

21 November 2024

## Elders Investor Day Presentation

Attached is an Elders Limited (**ASX:ELD**) presentation to be given today, 21 November 2024, to investors hosted by Elders Limited. The presentation will be given by members of Elders' management team.

---

**Further Information:**

Mark Allison, Managing Director & Chief Executive Officer, 0439 030 905

**Authorised by:**

Peter Hastings, Company Secretary

View this announcement on [Elders' Investor Hub](#).

**Join the Elders Investor Hub**

Receive ASX announcements and company information direct to your inbox and interact with Elders' announcements with our interactive Q&A functionality.

Scan the QR code or click here to sign up: <https://investors.elders.com.au/s/368318>



185

EST. 1839

*185 years of Elders*

1839

## Elders Investor Day Presentation for FY24

21 November 2024

2024

# Disclaimer And Important Information

The material in this presentation has been prepared by Elders Limited and is general background about Elders' activities and performance at the date of this presentation. The information is in summary form, does not purport to be complete, and where derived from publicly available sources has not been independently verified. Information in this presentation is not advice or a recommendation to investors or potential investors in relation to holding, selling or buying Elders shares and does not take into account a reader's investment objectives, financial situation or needs.

## **Forward looking statements**

This presentation is prepared for informational purposes only. It contains forward looking statements that are subject to risk factors associated with the agriculture industry many of which are beyond the control of Elders. Elders' future financial results will be highly dependent on the outlook and prospect of the Australian farm sector, and the values and volume growth in internationally traded livestock and fibre. Financial performance for the operations is heavily reliant on, but not limited to, the following factors: weather and rainfall conditions; commodity prices and international trade relations. Whilst every endeavour has been made to ensure the reasonableness of forward looking statements contained in this presentation, they do not constitute a representation and no reliance should be placed on those statements.

## **Non-IFRS information**

This presentation refers to and discusses underlying profit to enable analysis of like-for-like performance between periods, excluding the impact of discontinued operations or events which are not related to ongoing operating performance. Underlying profit measures reported by the Company have been calculated in accordance with the FINSIA/AICD principles for the reporting of underlying profit. Underlying profit is non-IFRS financial information and has not been subject to review by the external auditors, but is derived from audited accounts by removing the impact of discontinued operations and items not considered to be related to ongoing operating performance.

# Elders Wool – Melbourne Centre Overview

A world-first wool handling business and the largest single investment in the Australian wool supply chain this century.



**~\$25m**  
investment

**35,000sqm**  
warehouse  
– the size of 1.75x MCGs

**3,000sqm**  
show floor

**350kw**  
solar system

**300k**  
processes  
in excess of 300k bales per annum

**60k**  
storage space  
for over 60k bales

**22 AGVs**  
home to 22  
Autonomous Guided Vehicles

**10**  
charging points  
For electronic vehicles

**75%**  
close to the port  
through which over 75% of Australia's wool  
on the East Coast ships

**16.8m**  
tallest warehouse  
ever built by Dexu

**>7,000sqm**  
super awning

**3**  
corelines  
custom built for the centre



# Agenda

<b>09:30 – 10:00</b>	<b>Morning Tea</b>	
<b>10:00 – 10:10</b>	Executive Overview	Mark Allison
<b>10:10 – 10:30</b>	Financial Results	Paul Rossiter
<b>10:30 – 10:50</b>	Strategy	Anna Bennett
<b>10:50 – 11:10</b>	Elders Rural Services	Tom Russo
<b>11:10 – 11:30</b>	AIRR	Pete Lourey
<b>11:30 – 11:50</b>	Business Development and Acquisition of Delta Agribusiness	Kiim Lim
<b>11:50 – 12:10</b>	Systems Modernisation	Viv Da Ros
<b>12:10 – 12:30</b>	Agency Services	Dave Adamson
<b>12:30 – 13:30</b>	<b>Tour of Wool Facility &amp; Lunch</b>	
<b>13:30 – 13:50</b>	Financial Services	Nick Clark
<b>13:50 – 14:10</b>	Real Estate	Belinda Connor
<b>14:10 – 14:30</b>	Rural Products	Nick Fazekas
<b>14:30 – 15:00</b>	Open Session and Q&A	Mark Allison
<b>15:00 – 15:30</b>	<b>Close</b>	

