

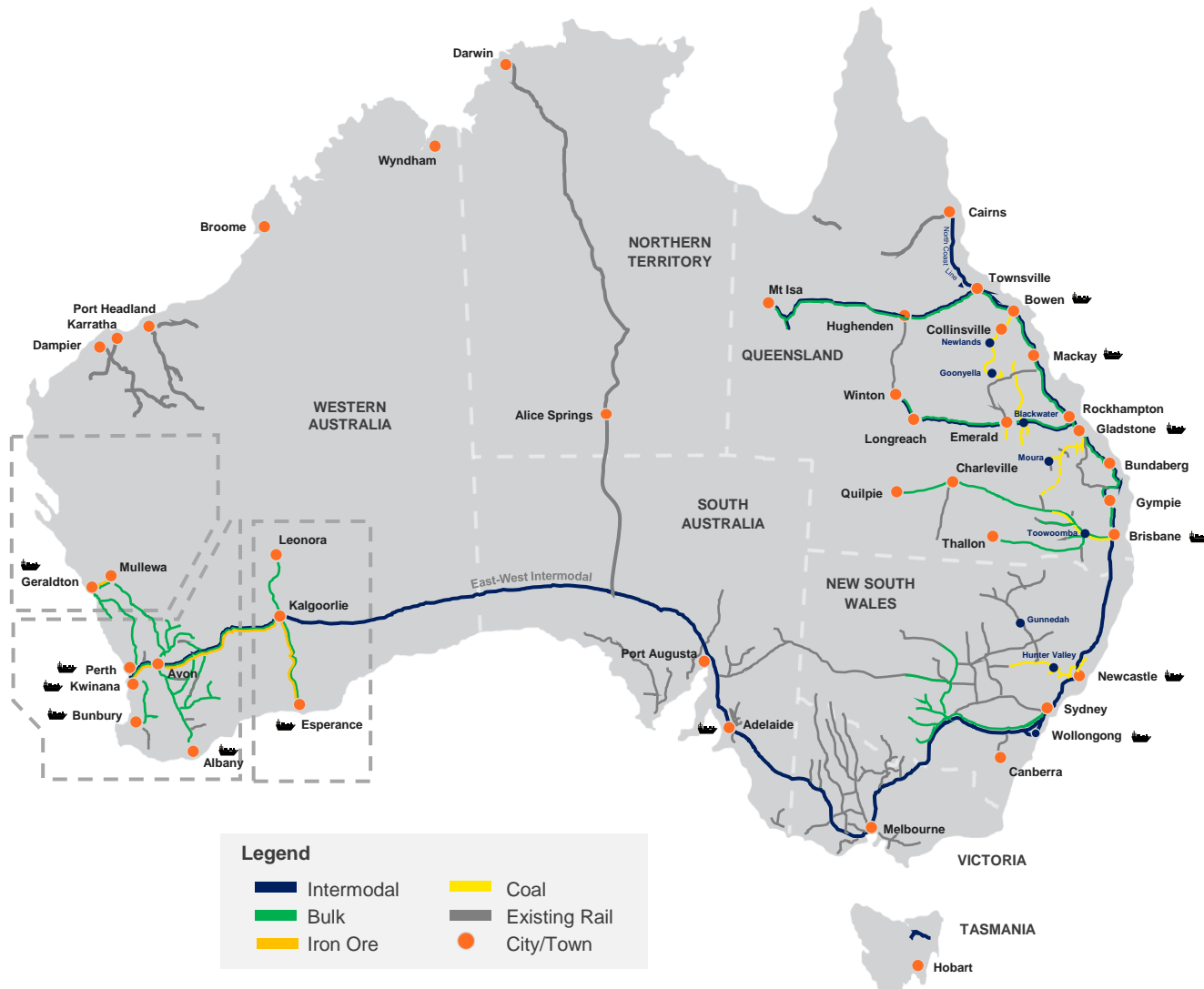
QUT Real World Futures How to Make Ideas Bloom

