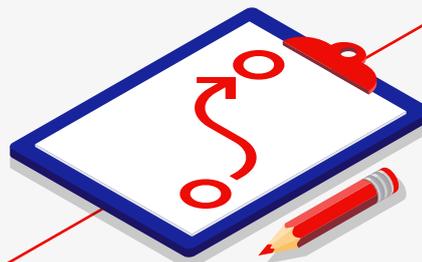
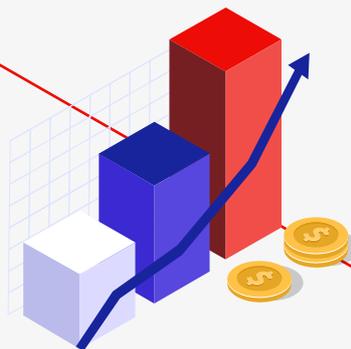


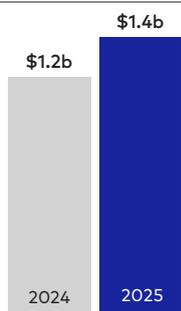
## 2025 Performance Highlights



### Financial

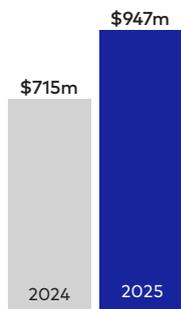
RCOP<sup>1</sup> EBITDA<sup>2</sup>

**\$1.4b**



RCOP EBIT<sup>2</sup>

**\$947m**



Total sales volume

**25.2b litres**

Full-year fully franked total dividend

**100cps**

Represents a payout ratio of 56% of RCOP NPAT

### Strategy

#### Maximise Lytton value

through improved reliability and operational improvements

#### Premium site upgrades

Australia

**14**

New Zealand

**25**

#### U-GO launched

Unstaffed, value-oriented offering unveiled as part of accelerated retail segmentation strategy

#### Focused Energy Solutions business approach

Centred on EV charging and the exploration of lower carbon liquid fuels<sup>3</sup>

1. Replacement Cost Operating Profit.  
 2. Excludes Significant Items.  
 3. Lower carbon liquid fuels and renewable fuels are industry term used for liquid hydrocarbons made from non-petroleum based renewable feedstocks such as purpose grown biomass, or from waste material such as tallow or used cooking oil. It captures Sustainable Aviation Fuel (SAF) and Renewable Diesel. Lower carbon liquid fuels and renewable fuels have the potential to lower fuel lifecycle emissions compared to traditional hydrocarbon fuels.  
 4. Compared to FY 2024.



## Operations

### Fuels and Infrastructure

RCOP EBIT

**\$406m**

▲118%<sup>4</sup>

Total Australian sales volumes

**14.7b litres**

▼4.7%<sup>4</sup>

### Convenience Retail

RCOP EBIT

**\$374m**

▲4.8%<sup>4</sup>

Shop gross margin

**40%**

post waste and shrink, including QSR

### New Zealand

RCOP EBIT

**\$234m**

### Public electric vehicle charging bays

Australia

**290**

New Zealand

**204**

## ESG

### Community contributions

**\$5.1m**

in Australia and Singapore

**\$2.5m**

in New Zealand

### Record employee volunteering hours

**3,044**

up 76%<sup>4</sup>, in Australia and Singapore

Delivered our first Australian Sustainability Reporting Standard (ASRS) Australian Accounting Standards Board (AASB) S2 report

enhancing transparency and governance

### Procurement spend

**\$4.9m**

with Aboriginal and Torres Strait Islander businesses