $437.4 million, gearing 34.5%, leverage 1.6x underlying EBITDA

Strategic investments continue to form a significant part of the Group's capital program

- Milbrae acquisition through our Mawsons joint venture – expanding our footprint across regional New South Wales
- Metro Quarry Group's Victorian assets acquired through a 50 / 50 joint venture with the Barro Group
- Zanows' Concrete and Quarries business in Queensland acquired for $58 million, subject to completion in early 2022

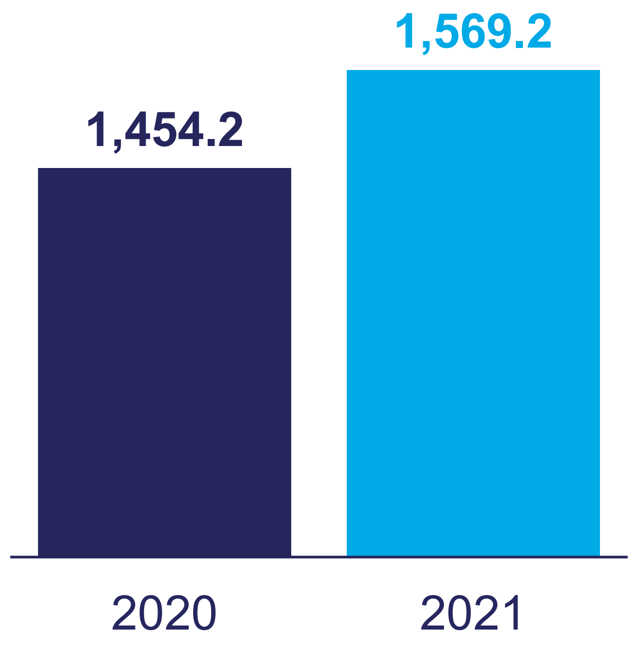
Safety and sustainability targets

- TRIFR 6.3, increased by 12% on 2020. Lead indicators continue to improve
- GHG emissions reduced by 2% in 2021. This represents a 4% reduction against our FY19 baseline and a 32% reduction since 2010

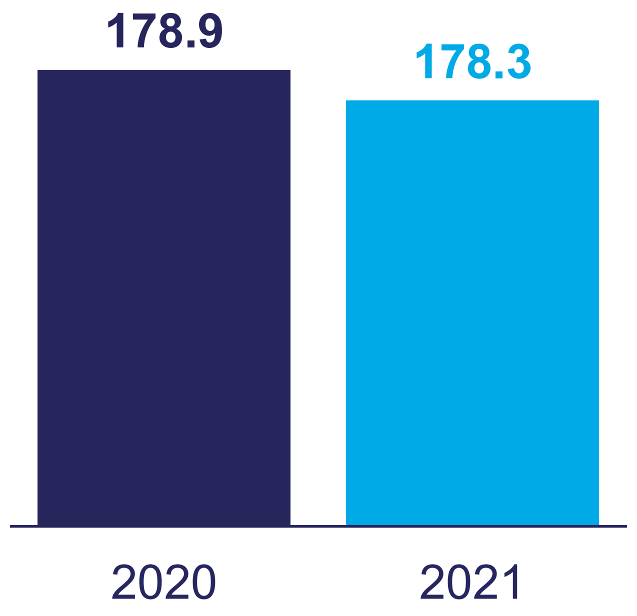
1. Refer to slide 20 for a breakdown of non-recurring costs

Financial Summary

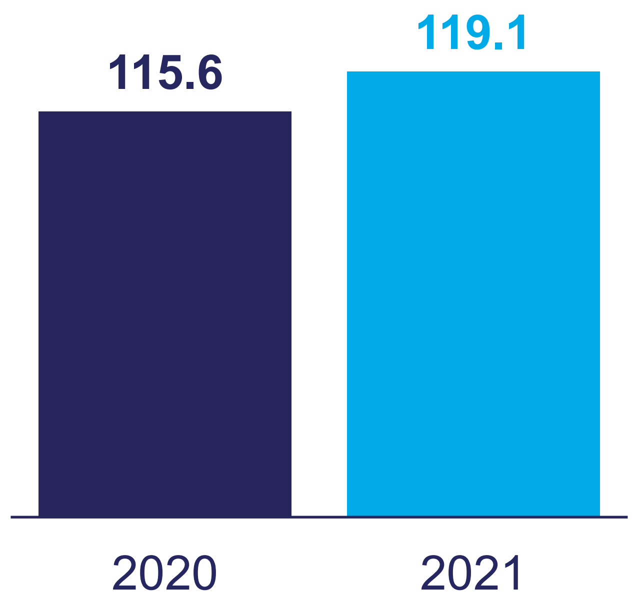
Revenue ($m)



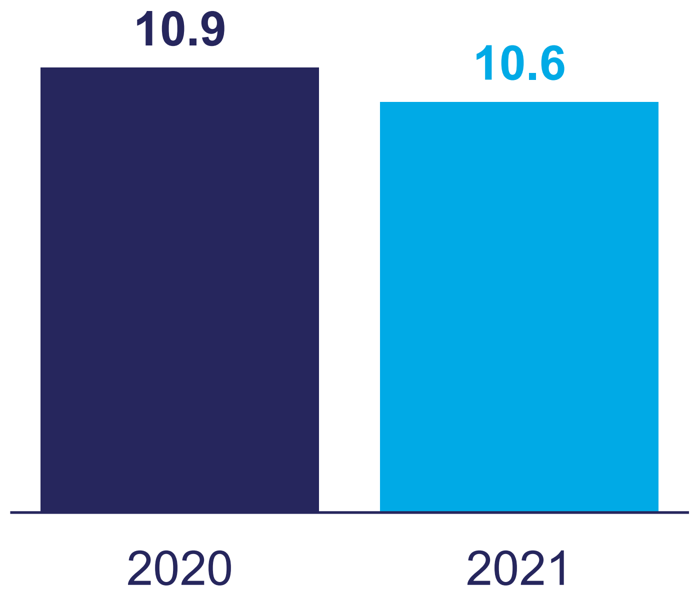
Underlying EBIT[1] ($m)



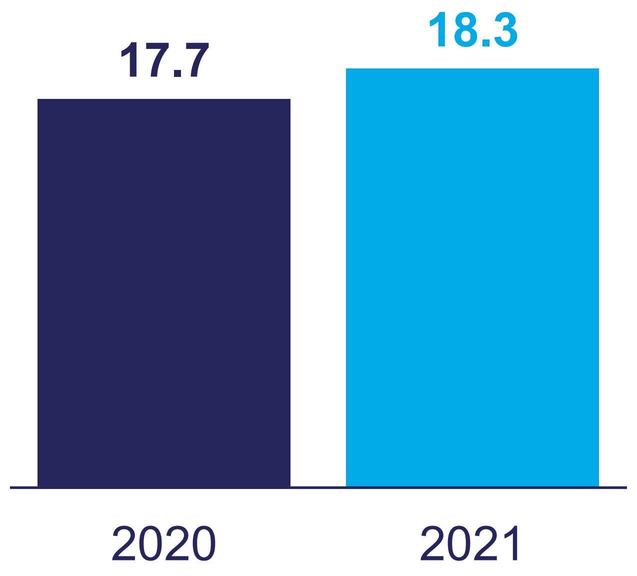
Underlying NPAT[1] ($m)



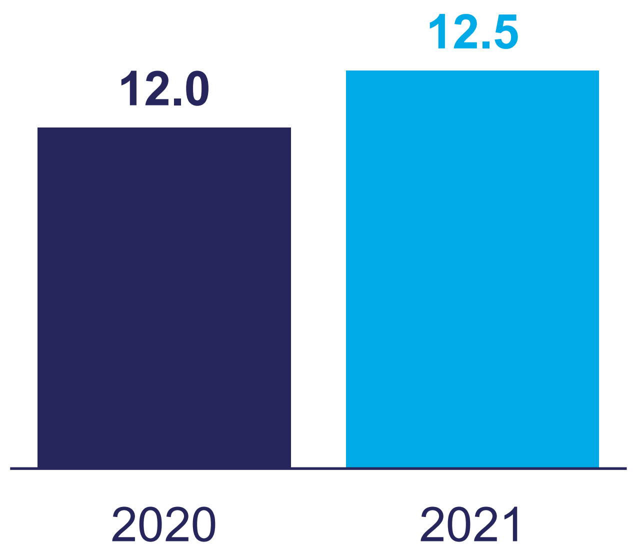
Underlying ROFE[1] (%)



Underlying EPS[1] (cents)

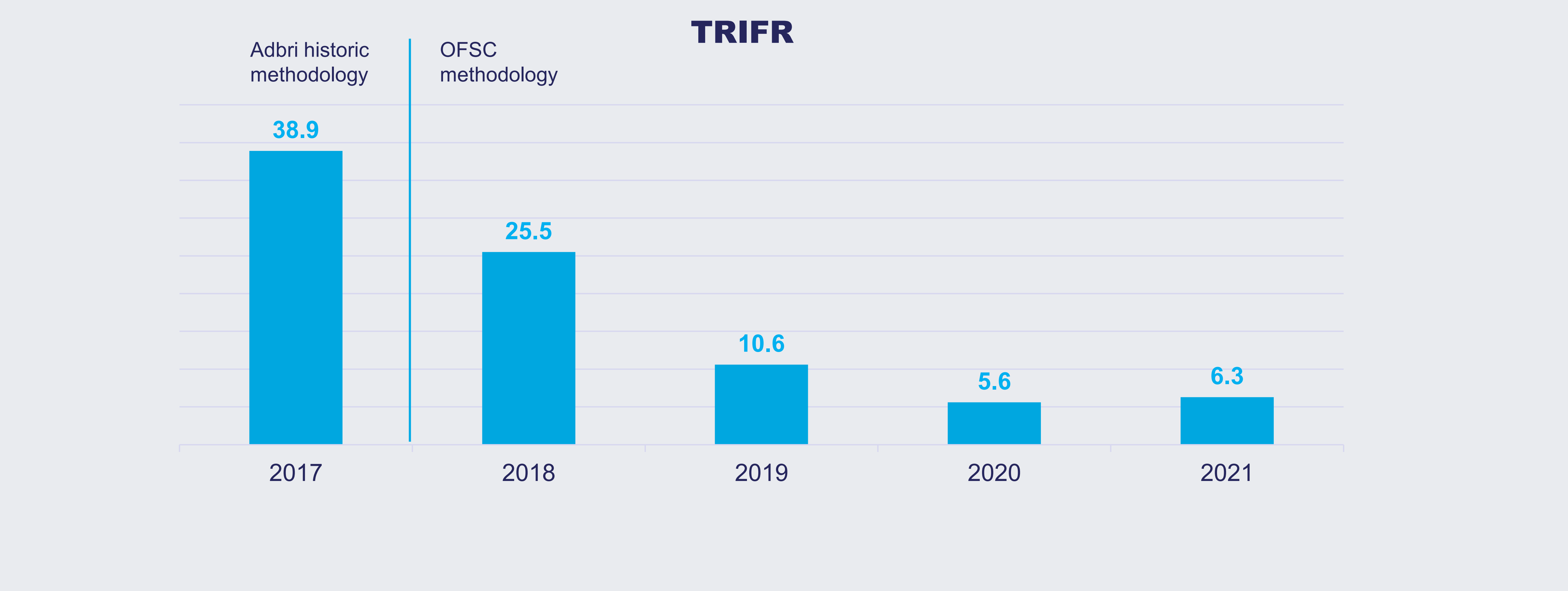


Approved DPS (cents)



1. Underlying EBIT, NPAT, ROFE and EPS exclude significant items. Refer slide 50 for reconciliation to reported earnings

Safety

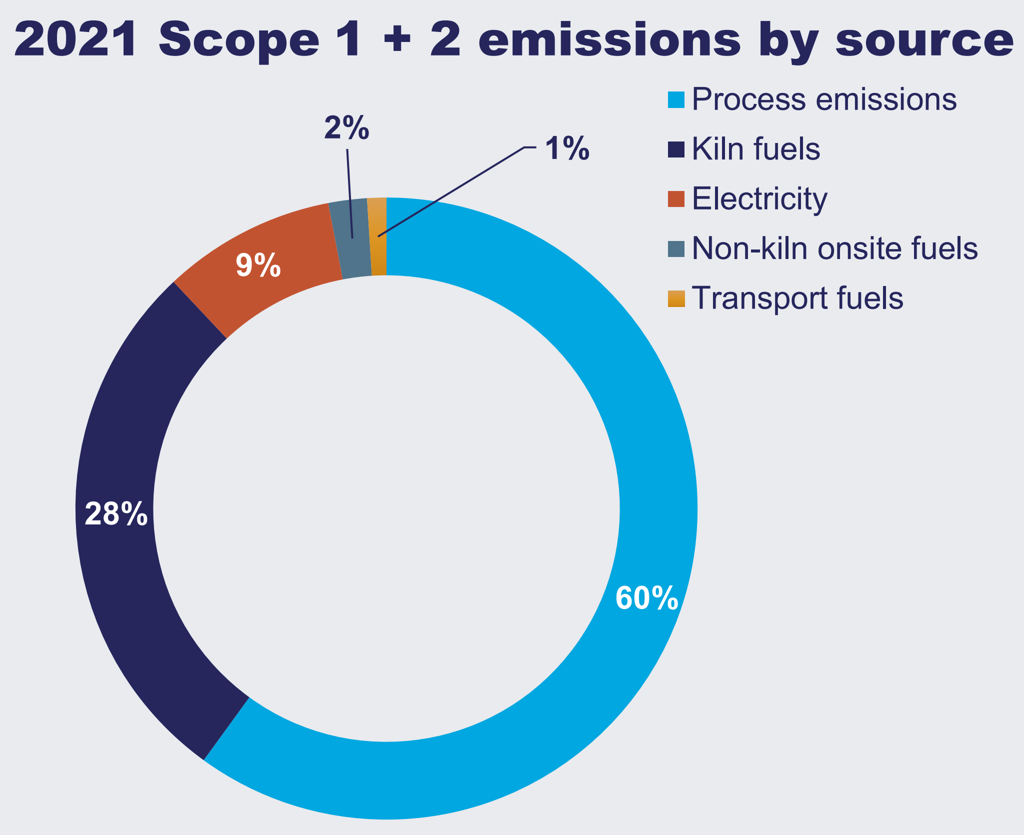


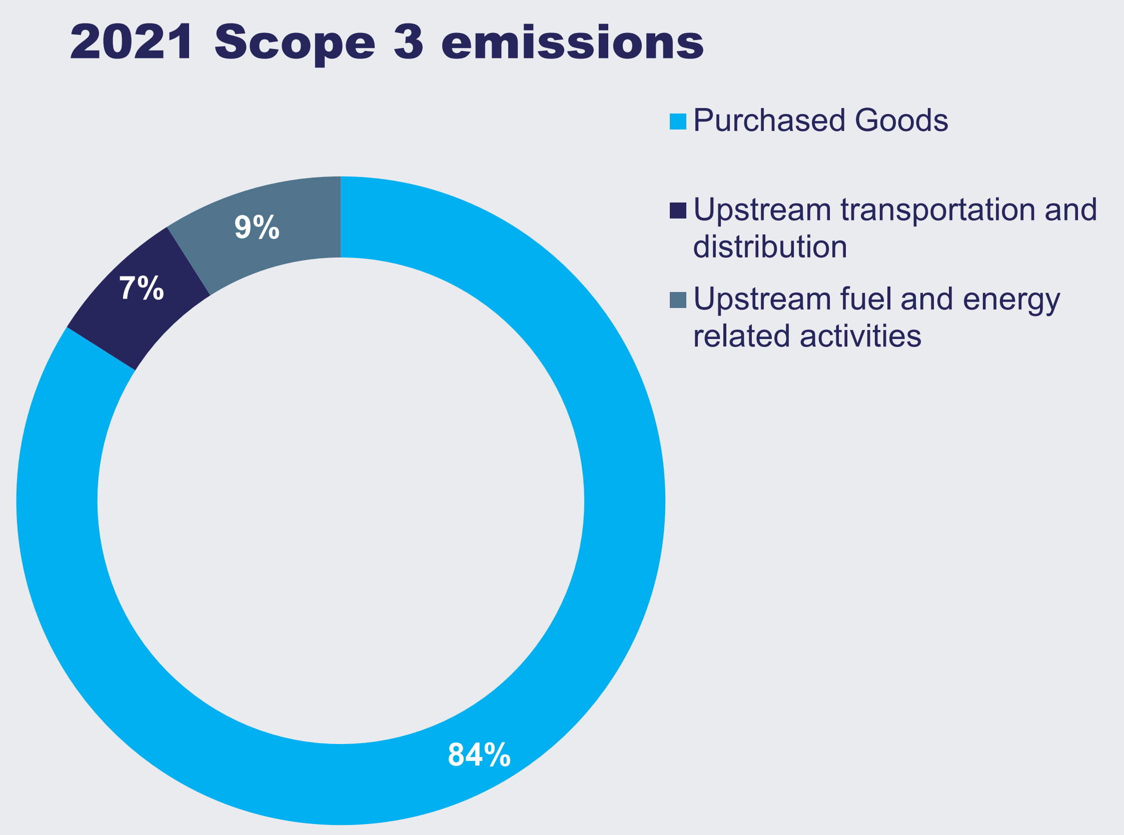
Since the introduction of our Step Change program, we have recorded a 41% reduction in TRIFR

In 2021 we introduced a new mobile reporting app, ROAM, making it easier for our people to report safety incidents. This led to a 9% increase in hazard and near miss reporting

- Adbri’s ‘Step Change’ program continues the cultural alignment of the business to our safety vision of ‘Work Safe, Home Safe’
- Our TRIFR in 2021 was 6.3, up 12% on 2020. As such, we did not meet our TRIFR target of a 10% reduction each year. Our work on safety is never done. We are resolved to continue with a laser-like focus on our safety performance. We made good progress on other safety lead indicators. New disclosures on safety include:
  - Visible leadership walks – a significant increase in the number of walks from 218 in 2020 to 611 in 2021
  - Critical control verifications in field – an increase from 699 in 2020 to 1,210 in 2021
- We supported our employees’ wellbeing with an EAP and up to 10 days supplementary paid COVID leave per state, where sites closed to comply with restrictions or respond to reduced customer demand

Responding to Climate Change





Adbri reduced our total operational GHG[1] emissions by 2% in 2021

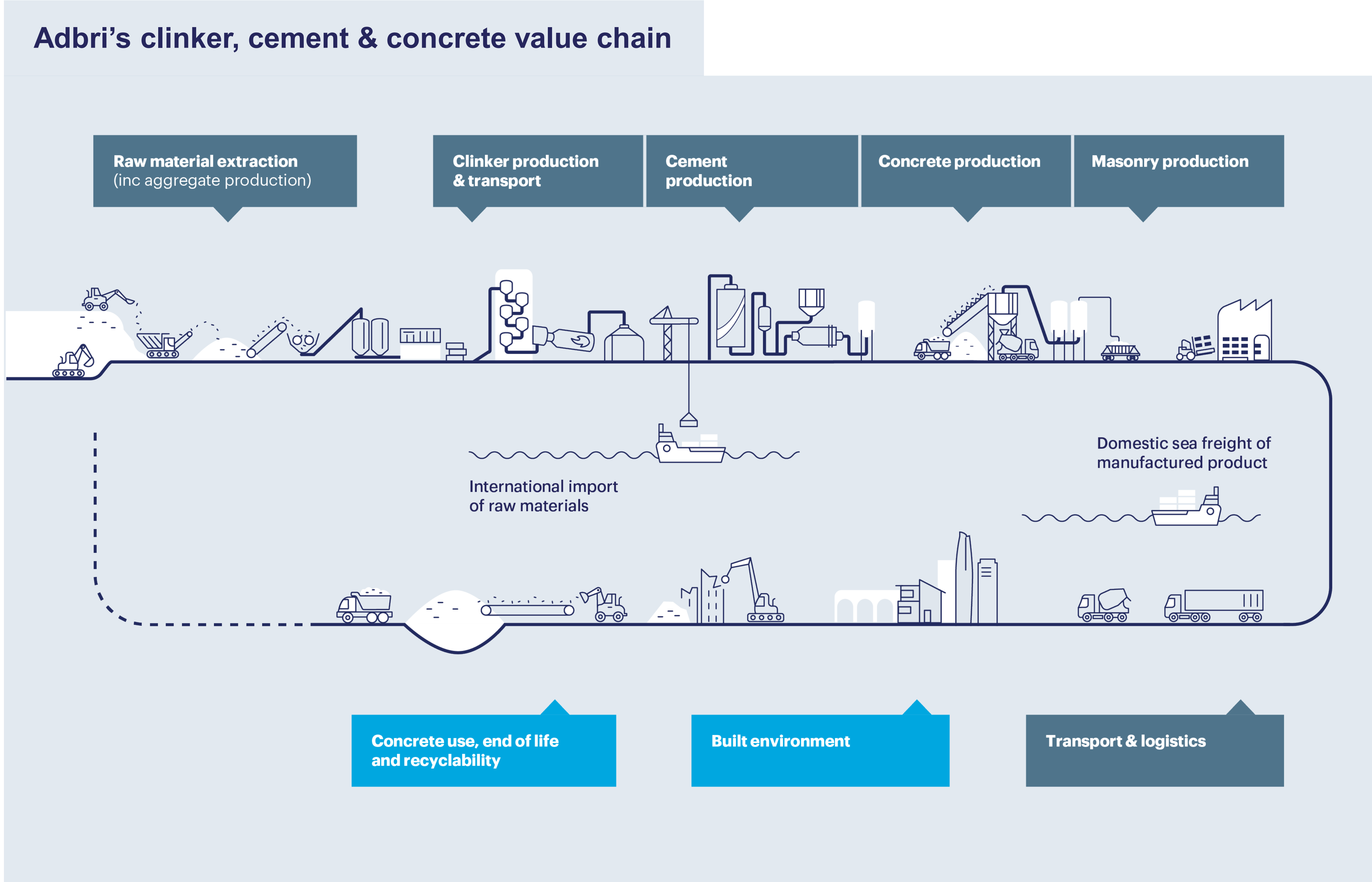
A total reduction of 4% against our FY19 baseline and a 32% reduction since 2010

