

Wesfarmers Business Development Style Guide

Version 1.1 | Internal Use Only

1. Brand Philosophy & Strategic Context

The Wesfarmers Business Development (BD) team is the primary steward of the Group's capital allocation and portfolio evolution. Our communications must reflect the Wesfarmers way: **integrity, openness, accountability, and entrepreneurial spirit.**

Our Voice: The Three Pillars

- **Authoritative but Humble:** We represent a Top 10 ASX company. We speak with the confidence of a market leader but remain approachable and respectful. We never use aggressive language in negotiations; we use "principled" language.
- **Data-Driven:** Avoid qualitative adjectives without quantitative support. Instead of "significant growth," use "22% CAGR over the last 3 years."
- **Long-Term Value Creation:** Our focus is not on short-term "deals" but on "value-accretive investments." We frame all opportunities through the lens of long-term shareholder returns.

2. Visual Identity

Primary Color Palette

Our palette is designed to look sophisticated in high-stakes environments like Board presentations or external negotiations.

Component	Hex Code	CMYK	Usage
Wesfarmers Navy	#002B49	100/78/39/31	Primary headings, document covers, and footer bars.
Wesfarmers Green	#00843D	89/22/100/10	Highlighting value drivers, "Buy" recommendations, and growth trends.
Business Charcoal	#333333	0/0/0/90	All body text for high contrast and readability.
Accented Silver	#E7E9EB	9/5/5/0	Background for data tables and call-out boxes.

Secondary Palette (For Data Visuals)

- **Target Blue:** #0072CE (Use for secondary comparison points).
- **Risk Red:** #D50032 (Use sparingly for downside scenarios or safety risks).
- **Wesfarmers Gold:** #FFB81C (Use for caution/neutral findings).

Typography Hierarchy

- **Headings (Level 1):** Helvetica Now Display Bold, 24pt, Wesfarmers Navy.
- **Headings (Level 2):** Helvetica Now Display Medium, 16pt, Charcoal.
- **Body Text:** Helvetica Now Text Regular, 11pt (Documents) / 18pt (Presentations).
- **Captions/Footnotes:** Helvetica Now Text Italic, 9pt, Cool Grey (#53565A).

3. Communication & Editorial Standards

The "Wesfarmers Way" of Writing

We prioritize clarity and precision over corporate jargon.

Instead of...	Use...
"Unlock synergies"	"Realise \$Xm in cost savings through [specific action]"
"Low-hanging fruit"	"Immediate operational improvements"
"Game-changer"	"Strategically significant acquisition"
"At the end of the day"	"Ultimately" or "In conclusion"

Document Formatting Protocols

1. **Executive Summaries:** Must fit on a single A4 page. Use the "Situation, Complication, Resolution" (SCR) framework.
2. **Investment Committee (IC) Papers:** * **Margins:** 2.5cm all sides.
 - **Spacing:** 1.15 line spacing for readability.
 - **Referencing:** All market data must be sourced in the footer (e.g., *Source: IBISWorld 2024*).
3. **Financials:** Always display currency clearly (e.g., \$m AUD). Use parentheses for negative numbers (\$15.2m) rather than minus signs.

4. Data Visualization & Charting

Charts should be clean and "ink-efficient." Remove any element that does not convey data.

- **Bar Charts:** Always sort from highest to lowest unless there is a chronological reason.
- **Bridge Charts (Waterfalls):** The standard for explaining EBIT movements or valuation bridges. Use Wesfarmers Green for additions and Risk Red for subtractions.
- **Pie Charts:** Use sparingly. Never more than 4 slices. Use "Donut" style for a more modern aesthetic.
- **Gridlines:** Use horizontal light grey lines (#E7E9EB) only; remove all vertical gridlines.

5. Project Management & Confidentiality

Project Codenames

To maintain confidentiality during sensitive M&A stages, all projects must be assigned a codename.

- **Convention:** Use non-descriptive nouns (e.g., *Project Alpine*, *Project Cobalt*).
- **Restriction:** Never use a name related to the target's industry, location, or initials.

File Naming Convention

YYYYMMDD_ProjectName_DocumentType_Version_Author

- *Example: 20241015_ProjectAlpine_ValuationModel_v04_JD.xlsx*

6. Email & Stakeholder Etiquette

Internal vs. External Communication

- **Internal (Wesfarmers Group):** Direct, data-heavy, assumes prior knowledge of Group strategy.
- **External (Targets/Advisors):** Professional, guarded, and highly polished. Every external email is a representation of our brand.

Presentation "Golden Rules"

1. **One Idea Per Slide:** If you have two points, you need two slides.
2. **The 10/20/30 Rule:** No more than 10 slides, 20 minutes of talking, and 30-point font where possible.
3. **Appendix Usage:** Move detailed calculations and CVs of management teams to the Appendix to keep the narrative flow clean.

7. Compliance & Footer Requirements

Every page of every BD document must contain the following footer in 8pt Arial:

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Approval: *Managing Director, Business Development Wesfarmers Limited*