An Aurizon Perspective

18 May 2016



Aurizon - Australia's largest rail-based transport business



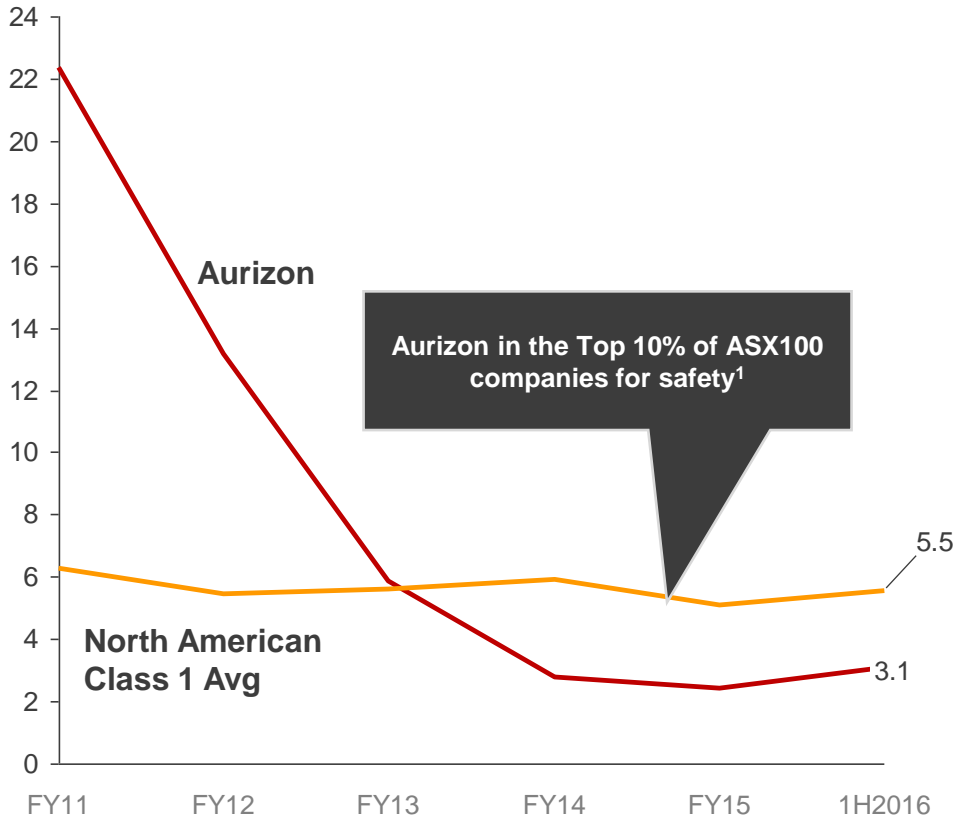
- › Top 50 ASX-listed company, IPO 2010
- › Market capitalisation more than AU \$8.5 billion*
- › Employing ~6,500 people in communities across Australia
- › We move more than 250 million tonnes of Australian commodities each year

Aurizon has performed well since the IPO in late 2010

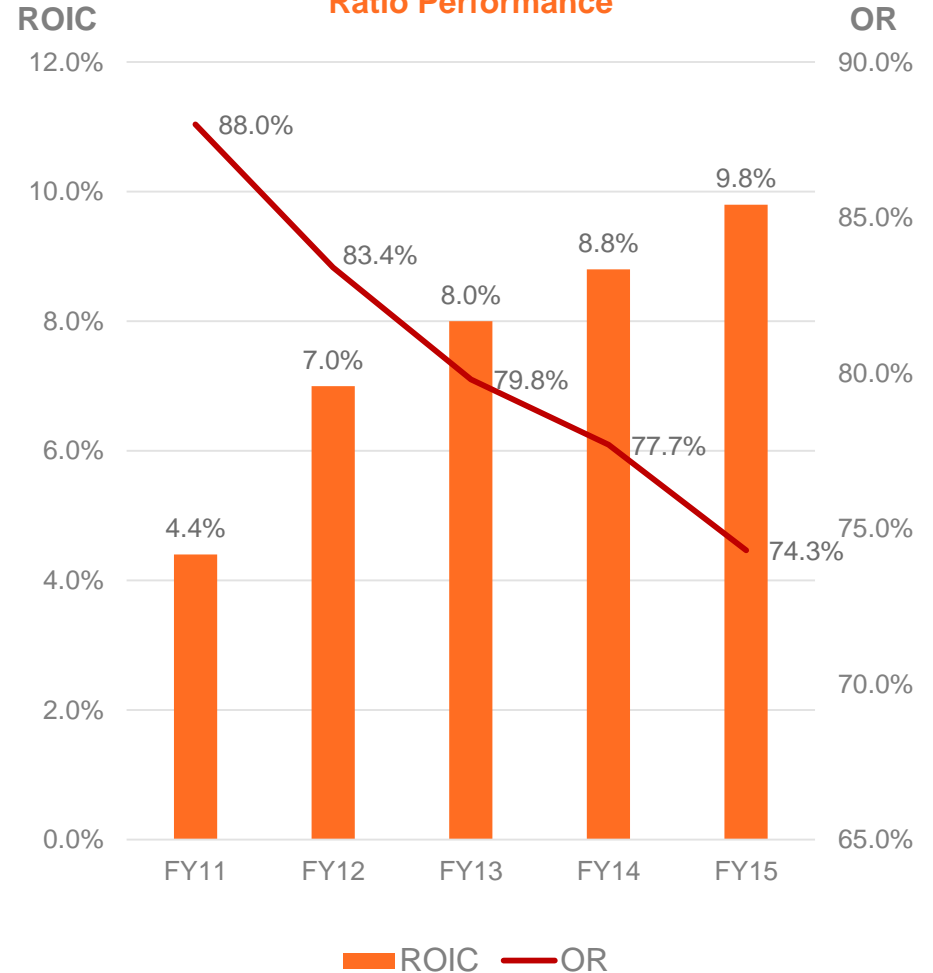
Aurizon's safety record is world leading in our industry...