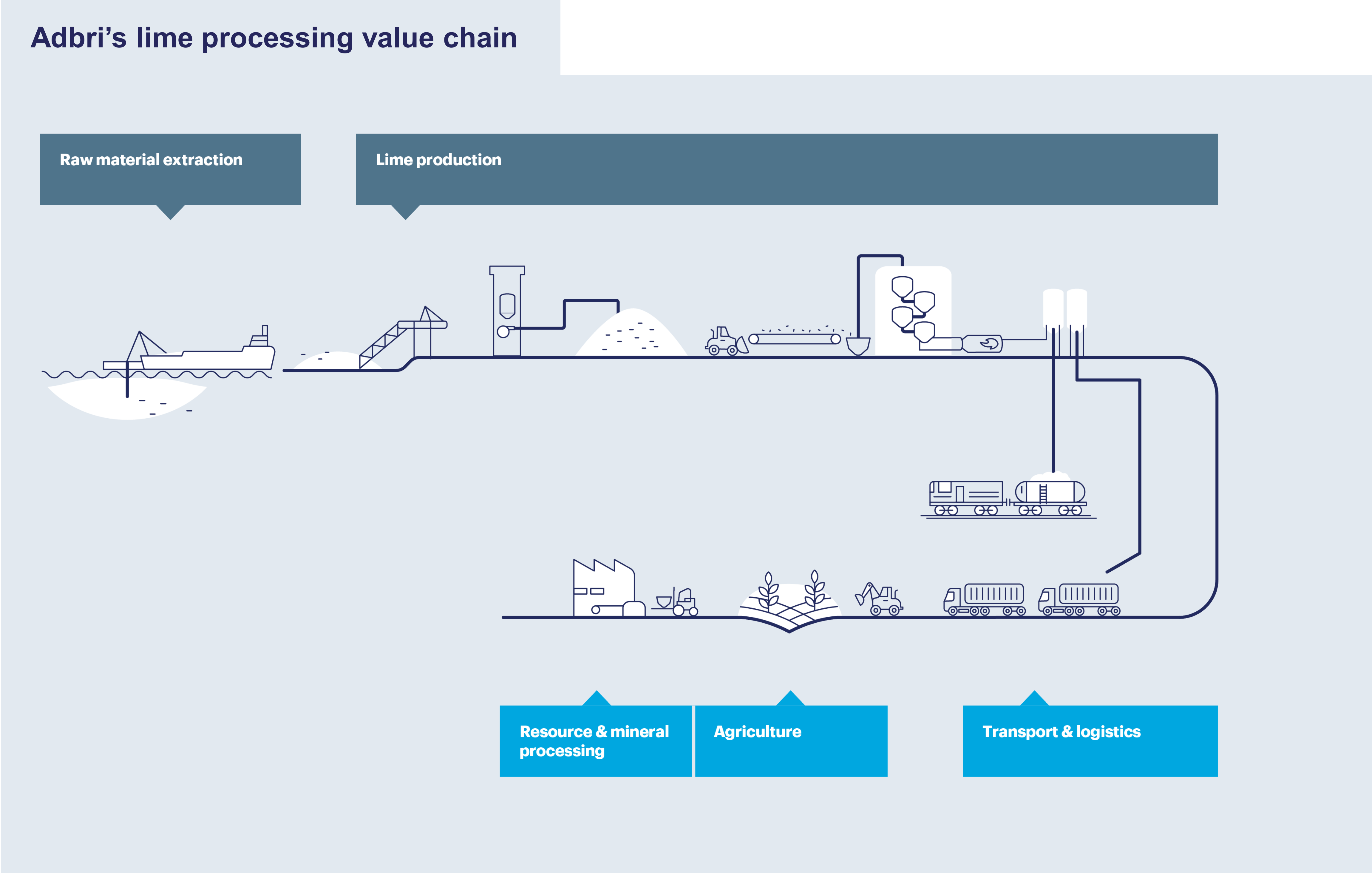
- We continue to make progress on our 5-year target set from a FY19 baseline

  Our targets are:
  - 7.0% reduction in GHG emissions – 4% reduction since 2019, 2% reduction in 2021
  - 50% kiln fuel to be sourced from alternative fuel in SA – 25% achieved in 2021
- Our refuse derived fuel (RDF) substitution rate at Birkenhead increased from around 28% in 2020 to around 35% in 2021
- For the first time we disclosed our Scope 3 emissions as part of our commitment to increased disclosures, in line with TCFD recommendations

1. Scope 1 and Scope 2 emissions

Lower Carbon Future – Aspiring to Achieve Net Zero Emissions by 2050

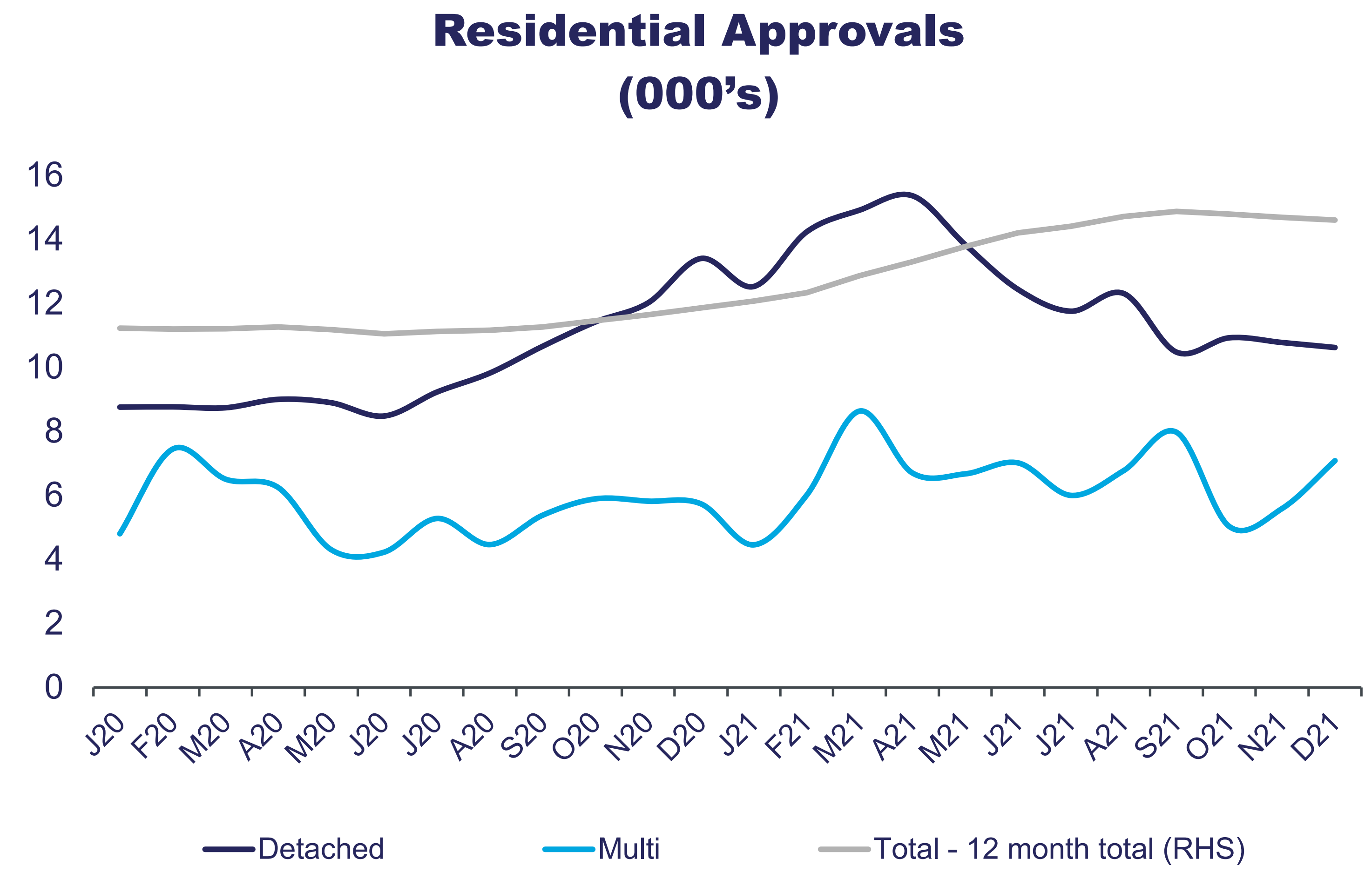




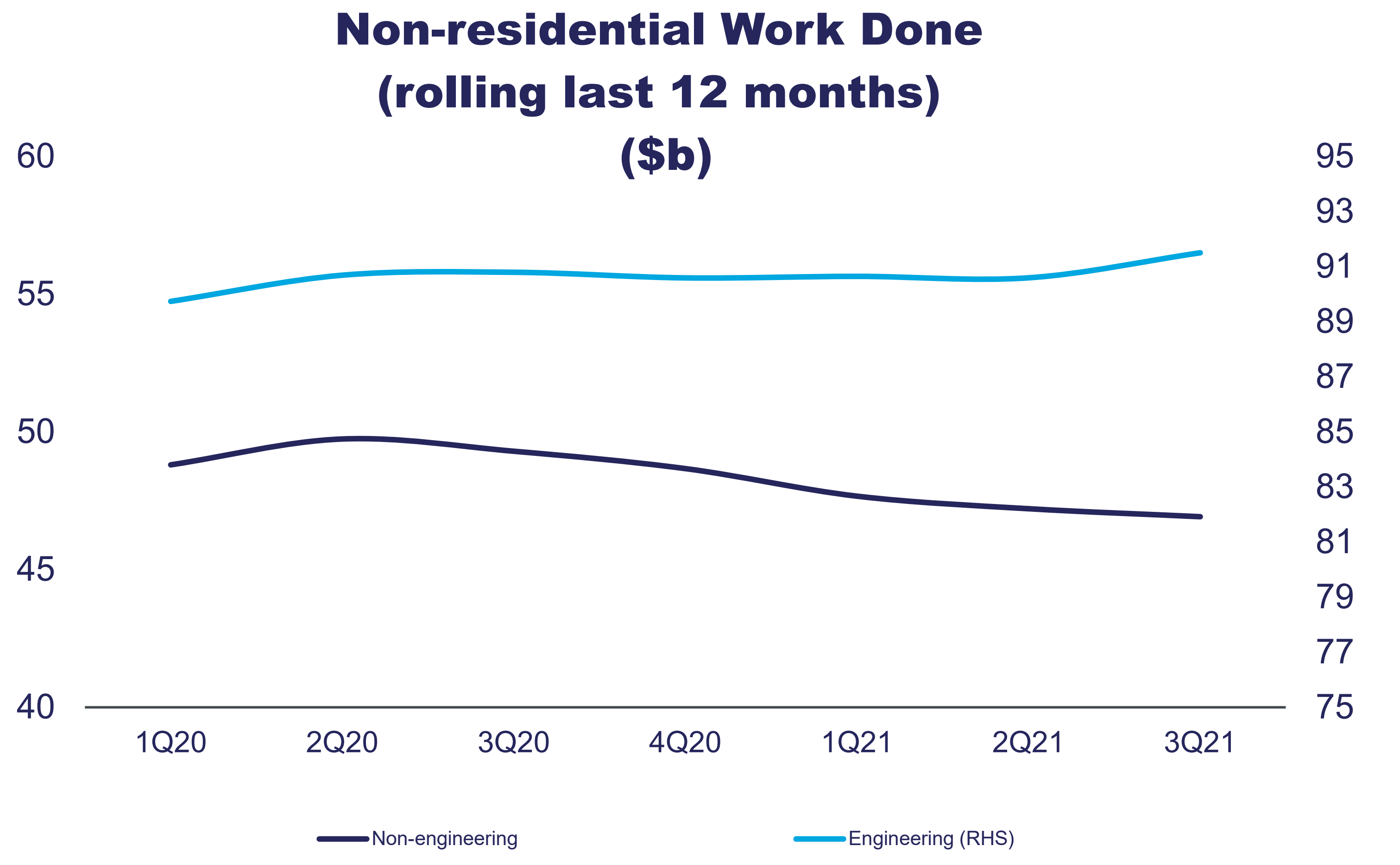
Adbri operates two emissions-intensive and hard-to-abate processes – the integrated manufacture of clinker and cement, and lime production

- In 2021 we announced our aspiration to achieve net zero emissions by 2050, with our Net Zero Emissions (NZE) Roadmap to be released prior to our 2022 Annual General Meeting
- We released Adbri's Position on Climate Change, outlining our beliefs and commitments

Operating Conditions



Source: ABS

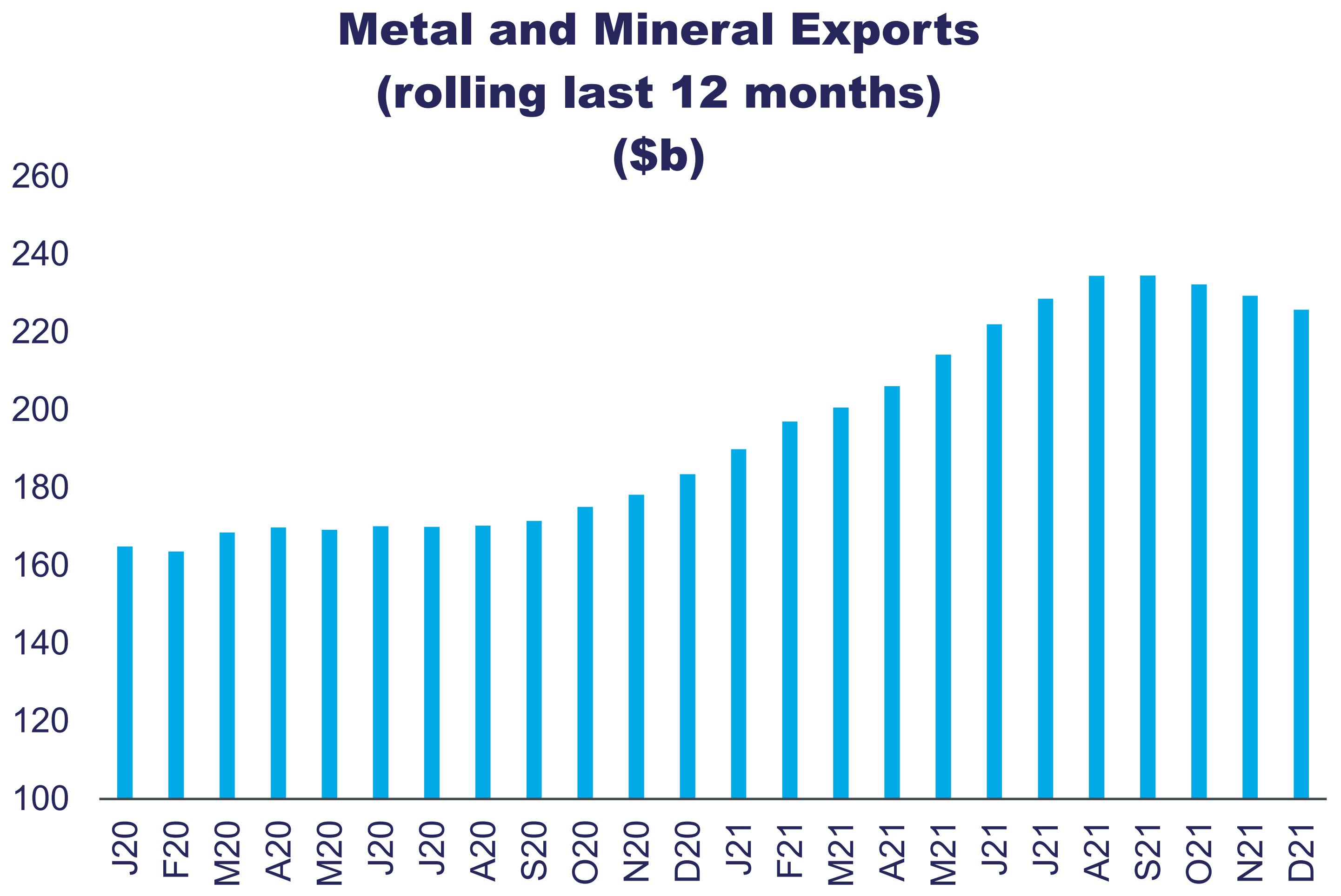


Source: ABS

Construction

- HomeBuilder stimulus, state-based Government incentives and sustained low interest rates have driven an increase in residential construction that peaked in 2021 with 228k residential approvals
- Higher approval levels converted to an increase in demand for construction materials in 2021 and will support demand in 1H22
- Planned infrastructure spending as part of government stimulus measures has resulted in an increase in the tender pipeline. However, there is a time lag between announcement and construction activity that utilises construction materials

Source: LBMA



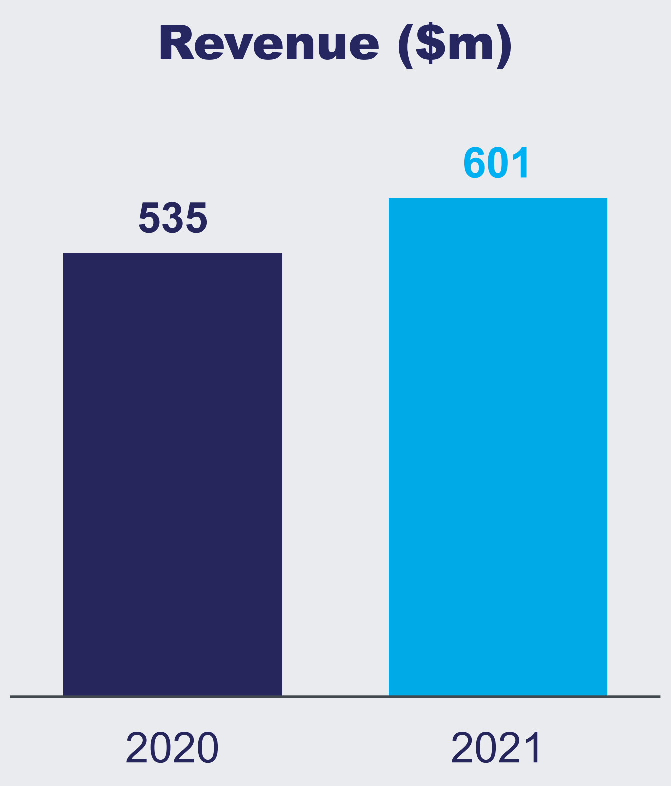
Source: ABS

Mining

- Mineral prices have remained buoyant, supporting increased production from existing mines and exploration expenditure. September 2021 spend up 4.5% on June 2021 and 32% on pcp
- The value of metal and mineral exports has increased in 2021, supported by demand and record prices for iron ore
- Development and expansion activities in gold and iron ore are providing demand for cement
- Lime volumes continued to be buoyed by demand from alumina, gold and nickel producers
- Longer term demand for cement and lime is supported by new mines coming on line

Source: ABS

Cement



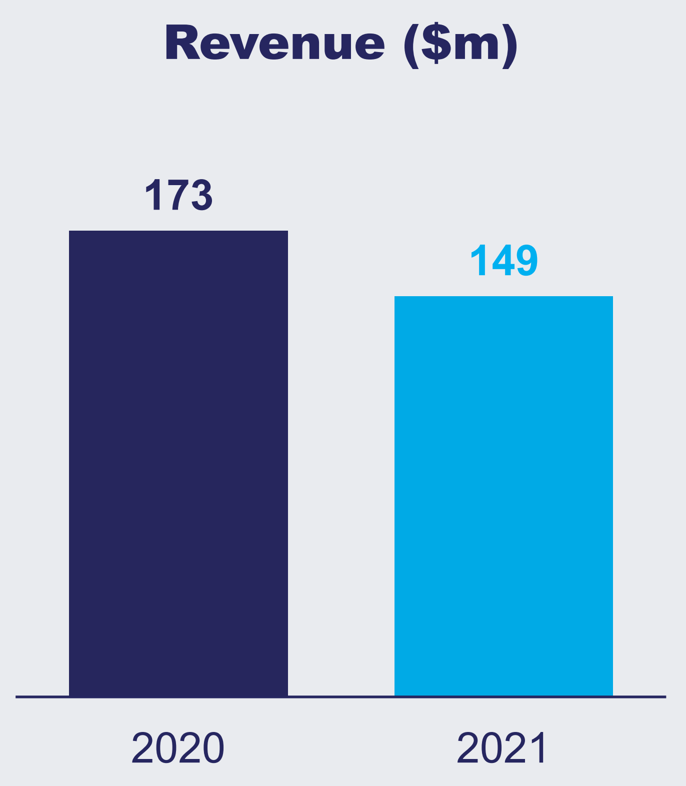
Cement volumes increased 11% with demand driven by all sectors and across all regions

Pricing in key markets increased

- Cement revenue increased by 12%, driven by strong demand across all sectors and price increases in key markets – SA, WA and NSW
- The increase in housing approvals, infrastructure and commercial demand drove an 11% increase in volumes
- Volumes in South Australia increased as a result of the Group recommencing supply to a major customer and strong residential and infrastructure demand
- Victorian demand was very strong, increasing by 9% due to residential and commercial construction
- Infrastructure and residential construction and higher offtake by our joint venture partner increased volumes into the Queensland market
- Demand in Western Australia remained strong, including mining infrastructure, Iron Bridge and Koodaideri projects, as well as residential demand