# Executive Overview

Presented by Mark Allison  
(Managing Director and CEO)








185 EST.  
1839



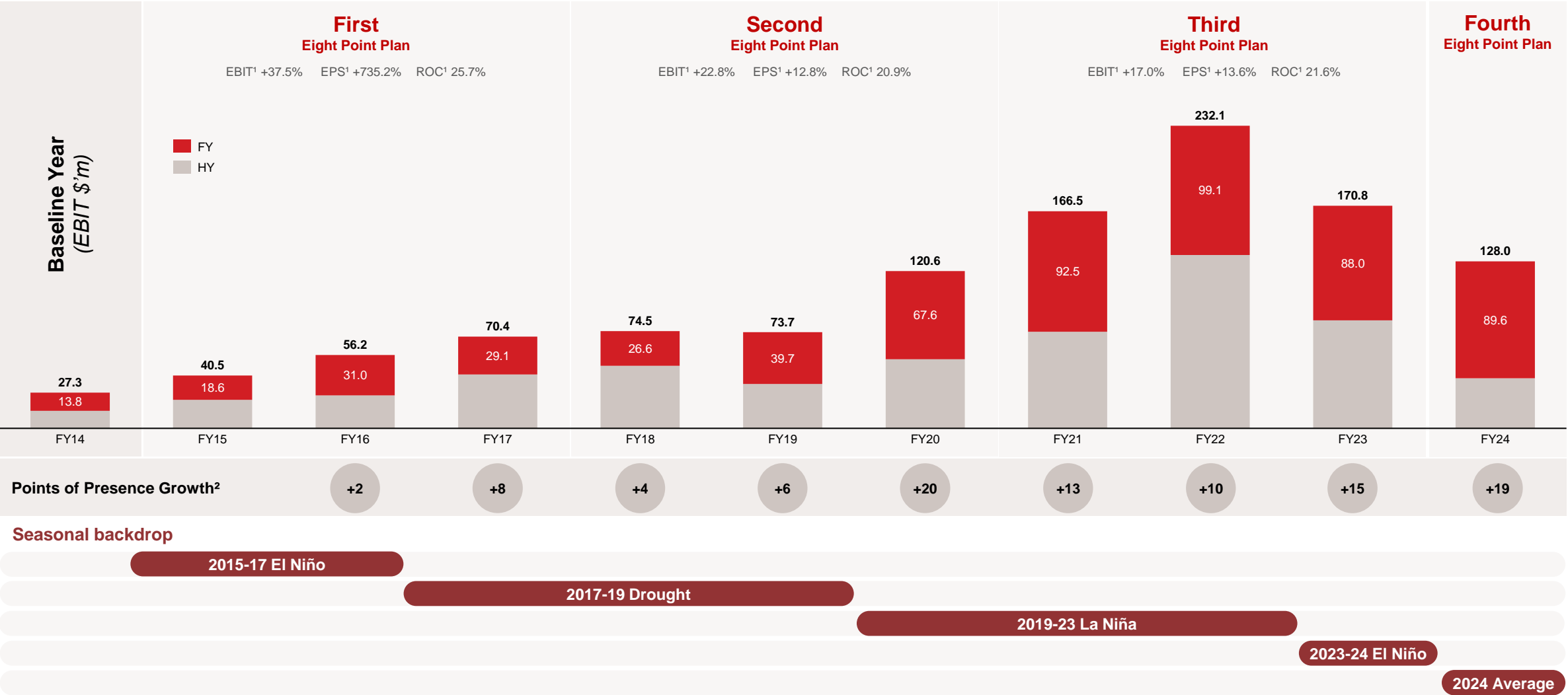
# Key Investment Drivers

Australia's most trusted agribusiness brand amongst farmers five years in a row

 <ul style="list-style-type: none"> <li>▪ Through the cycles shareholder value generation</li> <li>▪ Positioned to benefit from return to average seasonal conditions</li> <li>▪ Target cash conversion above 90% and dividend payout of between 40-60%</li> </ul>	 <ul style="list-style-type: none"> <li>▪ Multi-faceted agribusiness</li> <li>▪ Diversified product offerings and location</li> <li>▪ Streamlined supply chain offering</li> </ul>	 <ul style="list-style-type: none"> <li>▪ Room to grow market share in a large total farm inputs market</li> <li>▪ Opportunities to drive operational efficiencies</li> <li>▪ Selective organic and acquisitive growth</li> </ul>	 <ul style="list-style-type: none"> <li>▪ Cost and capital efficiencies</li> <li>▪ Systems Modernisation benefits expected from FY25</li> <li>▪ Rural Products supply chain optimisation</li> </ul>	 <ul style="list-style-type: none"> <li>▪ Network expansion opportunities</li> <li>▪ Bolt on acquisition synergies</li> <li>▪ Member growth for wholesale network</li> </ul>	 <ul style="list-style-type: none"> <li>▪ Resilient balance sheet</li> <li>▪ Covenant leverage headroom</li> <li>▪ Accounting leverage forecast to reduce from collection of debtors and normalisation of Q1</li> <li>▪ Shareholder returns focus</li> </ul>
EPS Growth	Geographic, product and channel diversification	Attractive market and company outlook	Transformational initiatives benefits	Significant pipeline of new opportunities	Robust balance sheet supporting growth

# Earnings Resilience Through Seasonal Volatility

Resilient EBIT reflects improving seasonal conditions and client activity notwithstanding lost first quarter earnings