...and Aurizon's financial performance has been strong

Aurizon TRIFR Performance vs Class 1s ^{1, 2}



Aurizon Return on Capital and Operating Ratio Performance



Source: ¹Per Citi "Safety spotlight: ASX100 Companies and More, July 2015;
²Aurizon 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



HYPER CONNECTIVITY

Networking creates disruption risk / opportunities



SMARTER WORLD

Automation, AI & robotics driving new norms



SUPER COMPUTING

Faster computing, 'big data' foster new opportunities



CLOUD COMPUTING

Direct, real-time customer relationships



CYBER SECURITY

Trust is becoming the ultimate currency

CONTEXT

'Digital leaders' capitalising on these trends are delivering better performance ¹

Revenue Growth 9%

Profitability 12%

Market Value 26%

BENEFITS FOR AURIZON

Improve asset performance, reliability, availability

Increase utilisation and lower costs

Deliver more reliable service

Improve customer satisfaction

Put real time info in hands of decision makers

Greater agility, responsiveness and lower costs

Provide better information flows and visibility

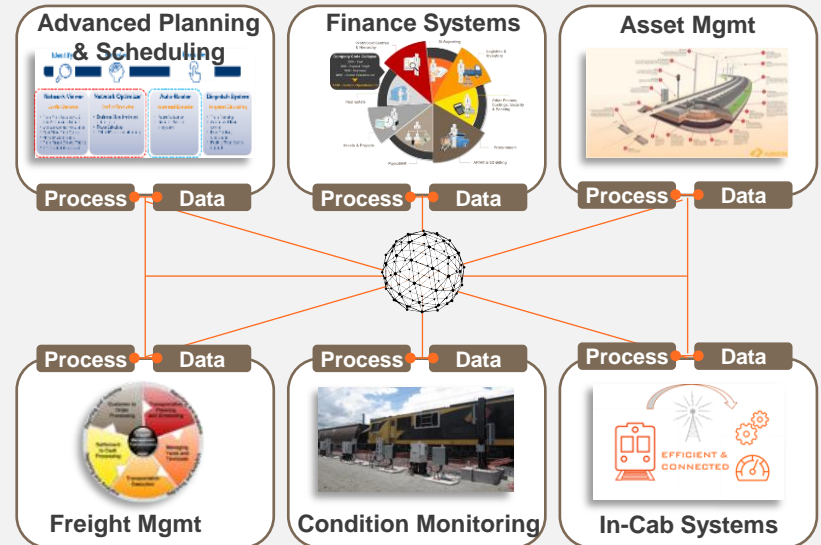
Greater customer, employee & supplier engagement

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



But we face real world challenges ...

- Technology choices
 - ensuring industrial strength robustness in safety/mission critical systems whilst being nimble
 - rail is trailing other industries
 - traditional suppliers may not have the best solution
 - driving competitive advantage whilst managing the inherent risk
- Realising benefits
 - transformational benefits require process and data discipline
 - accountabilities for cross business benefits, dependencies
 - requisite capabilities
 - stakeholder management: customers, suppliers, employees
- Anticipating the future in a VUCA world