Cement includes all cementitious materials

Lime

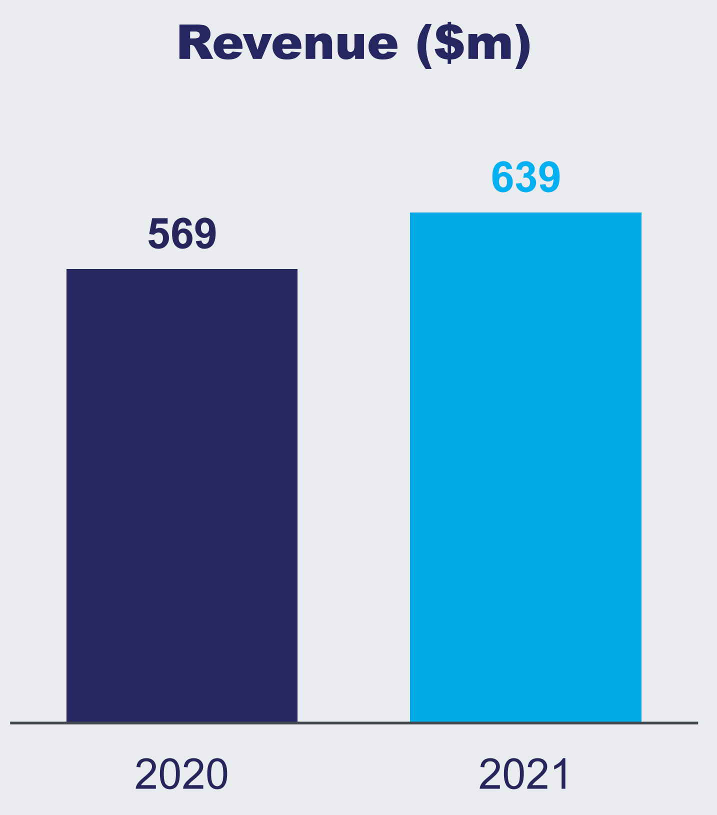


Lime volumes lower than 2020, but better than expected with volumes secured from Alcoa

Pricing stable for non-alumina customers but lower for alumina customers, with reset of key contracts

- Lime volumes 12% lower than 2020, following reduction of Alcoa volumes in 2H21
- Pricing stable for non-alumina customers but lower for alumina customers, with reset of key contracts
- Volumes were lower, but better than expected with volumes from Alcoa and successful volume recovery program and securing new customers Northern Star and Newmont Boddington
- Imported lime being displaced in favour of local production with 2021 volumes retained at 88% of 2020

Concrete and Aggregates



Concrete and Aggregate volumes benefitted from residential, commercial and infrastructure demand

Pricing varied from market to market but was stable overall

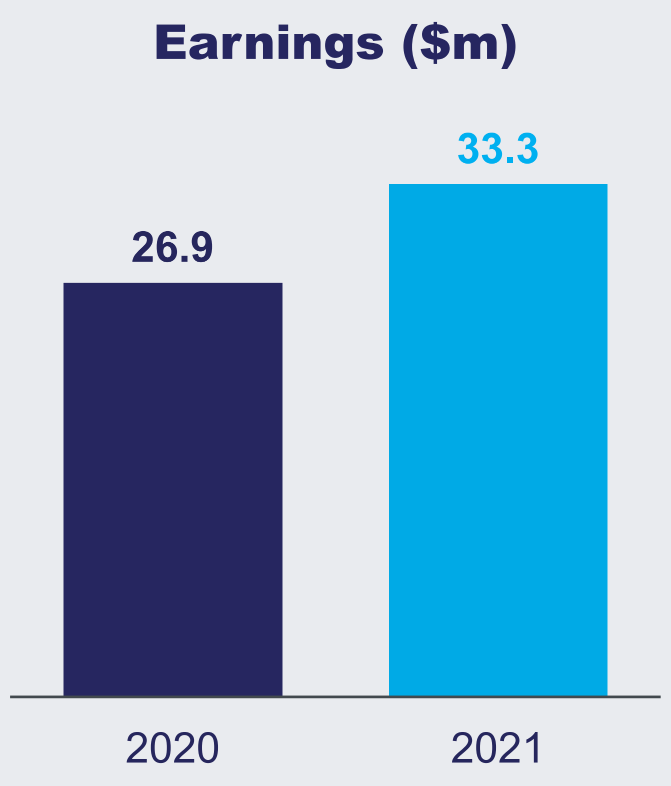
- Revenue increased by 12% as a result of demand from residential and industrial warehouse construction, particularly in Queensland and South Australia
- Concrete volumes increased 9%, with higher volumes across all markets with the exception of Victoria where delayed commencement of a number of projects impacted sales volume in the first half. Volumes were stronger in the second half despite COVID lockdowns in New South Wales, Victoria and South Australia
- Infrastructure projects supported concrete and aggregate volumes in Queensland, South Australia and the Northern Territory including the Cooroy to Curra bypass, north of Brisbane, and RAAF Base Tindal Stage 6 redevelopment
- Improved market demand did not translate to a positive price environment, with concrete prices stable overall. Increased pricing in Victoria and South Australia offset modest declines in New South Wales and Queensland
- Aggregate pricing was stable overall, with a key driver of price variances being sales mix

Masonry

Retail demand remained strong as households continued to divert discretionary spending into renovations and improvements

- Revenue increased by 2% due to supply of tolling product to competitors in New South Wales and North Queensland
- Demand for our retail products in 2021 remained at the elevated levels of 2020 as households continue to spend on renovations and home improvements
- Our supply and install business is benefitting from high demand in both the residential and commercial segments
- Higher cartage costs and increased cost of pallets due to a timber shortage, offset the increase in revenue, with EBIT increasing to $8.1 million
- Retail and commercial demand remains high

Joint Ventures



Joint venture contributions increased as ICL and Sunstate performance improved on higher demand

Mawsons' earnings buoyed by strong construction demand in regional markets and the acquisition of Milbrae

- Earnings contribution from joint ventures increased by $6.4 million compared to the prior corresponding period
- Strong demand across all South East Queensland construction sectors, coupled with improved offtake from Adbri's joint venture partner and supplementary supply to a wholesale competitor, saw a 115% improvement in Sunstate's contribution to earnings
- Despite COVID-related disruptions to both the Victorian and NSW construction markets, both states benefited from strong underlying demand. Ongoing efficiency investments and good cost control saw this translated into a 13% increase in ICL's contribution to earnings
- Mawsons' contribution to Group earnings continued to rise in 2021, buoyed by strong construction demand in its regional markets and the acquisition of Milbrae. Overall contribution increased by 23%
- Adbri's white cement joint venture, Aalborg Portland Malaysia, suffered severe COVID disruption to its operations, with its contribution decreasing to $0.6 million, from $1.3 million

Theresa Mlikota
Chief Financial Officer

Financial Review

Income Statement – Underlying[1]

Year ended 31 December ($m)	2020	2021	Favourable / (unfavourable) Change from PCP (%)
Revenue	1,454.2	1,569.2	8
EBITDA	272.3	274.2	1
Depreciation, amortisation and impairment	(93.4)	(95.9)	(3)
EBIT	178.9	178.3	-
Net finance cost	(20.4)	(19.1)	6
Profit before tax	158.5	159.2	-
Tax (expense)	(43.0)	(40.1)	7
Minority interest	0.1	-	N/A
Net profit attributable to members	115.6	119.1	3

- Revenue increased as a result of improved demand across most product categories, except for lime where sales were lower as a result of reduced Alcoa volumes
- Cement pricing increased in key markets. Concrete and aggregate prices remained stable overall. Lime pricing resets across key alumina contracts saw lower average prices
- EBITDA margins decreased from 18.7% to 17.5% but included COVID impacts and interrupted production, much of which we expect to be non-recurring
- Net finance cost improved as a result of lower average borrowings in 2021 compared to 2020. In 1H20, Adbri fully drew on debt facilities to provide liquidity during COVID. This was repaid in 2H20
- The effective tax rate reduced due to the utilisation of capital losses to partially offset capital gains arising on the sale of the Hilltop land in Geelong and higher joint venture contributions

1. Underlying earnings exclude significant items. Refer slide 50 for reconciliation to reported earnings

Income Statement – Underlying[1] Proportionately Consolidated

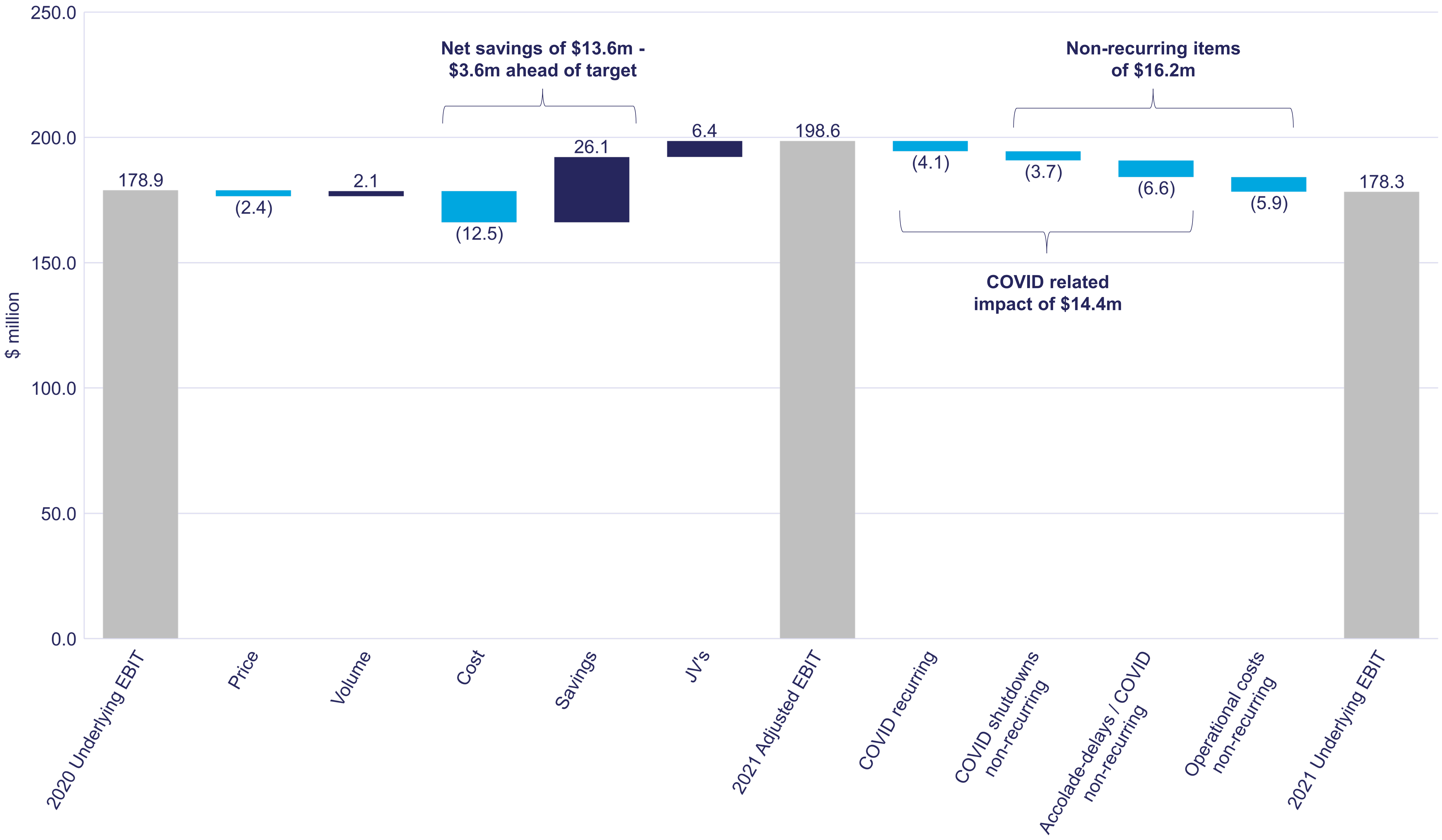
Year ended 31 December ($m)	2020			2021			
	Adbri standalone[1]	Joint Ventures[2]	Prop Consolidated	Adbri Standalone[1]	Joint Ventures[2]	Prop consolidated	Change from PCP
Revenue	1,454.2	357.3	1,811.5	1,569.2	389.0	1,958.2	8%
EBITDA	245.4	53.0	298.4	240.9	61.5	302.4	1%
EBITDA margin	16.9%	14.8%	16.5%	15.4%	15.8%	15.4%	(103bps)
Depreciation, amortisation and impairment	(93.4)	(15.9)	(109.3)	(95.9)	(16.1)	(112.0)	2%
EBIT	152.0	37.1	189.1	145.0	45.4	190.4	1%
EBIT margin	10.5%	10.4%	10.4%	9.2%	11.7%	9.7%	(72bps)
Net profit after tax	88.6	26.9	115.6	85.8	33.3	119.1	3%
NPAT margin	6.1%	7.5%	6.4%	5.5%	8.6%	6.1%	(29bps)

- Adbri's joint venture businesses play an important role in the Group's vertical integration strategy
- Their unique offering and positioning in regional markets delivers premium returns, and represents a substantial part of Group earnings
- Joint ventures are equity accounted in reported earnings. Proportionately consolidated, Revenue, EBITDA and EBIT provide visibility on true scale of the business
- Proportionately consolidated revenue of ~$2 billion and proportionately consolidated EBITDA of >$300 million are significantly higher than reported under IFRS
- Contributions from joint ventures represent a significant element of earnings, de-risking Group earnings
- Adjusting for non-recurring costs of $16.2 million Adbri standalone EBITDA margins 16.4% in 2021

1. Underlying earnings exclude significant items. Refer slide 50 for reconciliation to reported earnings
2. Represents Adbri's share of Joint Ventures

Figures may not add due to rounding

2021 Profit Drivers



1. Underlying earnings exclude significant items. Refer slide 50 for reconciliation to reported earnings

- Lower lime pricing was partially offset by higher cement pricing in key markets
- Higher volumes in all product categories, except lime as a result of lower Alcoa volumes
- Gross savings of $26.1 million delivered in 2021 on the Group's targeted cost out program. Net cost out is $3.6 million higher than expected
- However, COVID impacts of $14.4 million negatively affected the results. These costs include delays associated with the Accolade repair, additional demurrage in WA and higher pallet costs. We expect $10.3 million of these costs to be non-recurring, with higher demurrage and pallet costs expected to continue in the short term
- Further, non-recurring operational costs of $5.9 million relate to the kiln rebuild at Birkenhead and maintenance costs at Munster
- Adjusting for the $16.2 million non-recurring costs:
  - EBITDA margin increases to 18.5%
  - ROFE increases to 11.6%

Balance Sheet

As at 31 December ($m)	2020	2021
Cash and cash equivalents	94.0	124.7
Receivables	200.7	223.4
Inventories	152.1	153.9
Property, plant and equipment	1,059.1	1,088.2
Joint arrangements and associate	197.8	215.0
Other assets	419.2	477.7
Total assets	**2,122.9**	**2,282.9**
Payables	172.0	187.2
Borrowings	466.1	562.1
Lease liabilities	88.7	81.5
Provisions	102.7	100.5
Other	71.4	82.6
Total liabilities	**900.9**	**1,013.9**
Shareholders' equity	**1,222.0**	**1,269.0**

- Balance sheet remains strong
- Credit metrics remain investment grade and well within bank covenants providing flexibility to manage uncertainty caused by COVID
  - Net Debt of $437.4 million, up from December 2020 following higher dividend payments and acquisitions
  - Leverage stable at 1.6 times underlying EBITDA
  - Gearing increased from 30.5% to 34.5% driven by debt funded acquisitions
  - Net Debt/Net Debt + Equity increased from 23.3% to 25.6%
  - Interest cover[1] improved from 13.3 to 14.4 times underlying EBITDA
- Operating working capital well controlled
  - DSO improved by 5.4 days to 40.4 days. Receivables higher on the back of increased revenue levels towards the end of the year
  - Inventory increased marginally as a result of raw material stockpiling for scheduled shutdowns in early 2022

1. The calculation of interest cover used for bank covenant purposes may differ from calculations drawn directly from the financial statements

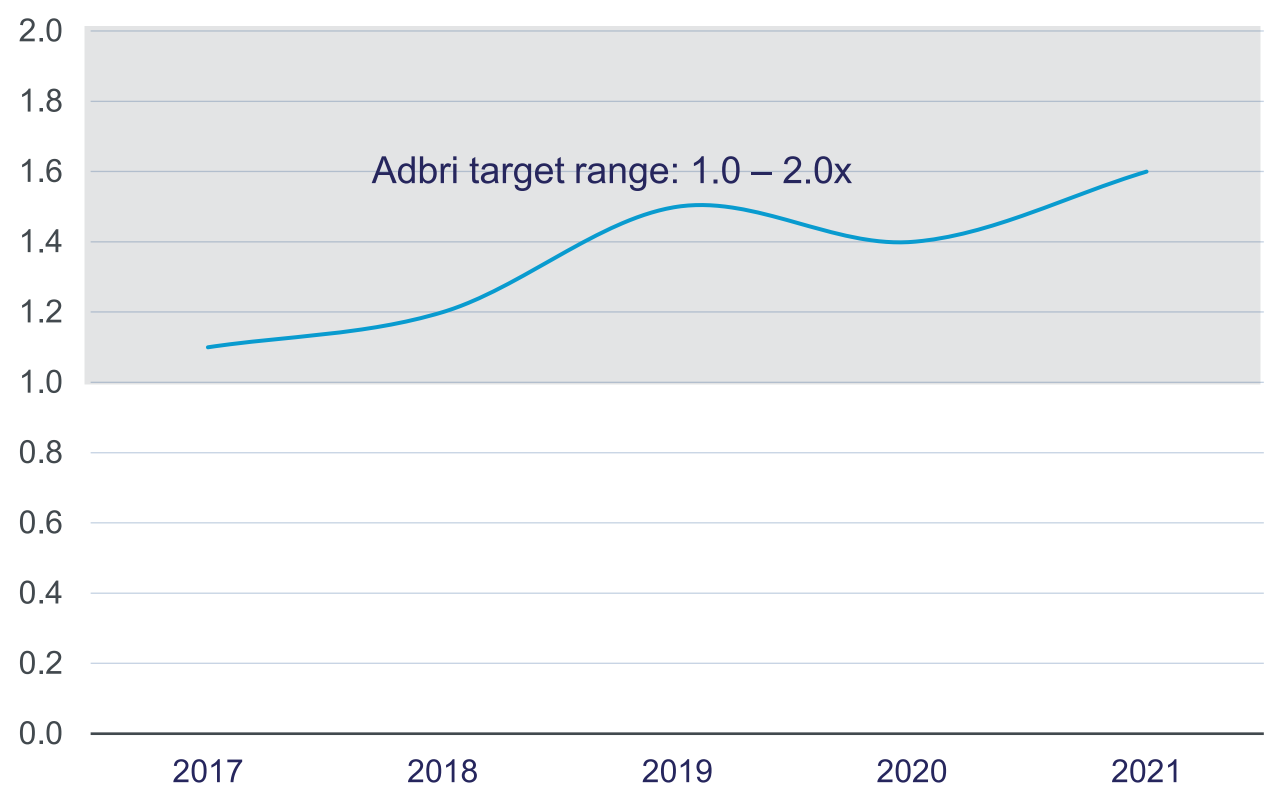
Operating Cash Flow

Year ended 31 December ($m)	2020	2021
Net profit / (loss) before tax	**127.2**	**155.8**
Depreciation and amortisation	93.4	95.9
Impairment	21.7	-
Net income tax payments	(18.8)	(34.7)
Change in working capital / provision / tax	38.8	(22.7)
Net loss / (gain) on sale of assets	(0.3)	(7.0)
Other (non-cash add backs including remediation, capitalised interest)	(5.8)	7.9
Operating cash flow	**256.2**	**195.2**
Stay-in-business capex	(78.9)	(106.0)
Asset sales	4.5	2.9
Development capex	(57.5)	(34.5)
Dividends	(63.6)	(83.2)
Other (lease payments, JV loans, shares issued)	(8.2)	(38.7)
Net cash flow before debt funding	**52.5**	**(64.3)**

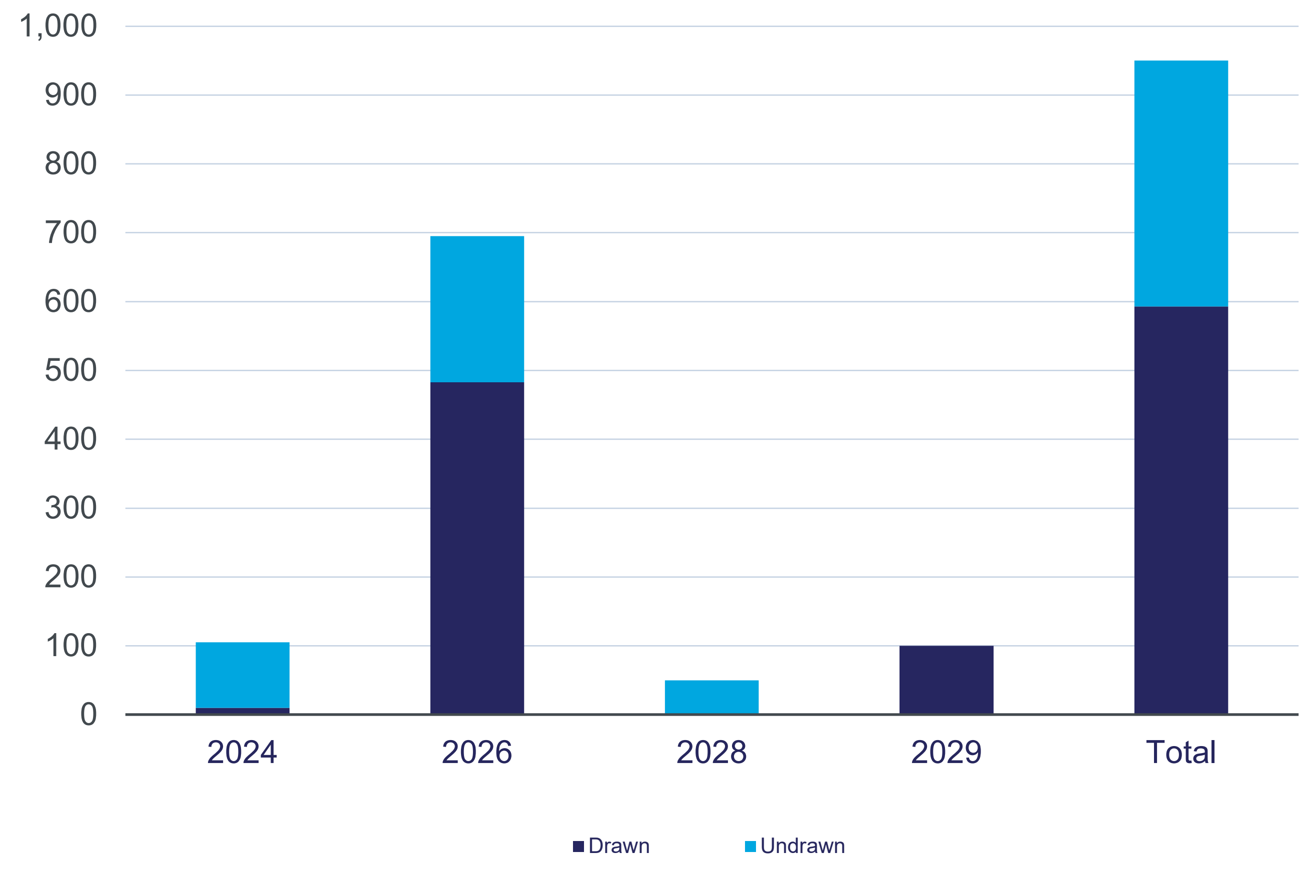
- 2021 operating cash flow in line with expectations. 2020 cash flow benefitted from tax refunds
- Changes in operating cash flow driven primarily by increased receivables in line with increased turnover levels
- Capital expenditure increased:
  - Stay-in-business capital expenditure included: refurbishment of the Accolade and Kiln 4 at Birkenhead, conveyor overhauls, and replacement of: loaders; pug mill bearing; and land for the Rosehill concrete site compulsory acquisition
  - Development capital expenditure included: strategic land acquisitions, tertiary air dust re-use innovation project, Scotchy Pocket road access and pugmill, and the commencement of spend on the Kwinana Upgrade project
- Higher dividend payments in line with prior period earnings

Capital Management

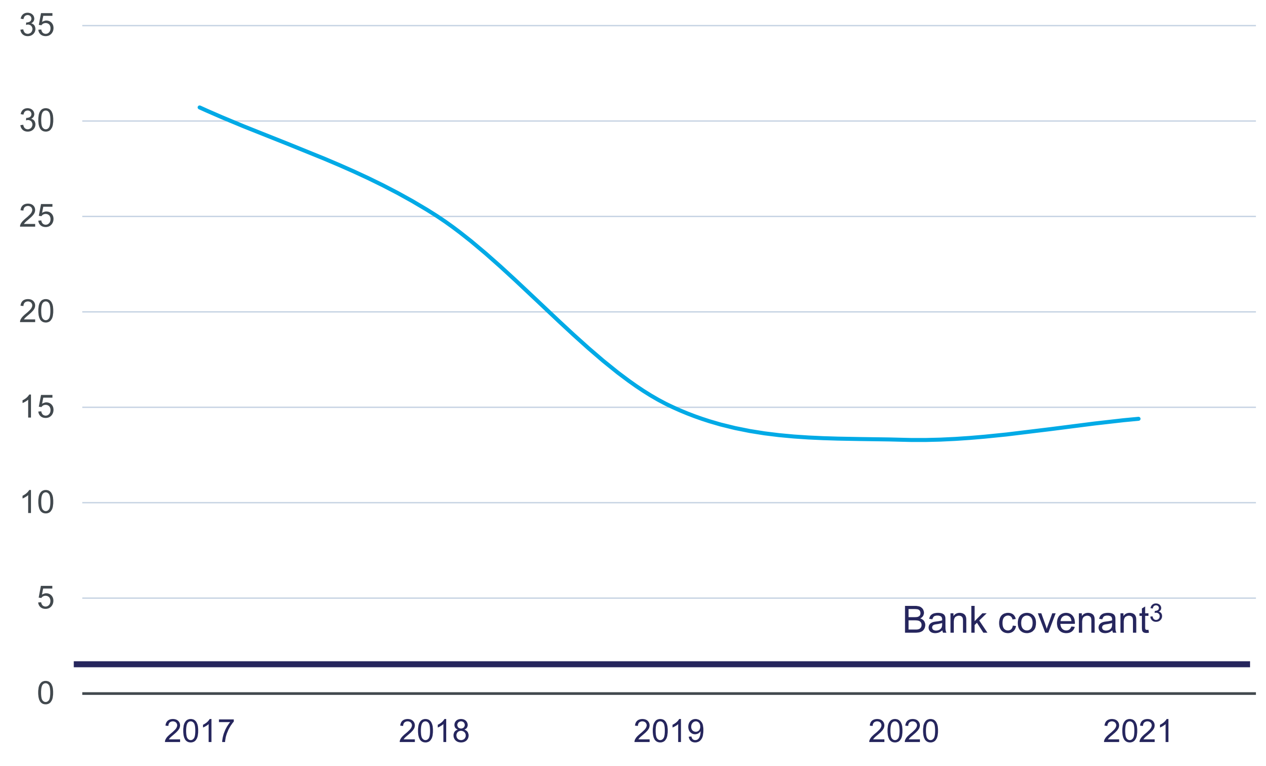
Leverage Ratio (net debt / EBITDA)



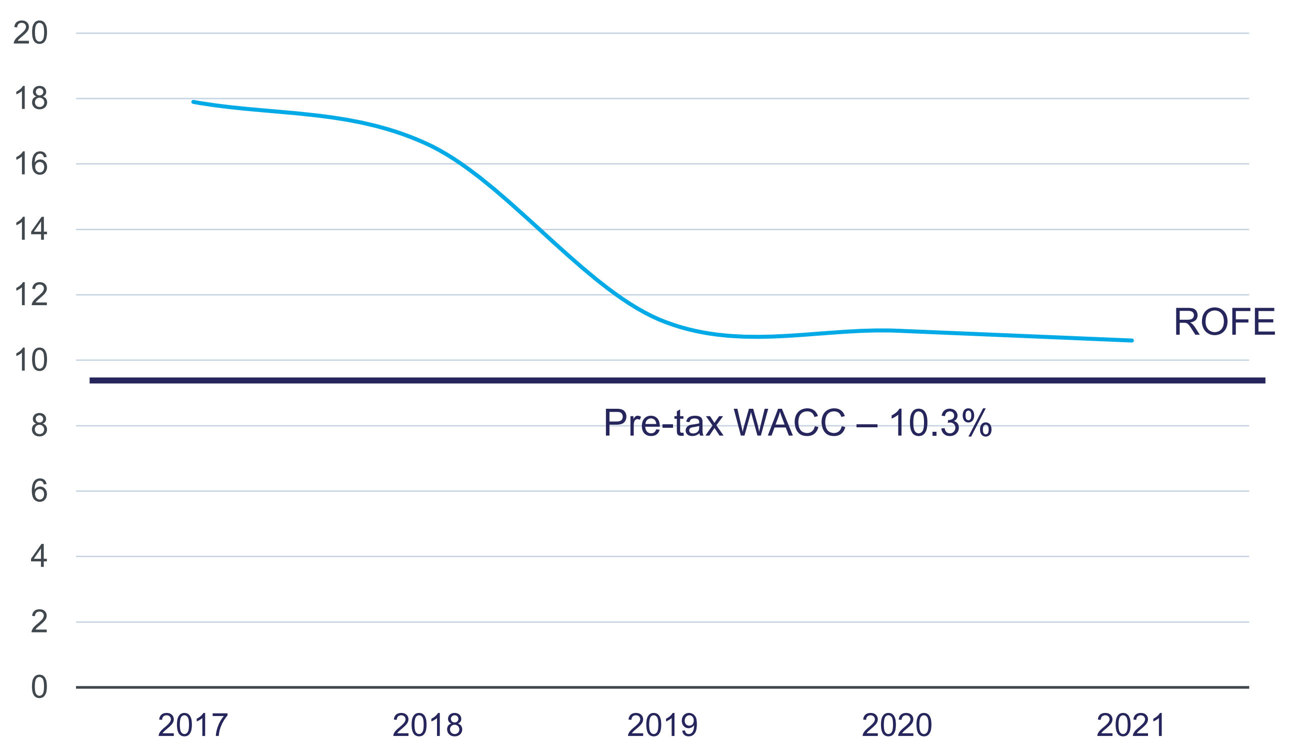
Debt Facility Maturity ($m)



Interest Cover (EBITDA / net interest)



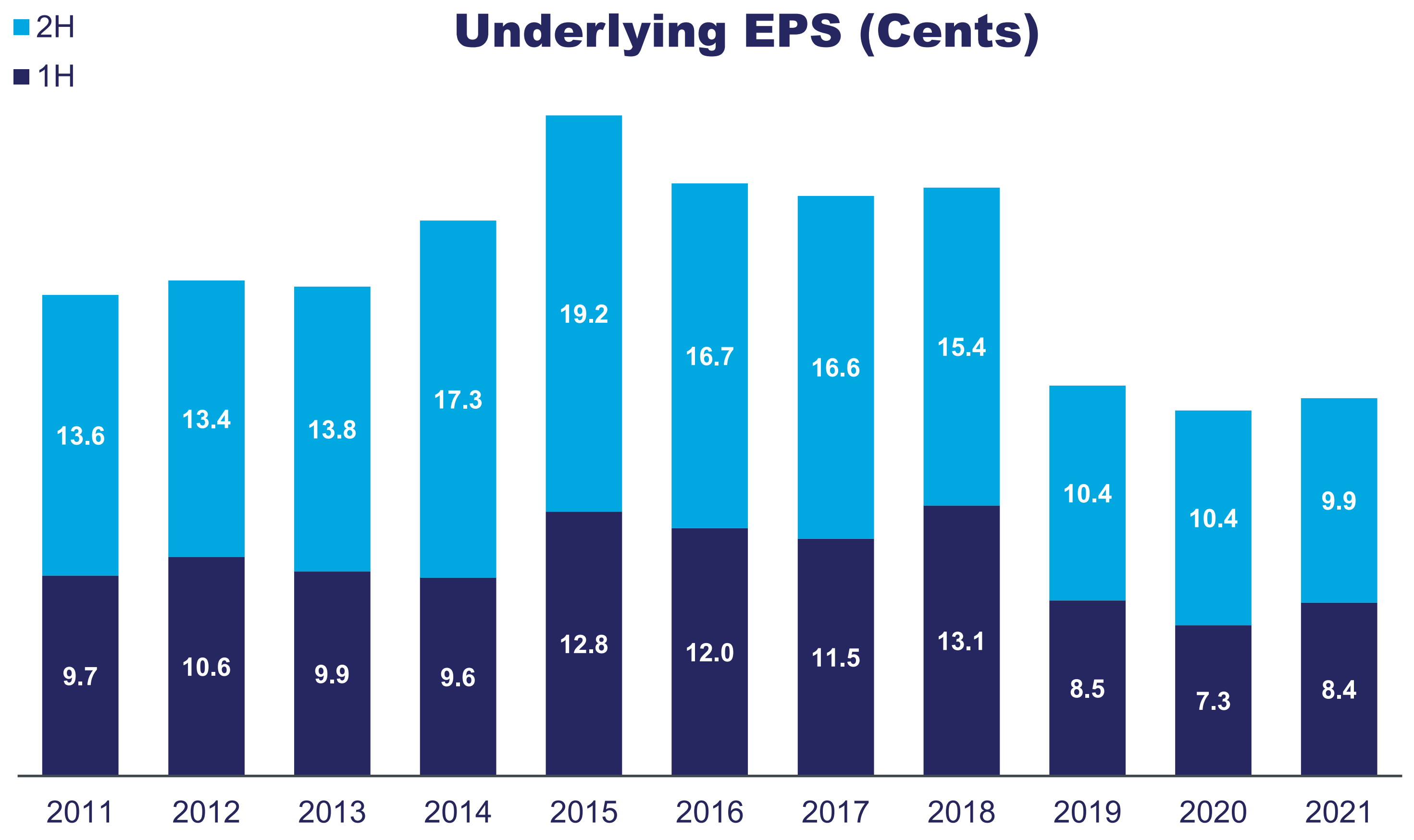
Underlying ROFE (%)

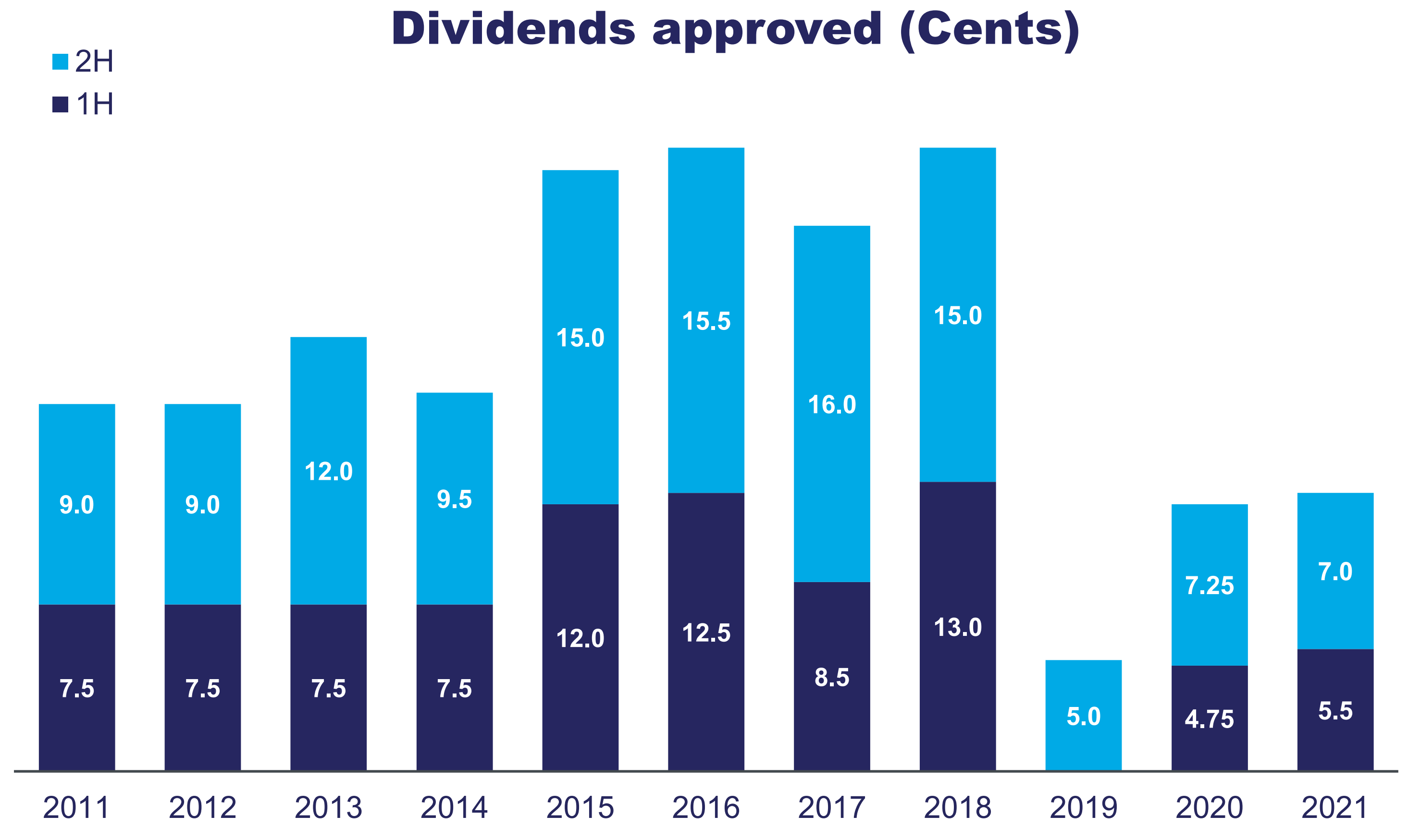


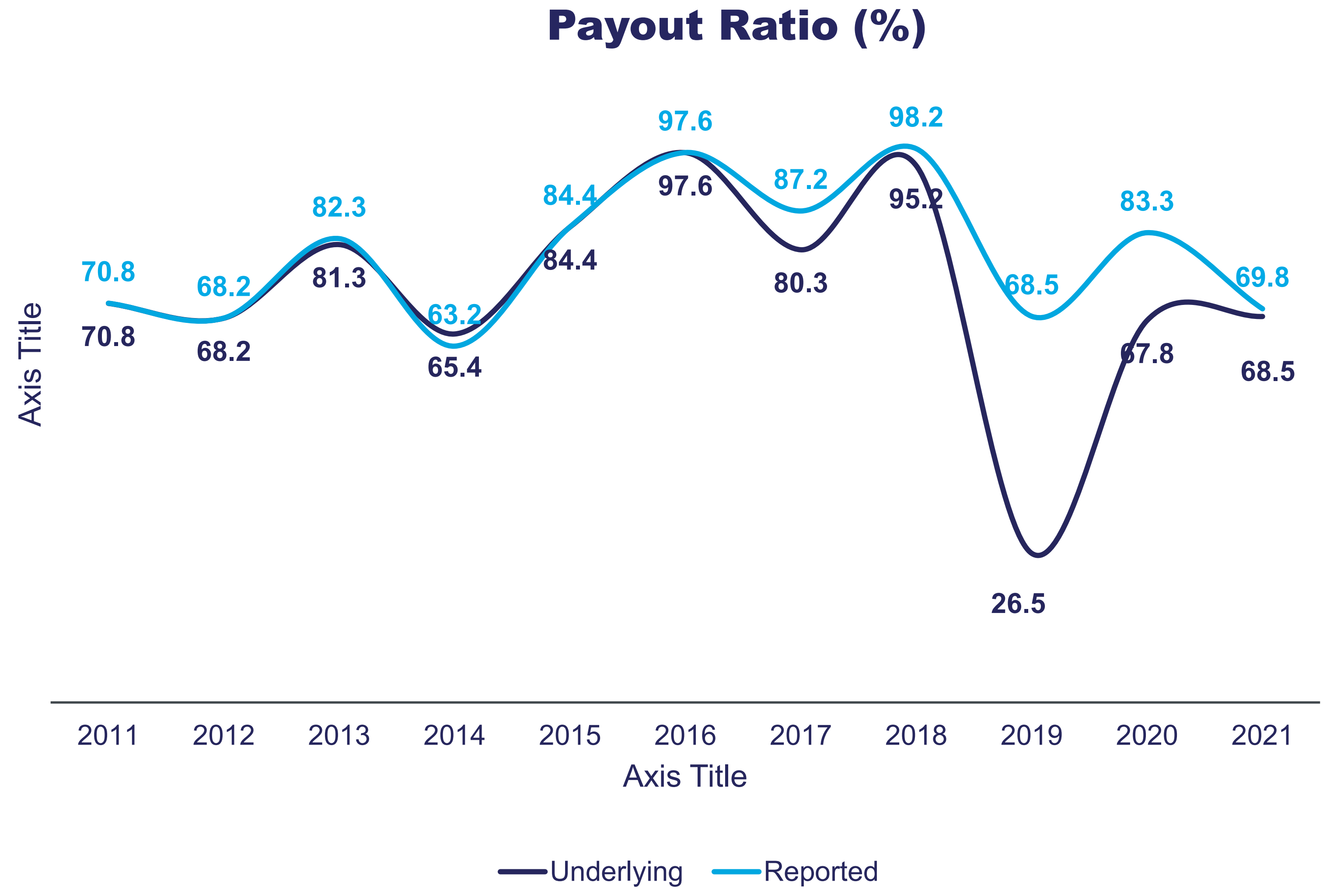
- Investment grade credit metrics and balance sheet flexibility maintained
- Leverage and gearing within target range
- Financing facilities extended with strong support from lending group. Debt maturity averages 5.1 years[1] from December 2021
- Significant headroom within debt covenants
- Underlying return on funds employed stable at 10.6% and above cost of capital. Adjusting for the $16.2 million non-recurring[2] costs, ROFE increases to 11.6%
- Long-term ROFE improvement
  - Kwinana Upgrade project cost savings
  - Development of downstream land investments
  - Ongoing cost-out

1. The Group's financing facilities were extended throughout December 2021 and January 2022. Debt maturity measured from 31 December 2021, assuming facility extensions occurred on that date
2. Refer to slide 20 for a breakdown of non-recurring costs
3. The calculation of interest cover used for bank covenant purposes may differ from calculations drawn directly from the financial statements

Sustainable Shareholder Returns







Stable earnings profile

- Spread of operations supplying construction materials and lime across Australia, servicing the construction and mining sectors support stable earnings
- Ongoing residential demand and government infrastructure spend increased earnings
- Robust earnings profile capable of withstanding cost headwinds and variable east coast demand

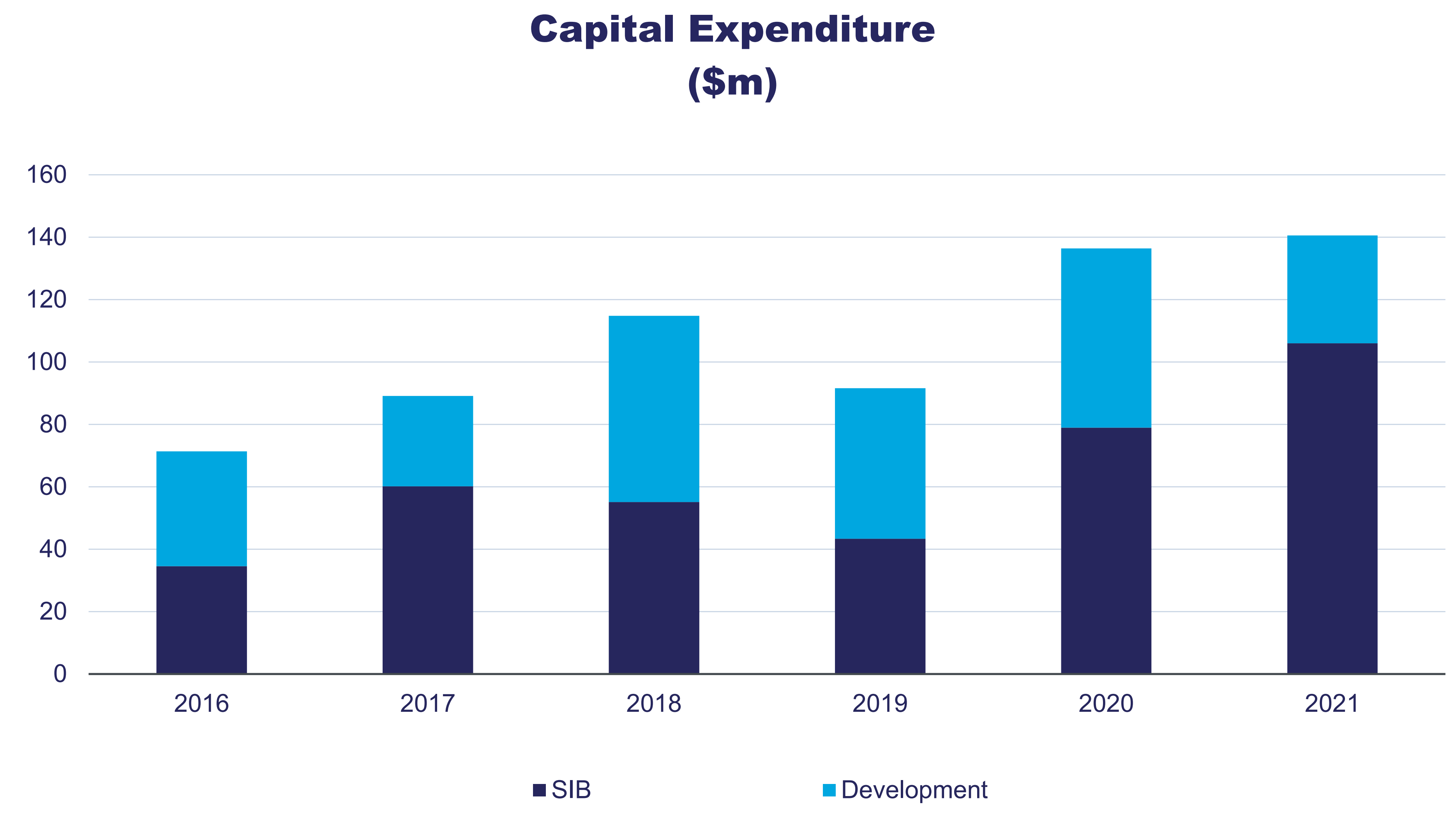
Returns to shareholders

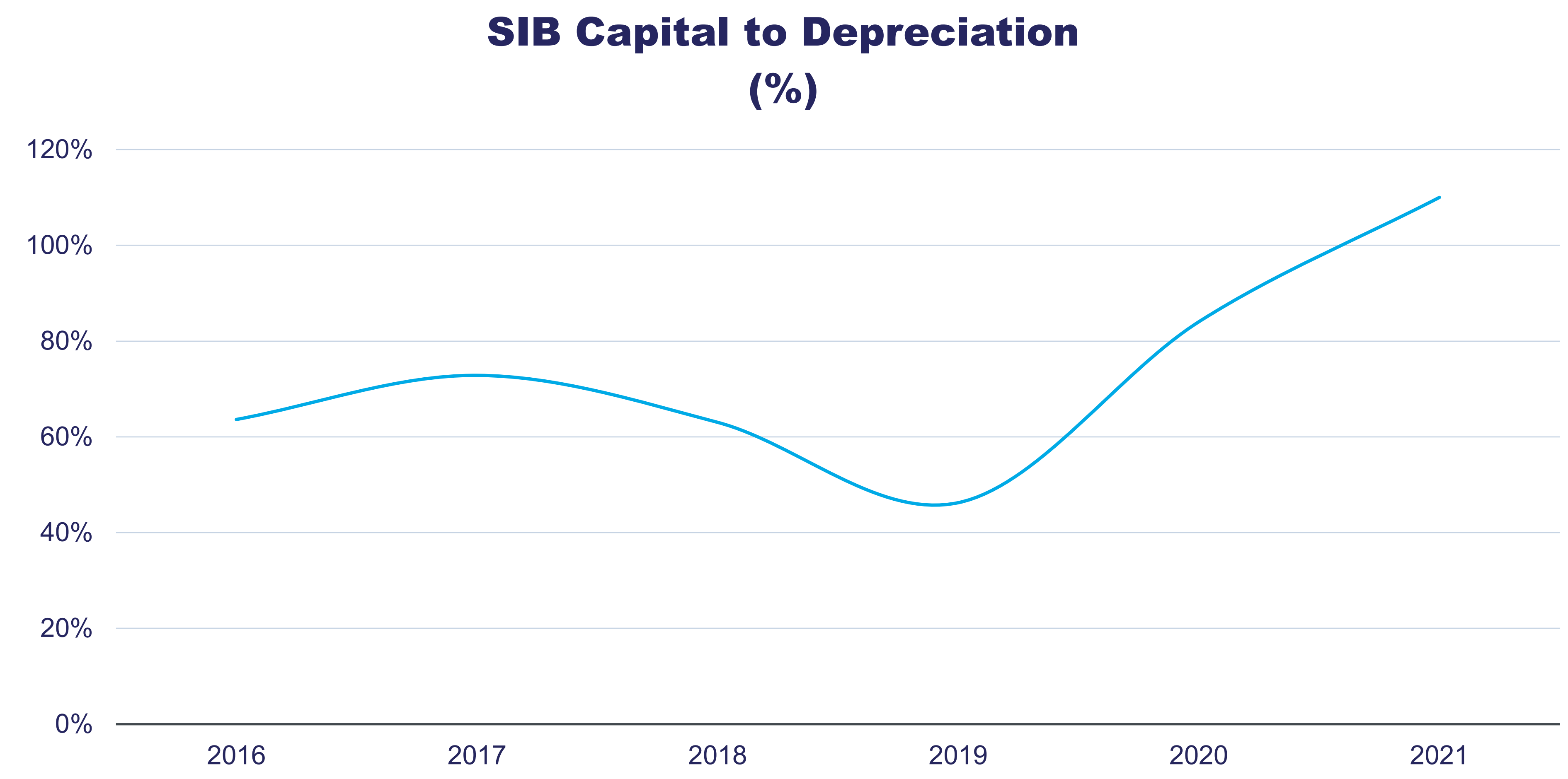
- Strong balance sheet supports payment of dividend, with credit metrics at the mid-point of the Board's target range and significant headroom to bank covenants
- Payout at middle of the Board target range reflects capital position and future capital needs of the business – particularly considering future investment in Kwinana Upgrade project and development of downstream opportunities

Dividend policy

- Board dividend policy 65 - 75% of earnings, subject to future capital needs
- 2021 fully franked final dividend of 7.0 cents per share represents a payout ratio of 68.5% of underlying earnings for the year and 69.8% of reported earnings
- Franking account in excess of $120 million

Capital Expenditure





Reinvesting in the business

- Total capital investment in 2021 of $140.5 million
- SIB increased to 110% of depreciation due to the refurbishments of the Accolade and the Kiln 4 tyre at Birkenhead
- Development capital includes investment for future growth including strategic land acquisitions, increases in capacity, plant and energy efficiency upgrades, and the Kwinana Upgrade project

Major Projects in 2021

- Purchase of land to relocate Rosehill concrete plant servicing the Sydney Metro area
- Pursuit of innovative projects including re-use of tertiary air dust, lime kiln dust, and increased RDF
- Expansion of capacity at Scotchy Pocket, Rockbank and Pinkenba
- Refurbishment of Accolade and the Kiln 4 tyre at Birkenhead
- Kwinana Upgrade project expected to deliver significant annual savings post commissioning

Nick Miller
Managing Director &
Chief Executive Officer

Strategy and Outlook

Business Improvement and Growth Strategy

Operate in a **safe and sustainable** manner for the **long-term benefit** of our **shareholders,** our **customers,** our **team members** and the **community**

Right size, reduce costs & improve operational efficiency

Transform the Lime business

Grow Concrete & Aggregates

Enhance capability in infrastructure

Actively manage land holdings

Operational Improvement and Cost Reduction

ADBRI
Building Australia since 1882

Key drivers of cost savings

Group cost-out	The Group's cost out program delivered savings in 2021 through operational efficiencies, procurement, and organisational structure	**Kwinana Upgrade**	Kwinana Upgrade project entering construction phase in 2022 and set to deliver circa $19 million in cash cost savings following project commissioning and port integration, with expectation of higher savings once fully commissioned and optimised
RDF usage	Usage of RDF, a lower cost fuel source than natural gas, has increased following EPA licence approval. RDF usage has increased from ~28% in 2020 to ~35% in 2021 equating to a saving of 1.6 PJ of gas. We are targeting up to a 40% increase in 2022	**SCM strategy**	Increased use of supplementary cementitious materials (SCMs) that reduce reliance on higher cost materials, lower carbon emissions and help the circular economy
Energy purchases	Renegotiated contracts for supply of gas driving lower energy costs in 2022 and secured through to 2029 with recent Senex deal announced during 2021	**Birkenhead process changes**	Benchmarking Birkenhead production process for cement against international best practice, identifying savings from the whole of product life-cycle - "mine to market" executed. Targeted savings of $10/t expected to be exceeded

Operational improvement and cost reduction program has delivered $26.1 million in gross savings in 2021, exceeding the target by $3.6 million

Targeting incremental gross savings of ~$10.0 million in 2022

Operational Improvement and Cost Reduction

Gross cost efficiencies targeted to reach almost $100 million by 2025 [1,2]

Key Assumptions:

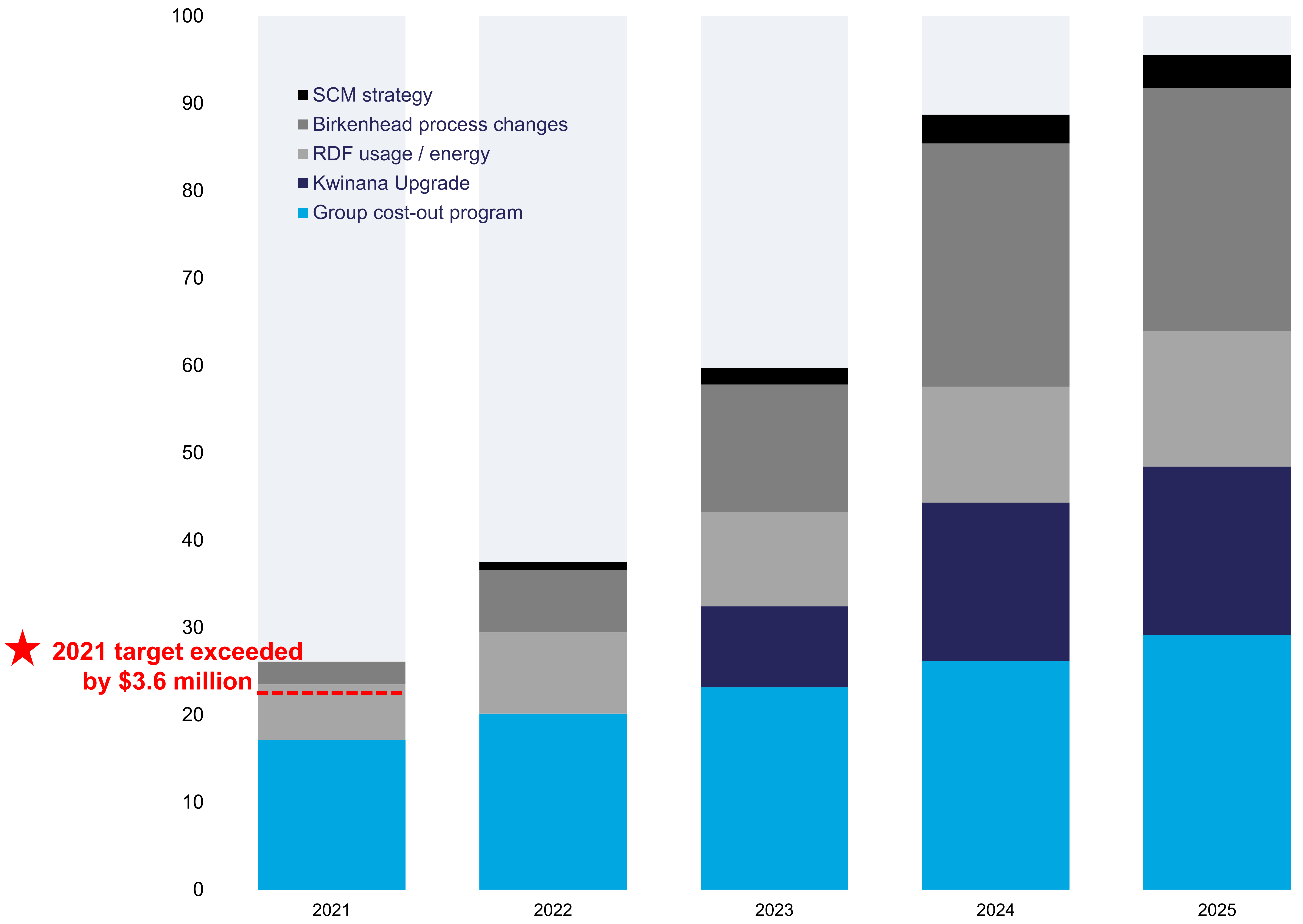
Group cost-out program – 2021 delivered $17.1 million in gross savings. Future incremental savings targeting operational efficiencies and process benchmarking for concrete and aggregates

Kwinana Upgrade project – modelled estimates for project business case include cost savings on reduced labour, transportation, power, repairs and maintenance and other operational efficiencies

RDF usage/energy – 2021 delivered $6.4 million in gross savings. The savings arise from lower gas pricing and the switch to using more alternative fuels. RDF savings are targeting a 40% RDF usage in 2022, subject to licencing approval. Current substitution rate achieving above 35%

Birkenhead process changes – 2021 delivered $2.6 million in gross savings. Cost savings program has identified opportunities to deliver savings from quarrying activities, production processes and delivery to customer

SCM – Target of 24% SCM as a proportion of final cementitious product sales by 2024. Target is subject to market demand and specification

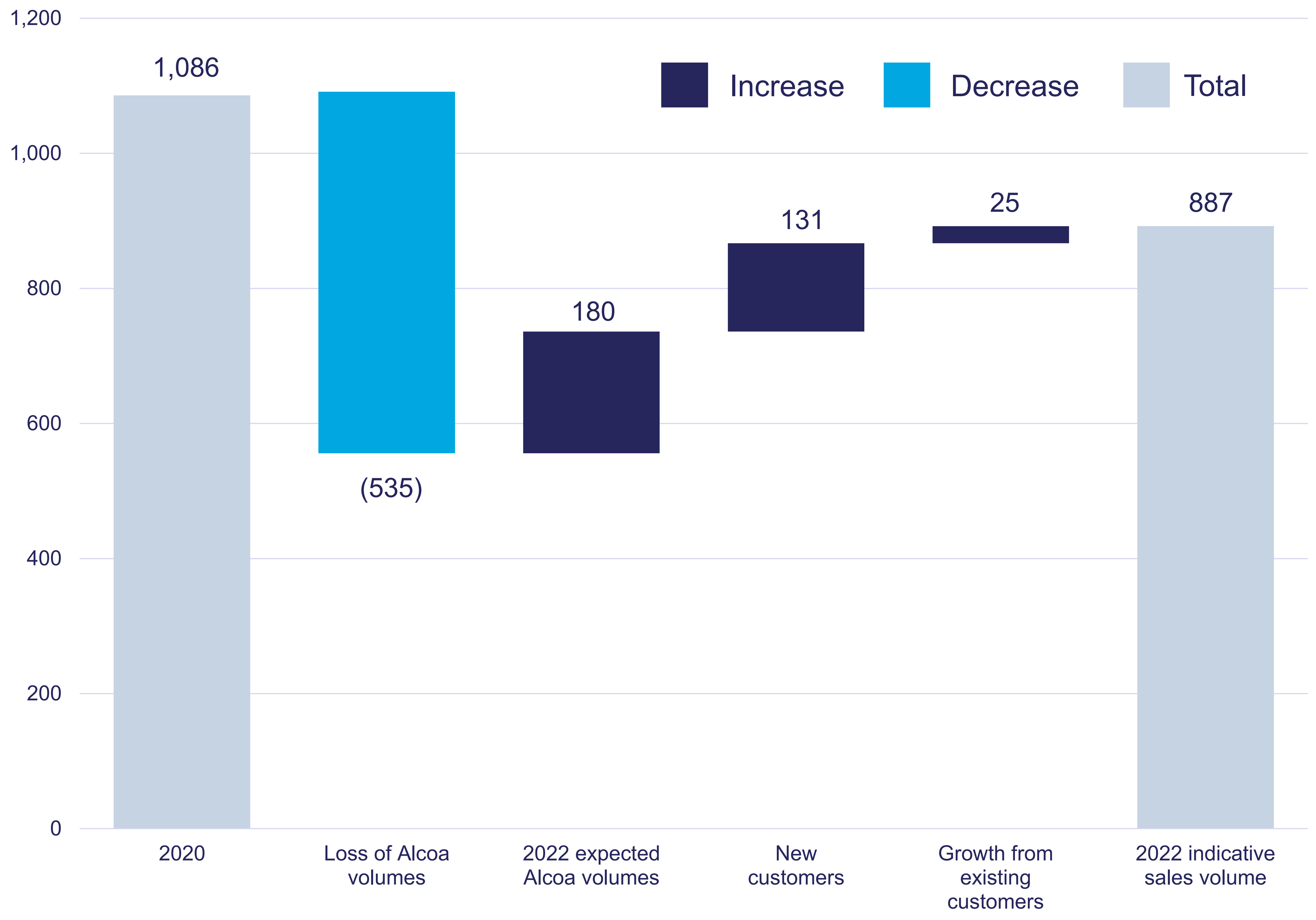


1. Assumptions based on Management's assessment current at the date of this document which may change subject to risks and uncertainties including, but not limited to, Government licensing and regulations, market supply and demand, availability of kiln / calciner fuels and SCM, changing market conditions, costs and pricing, completion of capital projects and availability of funding
2. Gross cost efficiencies are exclusive of cost headwinds and do not represent a forecast

Transform Lime

A successful lime volume recovery program was executed - 2022 volumes expected to be ~80% of 2020

Lime volumes (including hydrate)



- Following the loss of the Alcoa contract in 2020, Adbri has successfully recovered lime sales volumes of circa 300,000 tonnes for 2022
- Demand for lime remained strong, and locally produced sales volumes recovered due to:
  - shift to locally produced lime later in the year as logistics challenges impacted importers
  - commencement of operations at new mine sites
- Expected Alcoa volumes with minimum 12.5kt per month and maximum 18.75kt per month over twelve months from 1 February 2022

Assumptions based on Management's assessment current at the date of this document which may change subject to risks and uncertainties including, but not limited to changing market conditions, changing demand for gold, nickel, alumina and rare earths, and customer mining activity. Management estimate which includes uncontracted volumes and does not represent a forecast

Transform Lime

Significant progress across technical and commercial initiatives underpinning ongoing commitment to supply quicklime into the growing Western Australian market

- Customers seeking reliable domestic supply in a challenging shipping market
- New contracts and extensions - including South32, Northern Star, Newmont and Alcoa

- Kalgoorlie kiln has now progressed from pre-feasibility to definitive feasibility study
- Prefeasibility study for Kalgoorlie kiln has validated technical and economic feasibility within +/- 30%, using limestone from Adbri's significant Rawlinna deposit
- Signed non-binding longer term offtake agreement with key customer and suppliers such as rail and energy to underpin project
- Independent economic assessments completed with $1.1 billion in economic benefits. The project will create 36 construction jobs at its peak and over 30 permanent jobs over the operational life of the project
- Move to the DFS phase with Final Investment Decision targeted for late 2022 / early 2023, subject to Board approval

- High quality Exmouth limestone deposit option is being considered along with Bunbury kiln option

- Carbon Capture Storage options for emissions from Dongara, Bunbury, and Kwinana are also being explored

Vertical Integration

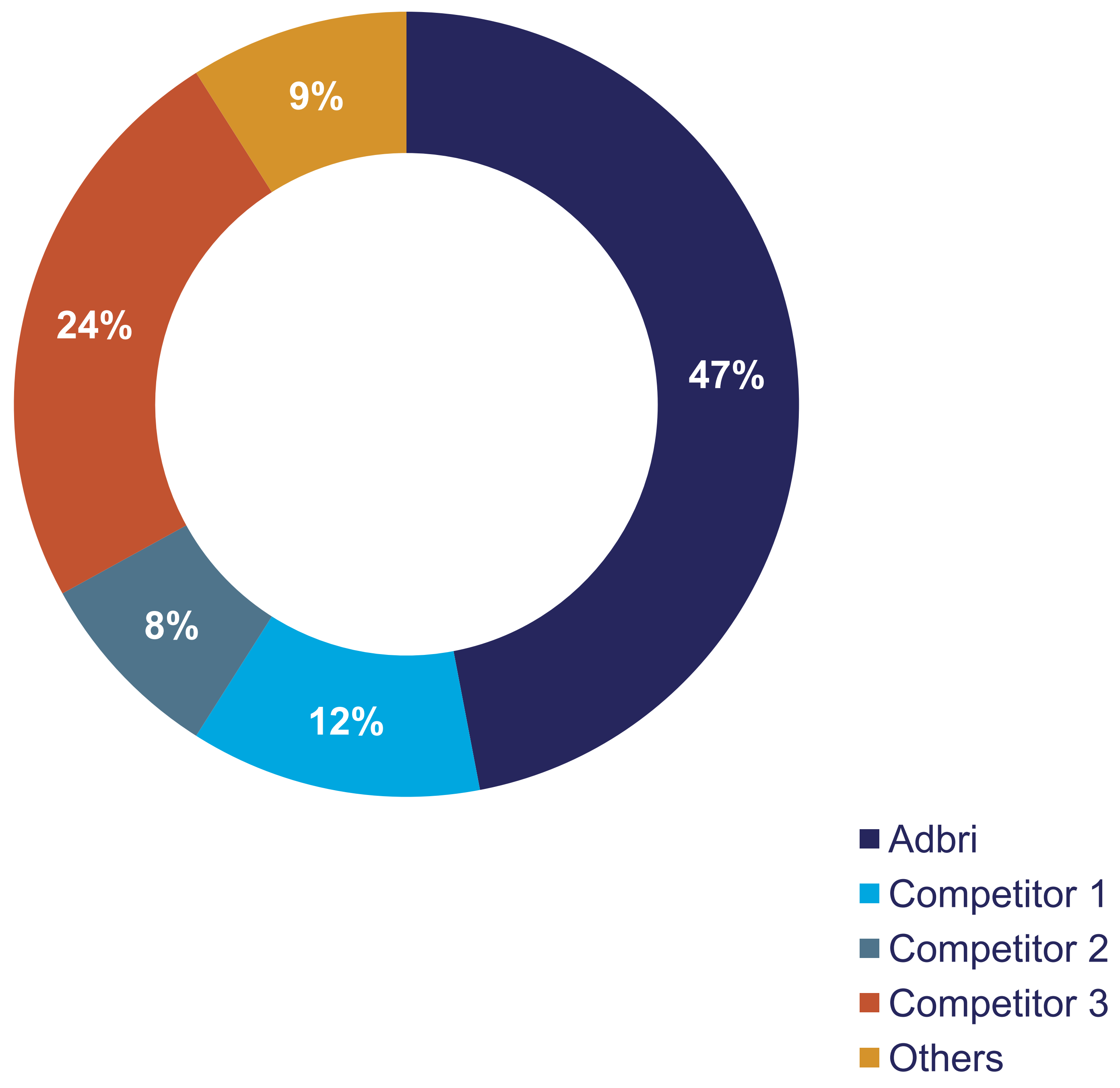
Opportunities are being pursued in line with our vertically integrated business model to expand our geographic footprint

- Acquired the sand operations of Metro Quarry Group in a 50 / 50 JV with Barro Group. This includes two quarries south east of Melbourne, supplying the local and Melbourne markets with natural sand
- Adbri's Mawsons joint venture acquired the Milbrae concrete, aggregates and mobile crushing business, adding 6 concrete plants, 4 hard rock quarries, 2 sand quarries and 7 gravel quarries to the Victorian and New South Wales regional portfolio
- Adbri announced the acquisition of the Zanows' Concrete and Quarries business in South East Queensland, adding two concrete plants to Adbri's network as well as a hard rock quarry. The acquisition of the hard rock and sand operations strengthen Adbri's vertically integrated position in this market. The acquisition is anticipated to complete in early in 2022
- Adbri will continue to develop greenfield opportunities as well as consider acquisition options to further grow its concrete and quarry footprint

Focus on Infrastructure

- Adbri has a strong network of assets and capabilities to service infrastructure projects
- Tender bids submitted in last 12 months have resulted in a win ratio of 47% of infrastructure projects bid, due to targeted bidding where the Company has a competitive advantage
- Over $196 billion[1] in projects expected to come to market within the next 2 years
- Where Adbri has a competitive advantage, this creates a significant opportunity for the Group to supply to projects across the transport, energy and other civil works sectors

Concrete and Aggregates win / loss last 12 months[1]



1. Adbri analysis of infrastructure announcements. Data represents the total project value for projects within contestable market areas for the Group

Land Strategy

Adbri has significant opportunities in its surplus land portfolio and intends to implement a monetisation strategy which optimises shareholder value

Update on land activities

- Adbri continues to deliver on its strategy to actively manage land holdings
  - Sale of Hilltop site in Geelong in December 2021 for $11.0 million
  - RFP process initiated in 2021 to identify suitable value realisation strategies and potential Tier 1 development partners
  - RFP responses confirm our understanding of uncaptured value potential in surplus land portfolio
- Three different monetisation strategies to maximise value: Sell, Develop-to-sell and Develop-to-rent
- Key focus areas:
  - Establish residential develop-to-sell partnership with Tier 1 developer on Batesford site
  - Development / divestment of Moorebank
  - Progress Munster site remediation and development in preparation for relocation of cement operations
  - Activate sales program with selling agents on non-strategic land parcels

Land monetisation strategies

Sell

Adbri will continue to sell surplus land that does align with development strategy

Develop-to-sell

Develop-to-rent

Adbri will partner with a specialist property developer to maximise value and lower capital contribution on applicable surplus land

Land Strategy

Adbri’s land portfolio presents the Group with significant opportunity to uplift shareholder value

Property	Strategy	Size	State	21	22	23	24	25	26	27	28	29	30	31
Fyansford “Hilltop”	Divest – non-strategic[1]	~3 ha	VIC		Divested ►									
Kewdale	Divest – non-strategic[1]	~1 ha	WA			Divest ►								
Macksville	Divest – non-strategic[1]	~0.5 ha	NSW			Divest ►								
Bendigo[3]	Divest – non-strategic[1]	~12 ha	VIC			Divest ►								
Silverdale	Divest – non-strategic[1]	~270 ha	QLD			Divest ►								
Burlong	Divest – non-strategic[1]	1,643 ha	WA			Divest ►								
Rosehill and other	Divest – non-strategic[1]	Var	Var			Divest ►								
Moorebank	Future development / divest[2]	~4 ha	NSW			Develop / Divest ►								
Badgerys	Future op. / develop / divest[2]	~10 ha	NSW		Rezone / develop ►		Partially Divest ►							Future Operation ►
Batesford	Strategic surplus / develop[2]	~460 ha	VIC			Operate ►		Rezone / develop ►						Divest ►
Rapid Bay	Strategic surplus / develop[2]	~490 ha	SA				Operate / rezone / develop ►							Divest ►
Munster[3]	Existing operations / develop[2]	~220 ha	WA							Operate / rezone / develop ►				Divest ►

	21	22	23	24	25	26	27	28	29	30	31	
Divest - non-strategic			Divest – non-strategic ►	>$50M								
Future operations / development / divest				Future operations ►	>$100M							
Strategic surplus / develop											Strategic surplus / develop ►	>$300M
Existing operations / develop											Existing operations / develop ►	>$200M[4]

1. Property not subject to rezoning, development or government approvals to achieve projected value
2. Property subject to successful rezoning, development and government approvals to achieve projected value
3. Refers to land that is surplus to operational requirements
4. Includes an operational site not currently disclosed, which may become surplus to operational requirements in the future

2022 Outlook

- Net Zero Roadmap will be released before Annual General Meeting in May 2022
- Favourable market conditions support strong demand for Adbri's products

  Cement, Concrete, Aggregates and Masonry

  - Residential construction buoyant across all states
  - Commercial and multi-residential activity beginning to increase
  - Healthy pipeline of infrastructure projects
  - Strong order book visibility to middle of 2022

  Lime

  - Volumes anticipated to reduce by around 7%, entirely driven by Alcoa volumes
  - Pricing expected to improve with new customers seeking reliable local supply as a result of supply chain disruptions
- Incremental gross cost savings of more than $10 million, will help mitigate ongoing cost headwinds in areas including pallets, shipping, labour and west coast gas supply
- Excluding business acquisitions, 2022 capex investment in the order of $250-$300m, including $150 million for Kwinana Upgrade project, currently on track to meet mid-2023 schedule
- Net proceeds from surplus land sales over next 12 months expected to be at least $20 million
- Growth in underlying earnings in 2022 is expected, driven by increased contributions from cement, concrete, aggregates, masonry, joint ventures and recent business acquisitions, including Milbrae, Metro Quarry Group and Zanows (subject to completion)

Notice and Disclaimer

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

This presentation contains information that is based on projected and/or estimated expectations, assumptions or outcomes. Forward looking statements are subject to a range of risk factors. Adbri cautions against reliance on any forward-looking statements, particularly in light of the current economic climate and the significant volatility, uncertainty and disruption caused by COVID and associated consequences, including the supply and pricing of materials and equipment. Quickly developing and changing considerations concerning the reduction of carbon emissions and other climate change related matters, and concerning energy pricing, are also reasons for caution against reliance on any forward-looking statements.

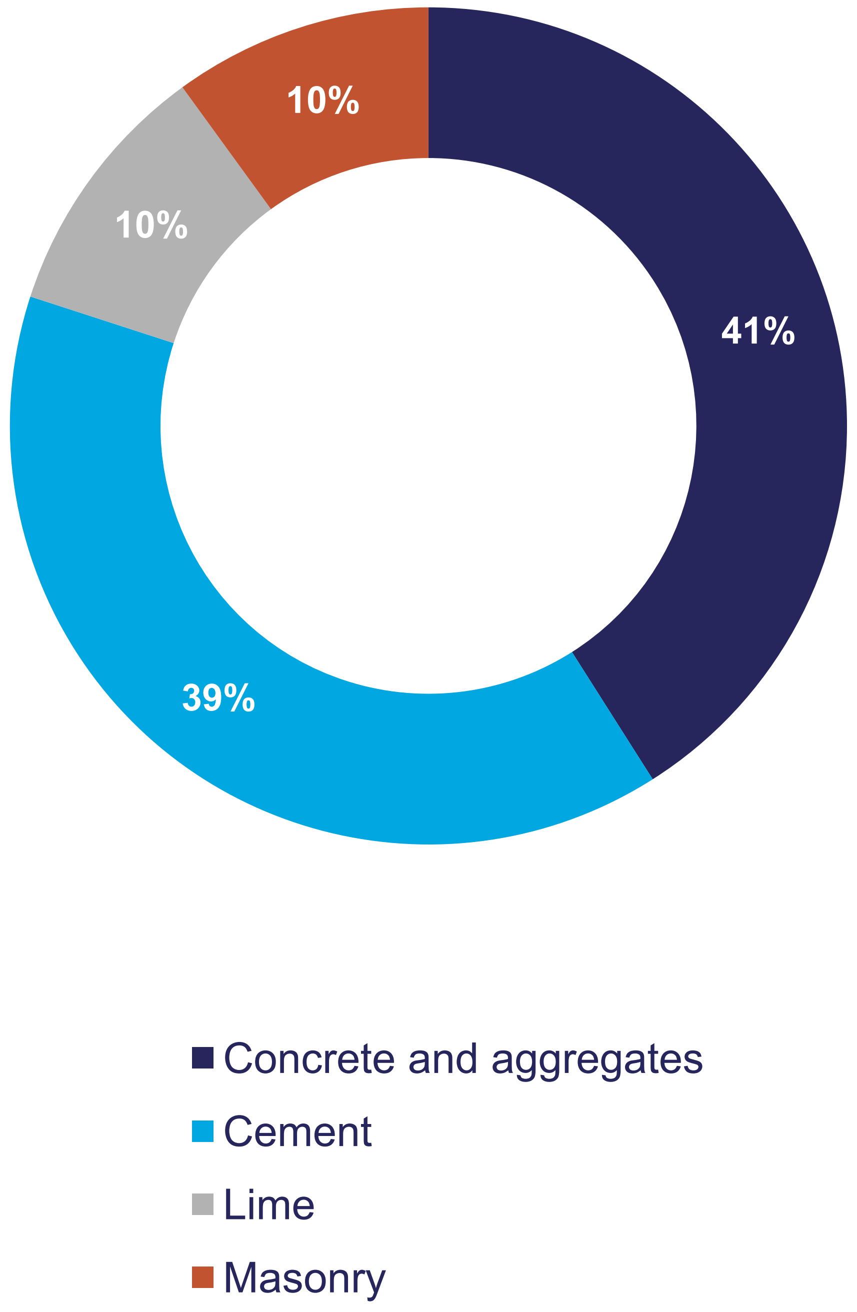
While Adbri has prepared this information based on its current knowledge and understanding and in good faith, there are risks and uncertainties involved which could cause results to differ from projections. Adbri will not be liable for the correctness and/or accuracy of the information, nor any differences between the information provided and actual outcomes, and reserves the right to change its projections from time to time. Adbri undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this presentation, subject to disclosure obligations under the applicable law and ASX listing rules.

Appendices

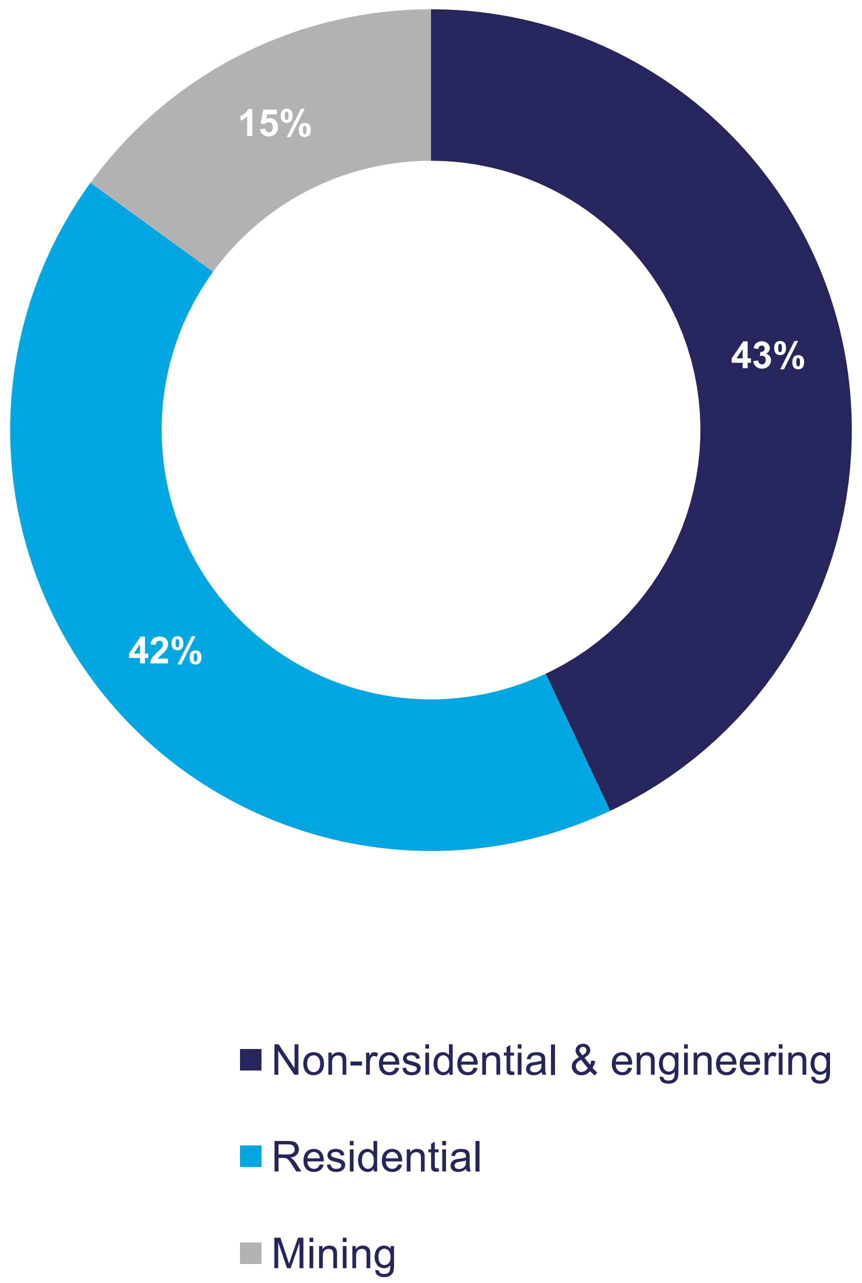
Appendix 1

Economic Diversification

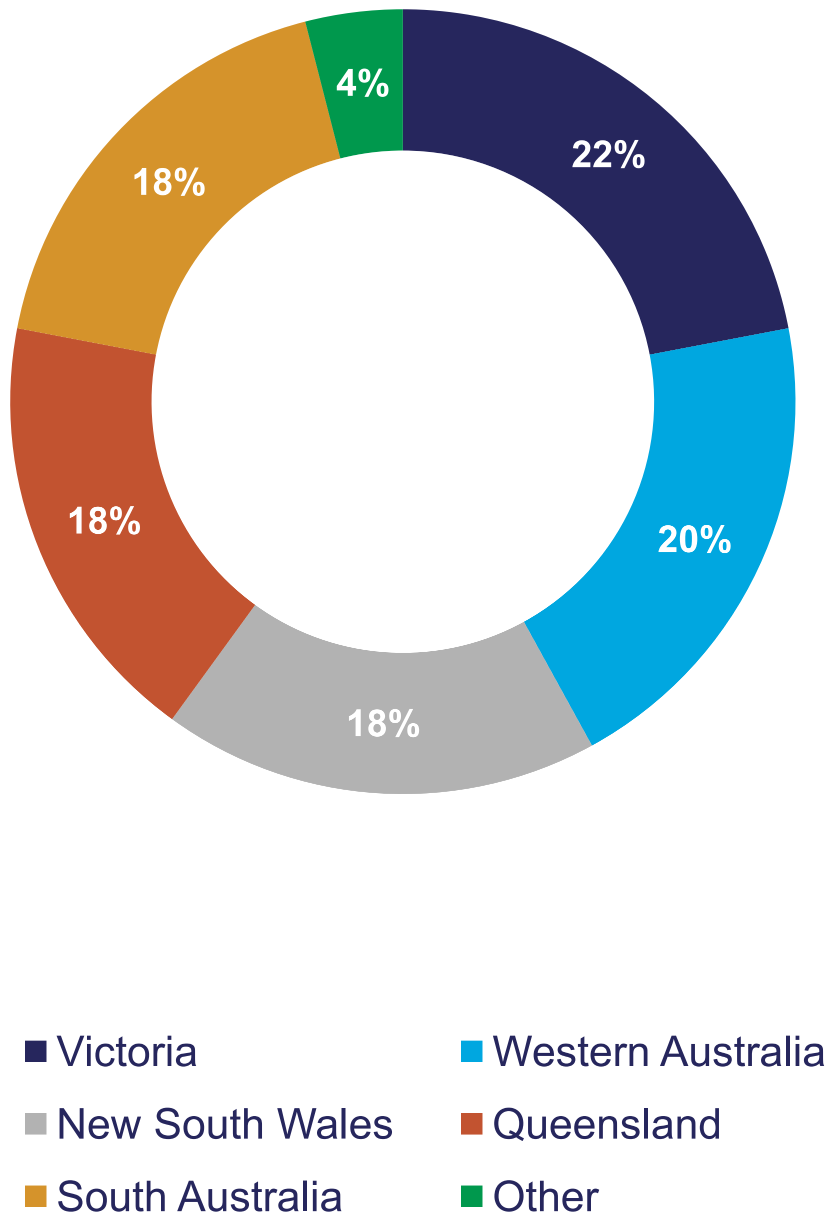
2021
REVENUE BY PRODUCT



2021
REVENUE BY MARKET

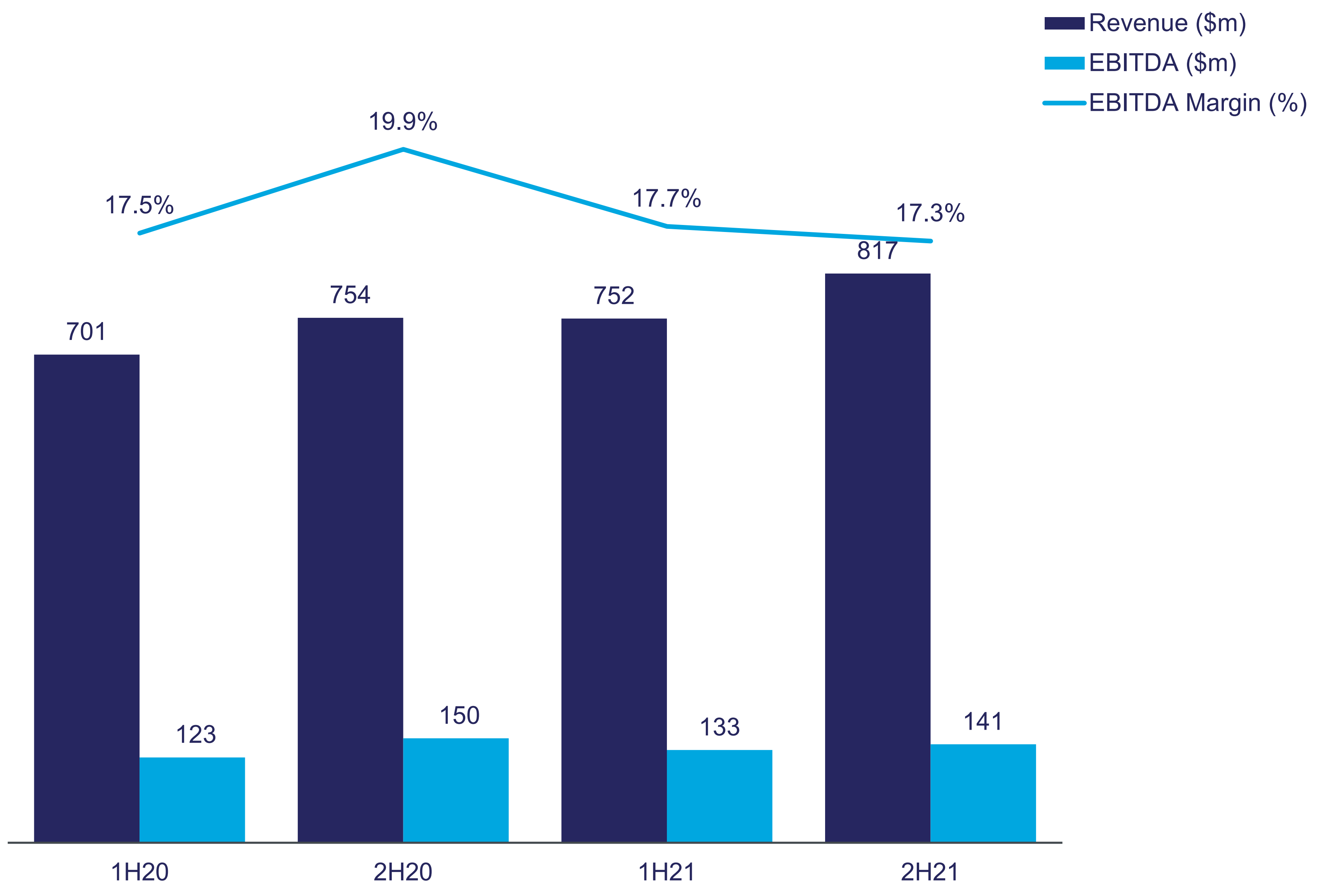


2021
REVENUE BY STATE

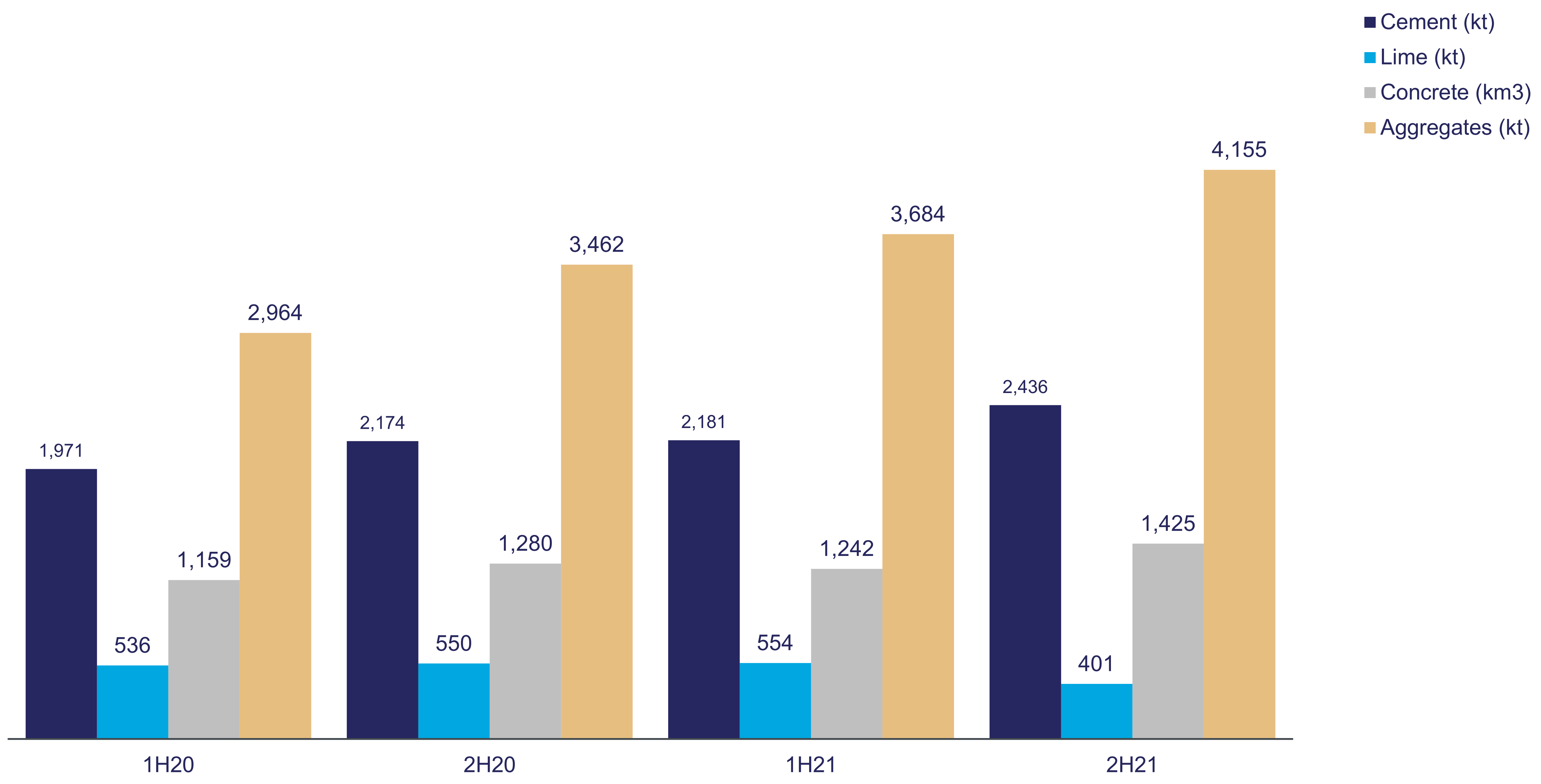


H1 vs H2 Performance

Revenue & Underlying[1] EBITDA



Volume



2020 v 2021

- Volume up across all products, except lime - cement, concrete and aggregate volumes up 11%, 9% and 22% respectively in 2021
- Lime down 12% as a result of lower Alcoa volumes
- Improvement in east coast markets driving higher demand, supported by strong mining sector in South Australia, Western Australia and Northern Territory
- Significant growth in aggregates driven by strong residential and infrastructure demand
- COVID impacts and non-recurring costs led to lower margins

1. Underlying earnings exclude significant items. Refer slide 50 for reconciliation to reported earnings
Figures rounded to nearest $ million; Cement includes other cementitious materials; Aggregate volumes for 2020 have been adjusted from previously reported figures to include 50% of Batesford volumes

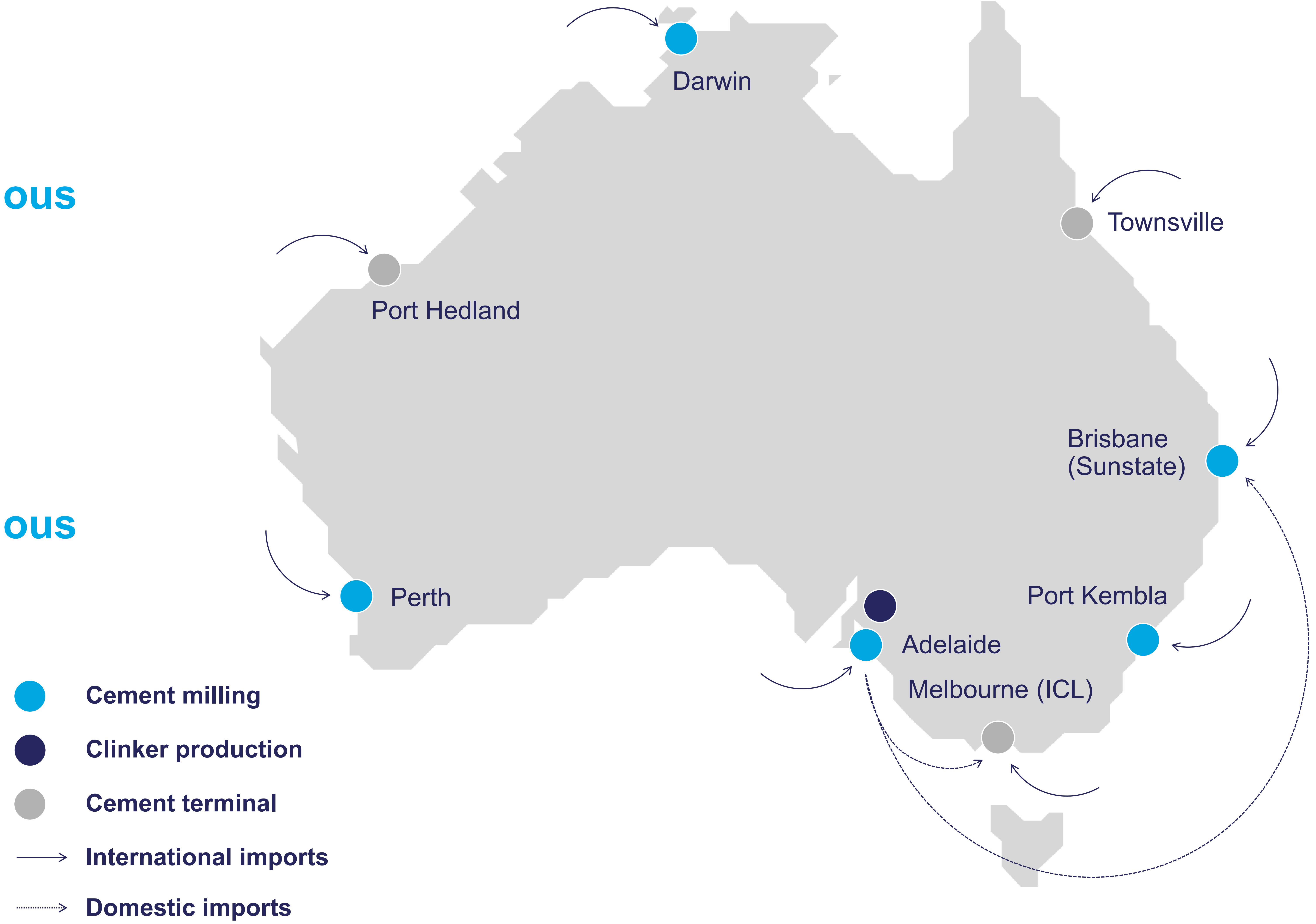
Cement Production, Import and Distribution

In 2020 Adbri:

- Imported 2.3 million tonnes of cementitious materials
- Sold 4.1 million tonnes of cementitious materials

In 2021 Adbri:

- Imported 2.6 million tonnes of cementitious materials
- Sold 4.6 million tonnes of cementitious materials



Adbri imports include domestic supply into Melbourne

Finance Costs

12 months ended 31 December ($m)	2020	2021
Interest expense	19.7	15.9
Unwinding of discount on leases	3.1	2.9
Unwinding of the discount on restoration provisions and retirement benefit obligation	0.3	1.2
Interest capitalised in respect of qualifying assets	(0.5)	(0.6)
Total finance expense	22.6	19.4
Interest income	(2.2)	(0.3)
Net finance expense	**20.4**	**19.1**
Interest cover (underlying EBITDA times)[1]	**13.3**	**14.4**

Lower net finance expense due to:

- Lower average drawn debt balances, noting that in 2020 they were fully drawn to manage liquidity given uncertainty of COVID
- Lower interest earned on lower cash balances
- Interest cover[1] remains strong and well within banking covenants

1. The calculation of interest cover used for bank covenant purposes may differ from calculations drawn directly from the financial statements

Working Capital

Year ended 31 December ($m)		2020	2021	Favourable / (unfavourable) (%)
Trade and other receivables (including JV's)		200.7	223.4	(11)
Inventories:	Cement and Lime	97.7	99.5	(2)
	Concrete and Aggregates	24.8	24.5	1
	Masonry	29.6	29.9	(1)
Total inventory		152.1	153.9	(1)

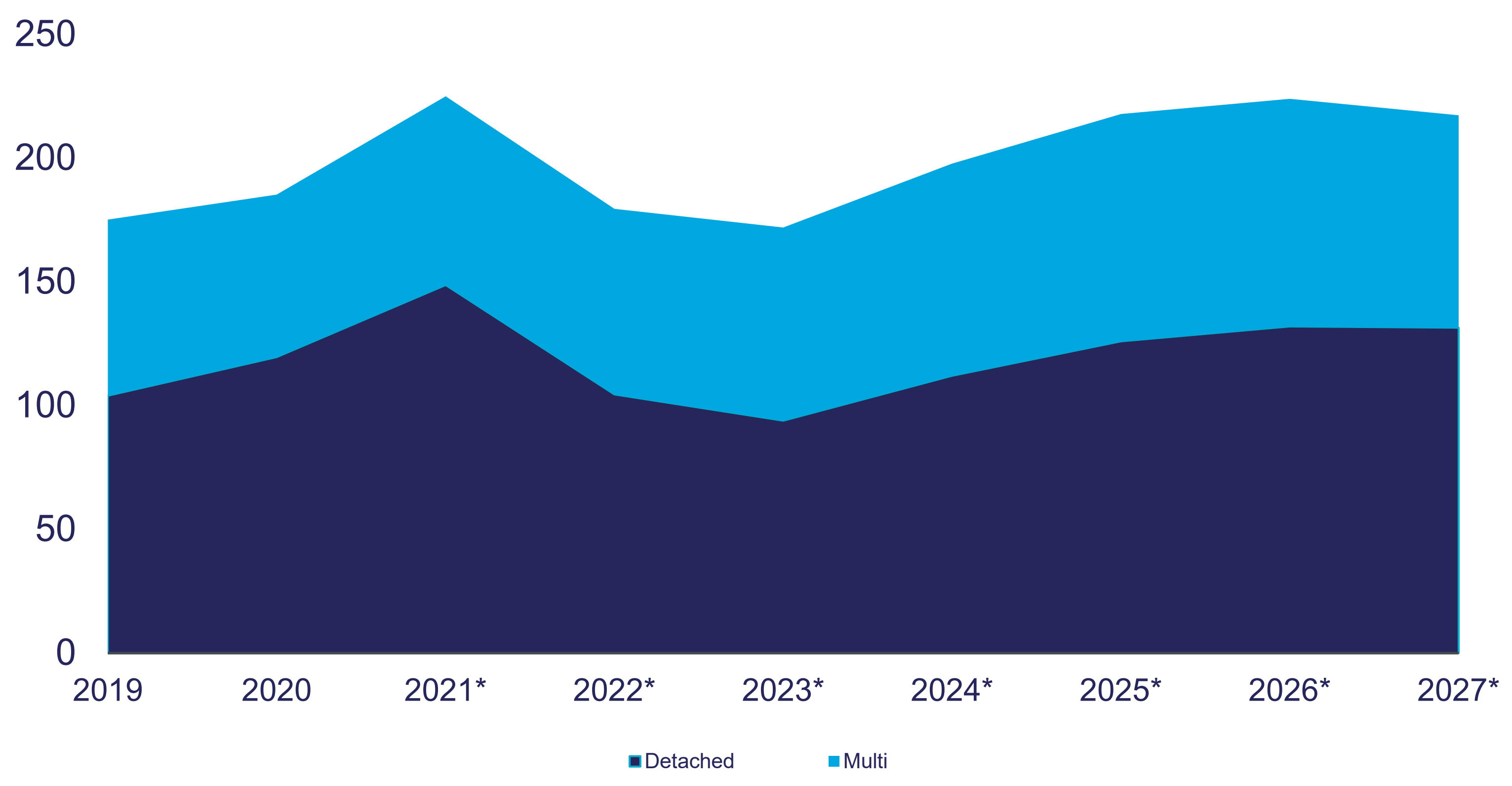
Year ended 31 December ($m)	2020	2021	Favourable / (unfavourable) (%)
Change in loss provision	(1.2)	(7.5)	N/A

- DSO reduced from 45.8 to 40.4 days, a significant result on the back of increased revenues
- Recovery of Concrete Supply legacy debt contributed 1.8 days to the reduction in debtor days
- Raw material stockpile increased in anticipation of planned shutdown at Birkenhead in early 2022

Appendix 6

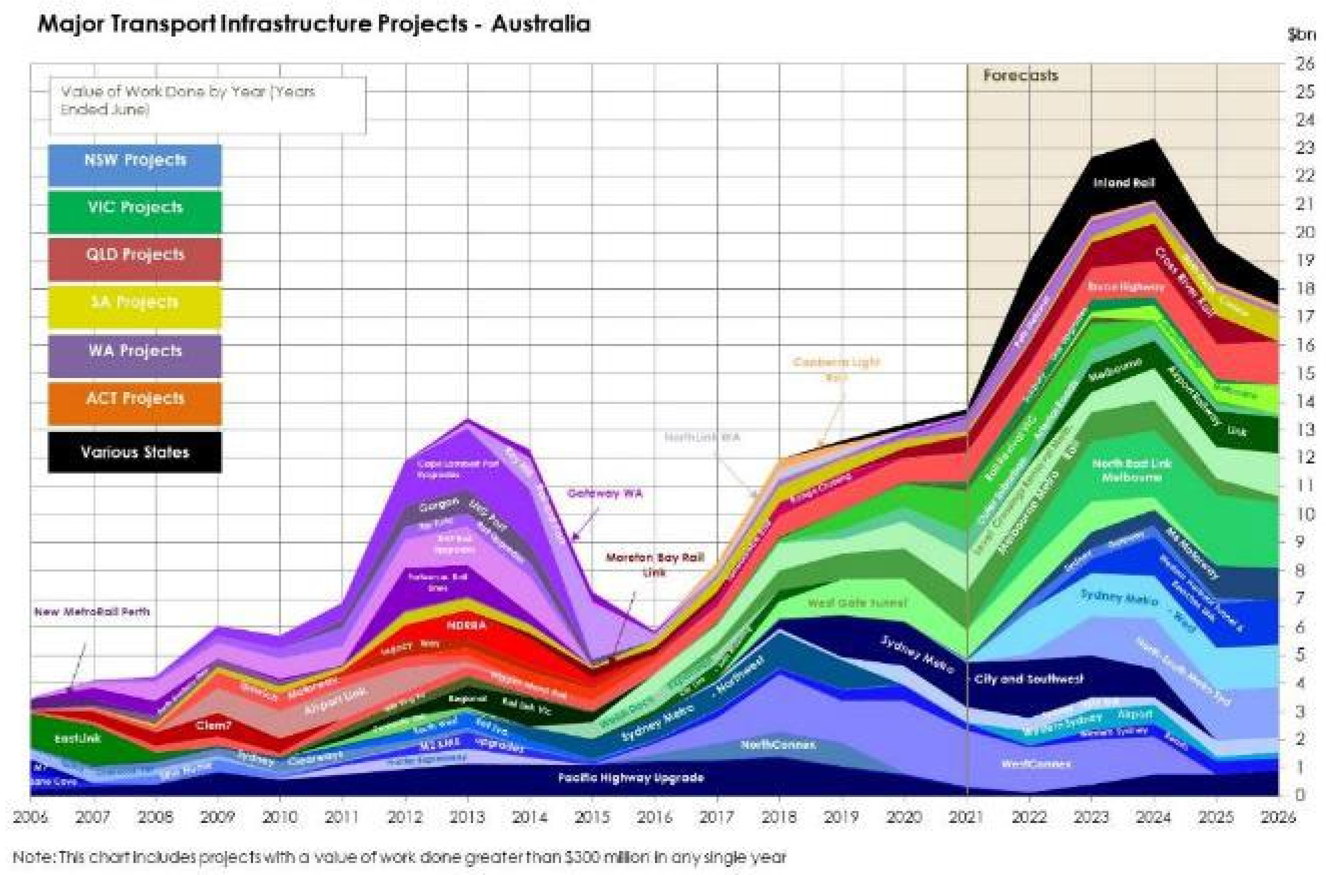
Projections

Residential Approvals (000's)

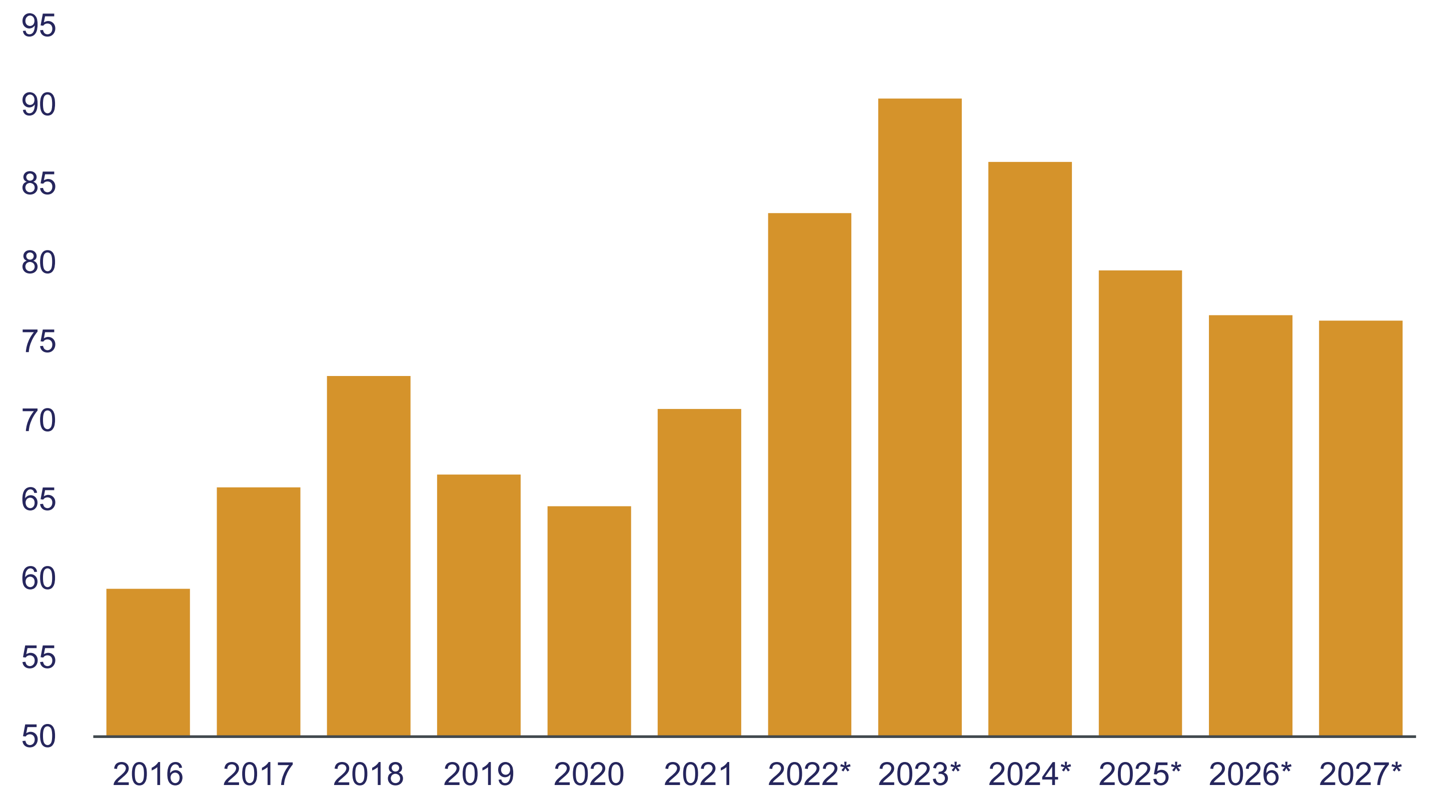


*Forecast

Major Transports Infrastructure Projects Australia



Engineering Work Done (Ex Mining) ($B)



*Forecast

Long-term outlook remains strong

- HomeBuilder program lifted approvals in 2021
- Approvals post 2021 forecast to slow due to pull forward by HomeBuilder and lower levels of migration
- However, order book visibility suggests strong demand for residential construction in H122
- Longer term demand positive with population growth

Source: Macromonitors: 'Australian construction outlook – Overview' Dec 2021

Pipeline of infrastructure investment

- Planned infrastructure spending as part of COVID stimulus measures has resulted in an increase in the tender pipeline
- Tender activity growing as projects progress through to procurement stage

Source: Macromonitors, 'Transport and Infrastructure' August 2021

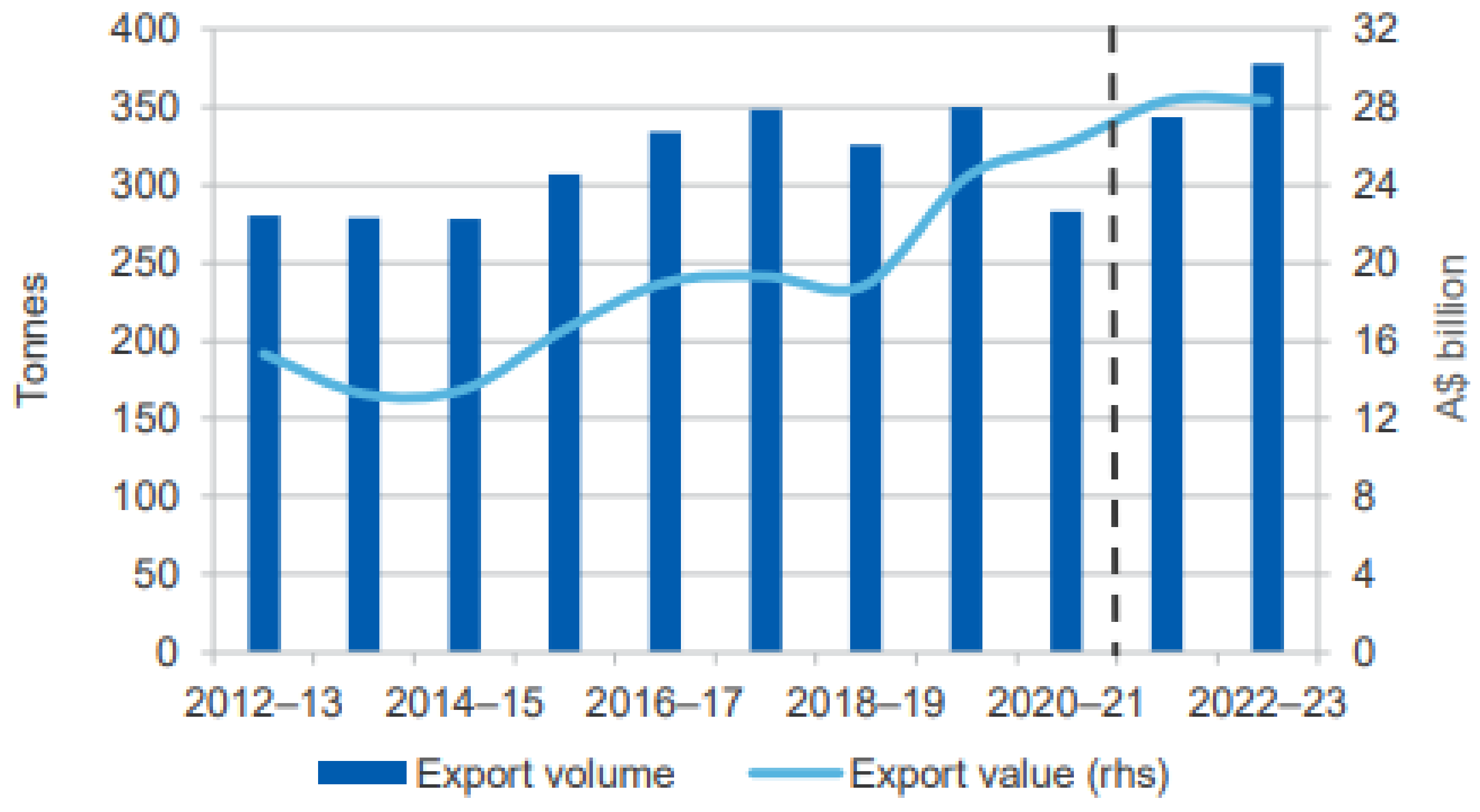
Infrastructure spending to pick up speed

- Infrastructure work done has moderated following a peak in 2018, however projects are anticipated to start in the near term, lifting demand for construction materials
- Long-term demand for construction materials from infrastructure is expected to grow, remaining at elevated levels until at least 2027

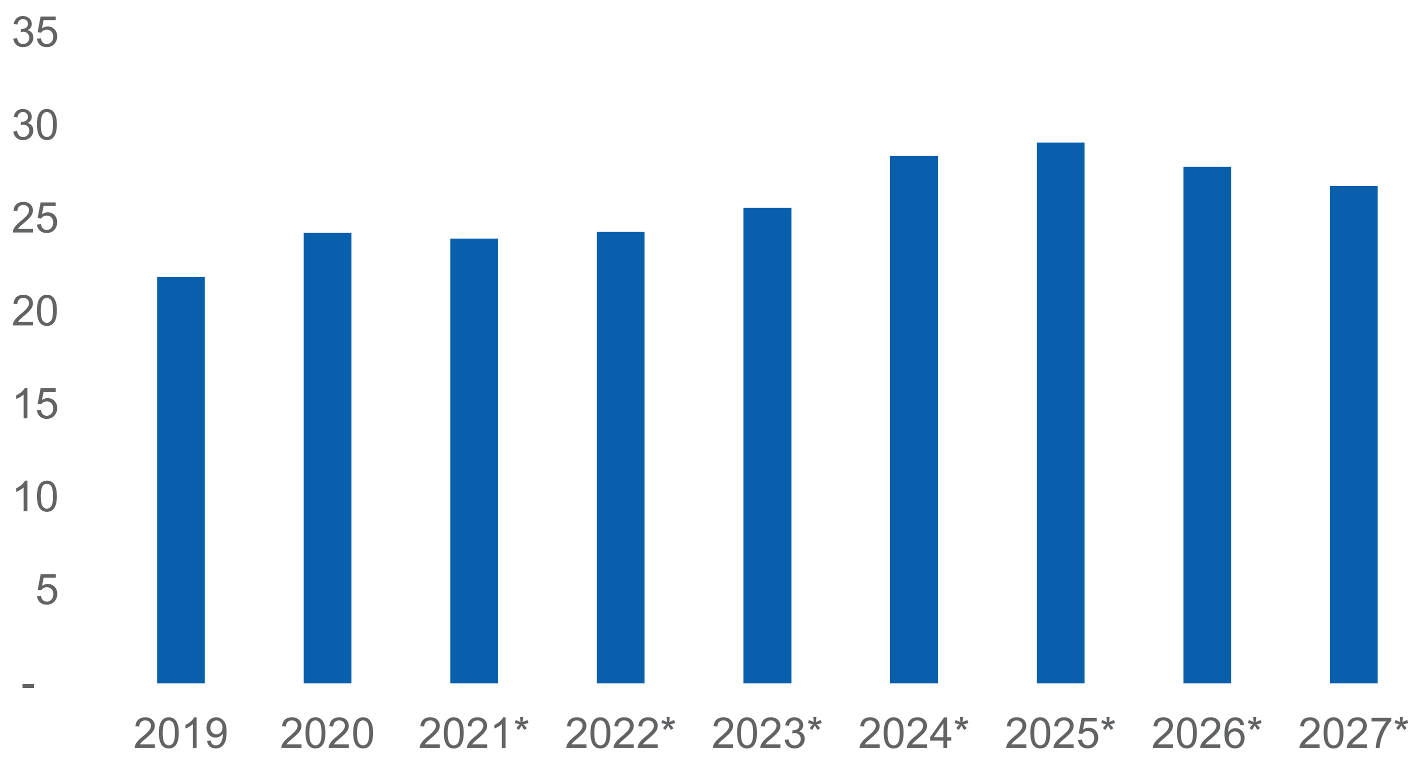
Source: Macromonitors: 'Australian construction outlook – Overview' Dec 2021

Projections

Outlook for Gold

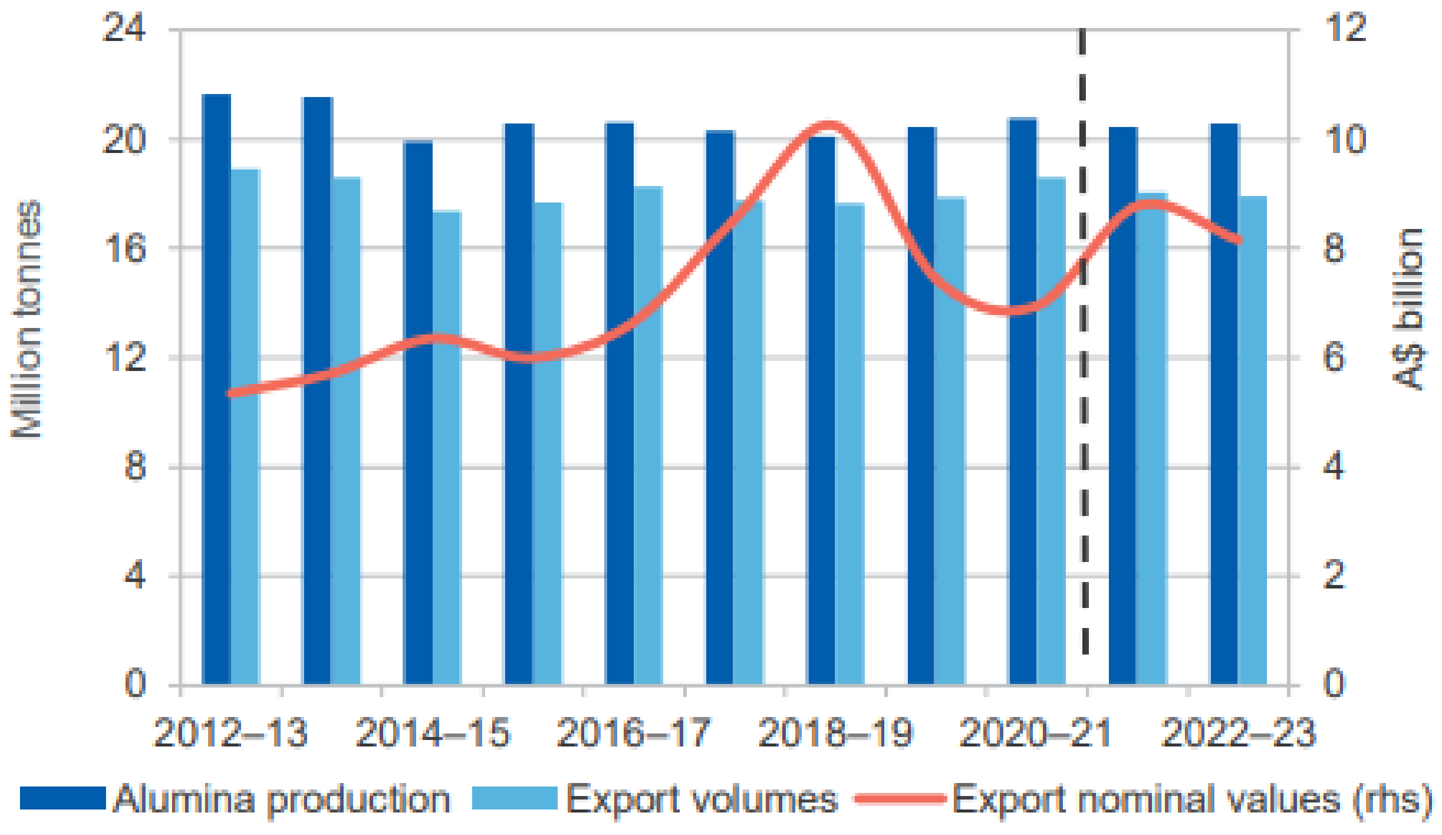


Value of Mining Work Done ($B)



*Forecast

Australian Alumina Production and Price



Outlook for gold supports growth

- Labour and skills shortages are currently affecting Australian gold mine production but production from new mines and existing mine expansions is expected to boost gold mine production in 2022–23
- New projects and expansions are expected to lift Australia's export volumes from an estimated 181kt in 2020–21 to about 272kt in 2022–23

Source: Department of Industry, Science, Energy and Resources Resource and Energy Quarterly December 2021

Mining investment increasing

- Demand from mining is forecast to grow to 2025
- Mining activity supports demand for:
  - Cement – mine development and backfill binder
  - Lime – minerals processing and water management

Source: Macromonitors: 'Australian construction outlook – Overview' December 2021

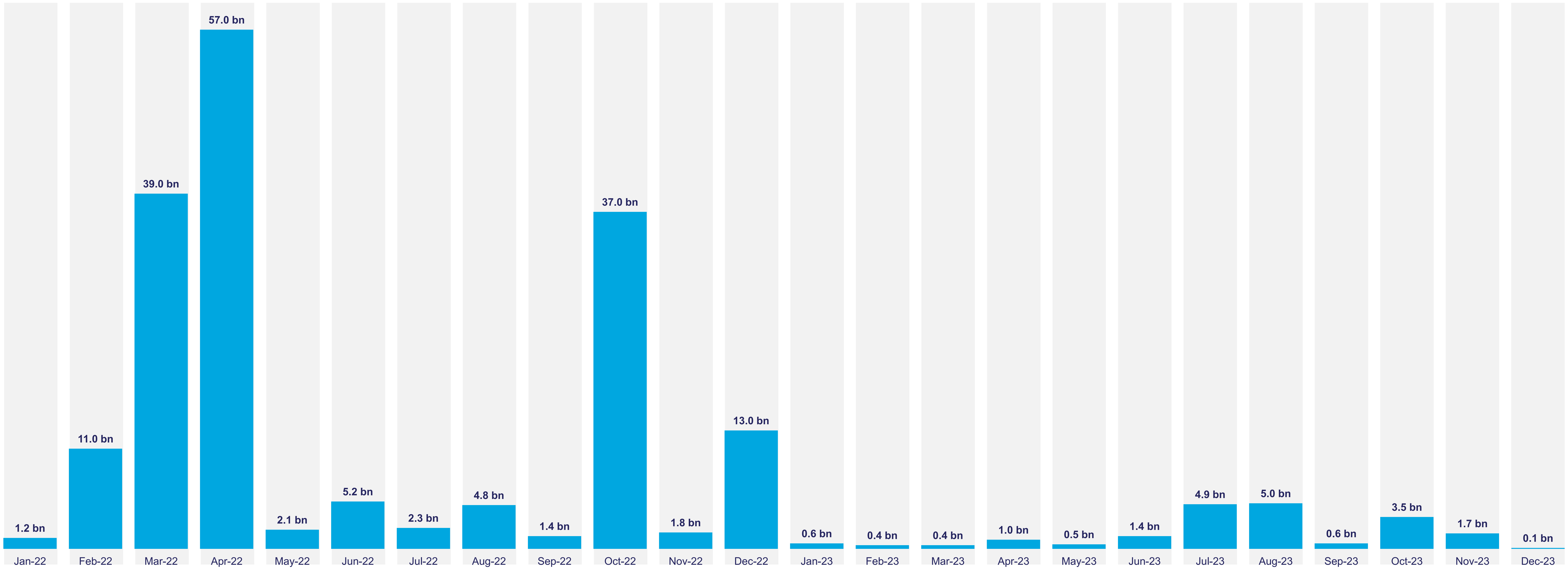
Stable outlook for alumina

- Annual Australian alumina output is expected to be broadly steady to 2023, remaining at 21 million tonnes

Source: Department of Industry, Science, Energy and Resources Resource and Energy Quarterly December 2021

Focus on Infrastructure

Tender pipeline for projects is significant, with over $196 billion[1] projected to come to market within the next 2 years



1. Adbri analysis of infrastructure announcements. Data represents the total project value for projects within contestable market areas for the Group

Focus on Infrastructure

Key infrastructure projects won in last 12 months

Project Description	Region	Product	Estimated Completion
Redfern – Banksia Station Upgrades	NSW	Concrete	2022
Sydney International Motorsport Park	NSW	Concrete	2022
BAC International Apron Work	QLD	Concrete	2022
Bruce Highway – Pumicestone Road to Steve Irwin Way	QLD	Concrete	2022
Bruce Highway – Cooroy to Curra: Sections 1 & 2	QLD	Aggregates	2023
Mickleham Quarantine Facility	VIC	Concrete	2022
Tramways Contract	VIC	Concrete	2022
AIR 555 – Pavement Package	SA	Aggregates	2022
Fullarton, South Eastern Freeway & Glen Osmond Roads – Sealing Package	SA	Aggregates	2022
Darwin Airport – Apron Upgrade & Aerobridge Installation	NT	Concrete	2022
RAAF Base Tindal Stage 6 development	NT	Concrete & Aggregates	2023
Iron Bridge Mine	WA	Cement	2022
Koodaideri	WA	Cement	2022

Focus on Infrastructure

Targeted approach - infrastructure projects in next 12 months

Project Description	Region	Product	Estimated Commencement
Main South Road Duplication Section 1 & 2	SA	Concrete, Aggregates	2022
Mt Bold Reservoir Dam Safety Upgrade	SA	Concrete, Aggregates	2022
Sydney Airport (Mascot)	NSW	Concrete	2022
Warragamba Dam	NSW	Concrete	2023
M12 Connector – Section(s) (1),(2) or (3)	NSW	Concrete, Aggregates	2023
Prospect Hwy Upgrade	NSW	Concrete, Aggregates	2022
Western Sydney Airport – (Terminal & Specialty Works – inc. Aprons)	NSW	Concrete, Aggregates	2022
Nackeroo Defence Base	NT	Concrete	2022
Western Sydney Airport – Landside Civil & Buildings	NSW	Concrete, Aggregates	2022
Cabramatta Rail Loop	NSW	Concrete, Aggregates	2022
Gold Coast Light Rail – Stage 3	QLD	Concrete, Aggregates	2022
M1 Pacific Highway – Exit 49	QLD	Concrete, Aggregates	2022

Reported Profit

12 months ended 31 December ($m)	2020	2021	Change PCP (%)
Revenue	1,454.2	1,569.2	8
Earnings before depreciation, amortisation, impairment, interest and tax	262.7	270.8	3
Depreciation, amortisation and impairment	(115.1)	(95.9)	17
Earnings before interest and tax	147.6	174.9	18
Profit before tax	127.2	155.8	22
Tax (expense)	(33.6)	(39.1)	(16)
Minority interest	0.1	-	N/A
Net profit attributable to members	93.7	116.7	25
Basic earnings per share (cents)	14.4	17.9	24

- Reported profit of $116.7 million, up 25% on 2020
- Improvement in earnings compared to 2020 is due to improved revenue driven by market growth, profit on sale of property and nil impairment compared to the prior year
- 2020 pre-tax impairment of $20.5 million reflecting impairment of Munster Kiln 5

Reconciliation of Underlying Profit

Year ended 31 December ($m)	2020			2021		
	Profit before tax	Income tax	Profit after tax	Profit before tax	Income tax	Profit after tax
Underlying profit attributable to members	**158.6**	**(43.0)**	**115.6**	**159.2**	**(40.1)**	**119.1**
Minority interest	(0.1)	-	(0.1)	-	-	-
Underlying profit	**158.5**	**(43.0)**	**115.5**	**159.2**	**(40.1)**	**119.1**
Impairment	(21.7)	6.5	(15.2)	-	-	-
Change in loss provision	(2.7)	0.8	(1.9)	3.3	(1.0)	2.3
Corporate and restructuring costs	(6.9)	2.1	(4.8)	(5.9)	1.8	(4.1)
Acquisition costs	-	-	-	(0.8)	0.2	(0.6)
Statutory profit	**127.2**	**(33.6)**	**93.6**	**155.8**	**(39.1)**	**116.7**
Minority interest	0.1	-	0.1	-	-	-
Statutory profit attributable to members	**127.3**	**(33.6)**	**93.7**	**155.8**	**(39.1)**	**116.7**

- Impairment in 2020 relates primarily to Munster lime assets being placed into care and maintenance, following announcement of the cessation of the Alcoa lime contract. Minor impairments were also taken in relation to mothballed assets as a result of optimising the Group's production footprint
- Following successful litigation, the Group recovered $8.4 million (net of GST) relating to financial discrepancies identified in 2017. A net credit of $3.3 million was recognised after deducting the carrying value of related debtors balances and recovery costs
- Corporate and restructuring costs include redundancy and other one-off costs
- In 2020, a $5.0 million restructuring provision was taken up in relation to the closure of lime kiln 5 at Munster
- 2021 includes redundancies from corporate centralisation and operational rationalisation, and consulting fees driving strategic themes
- Acquisition costs relate to costs incurred on the Milbrae acquisition through the Mawsons joint venture

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