1. Average EBIT and EPS growth and average ROC over the Eight Point Plan period

2. Growth generated from acquisitions does not include additional points of presence from greenfield locations

# People and Customer Highlights

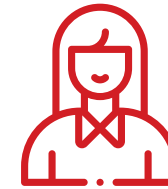
**2**

lost time injuries

**9.0**total recordable injury  
frequency rate**47**

net promoter score

**#1**  
most trusted  
agribusiness brand  
amongst farmers  
fifth year in a row<sup>1</sup>

**45%**

women in the workforce

**21%**

women in senior positions

**77%**

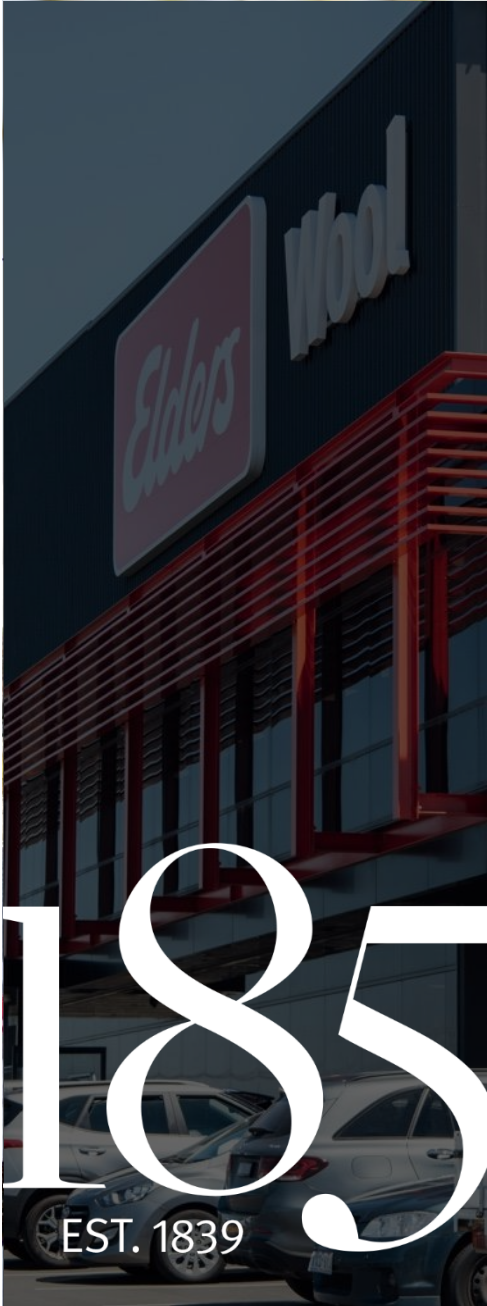
employee engagement

**21**

additional points of presence

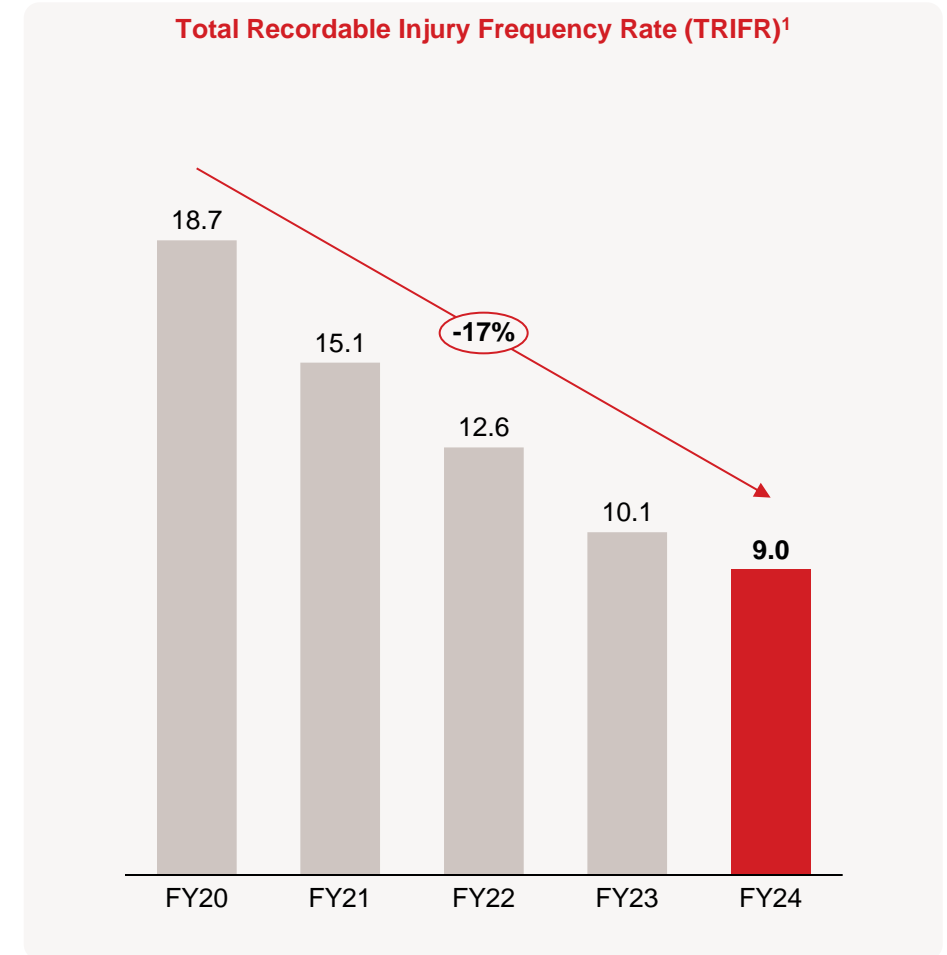
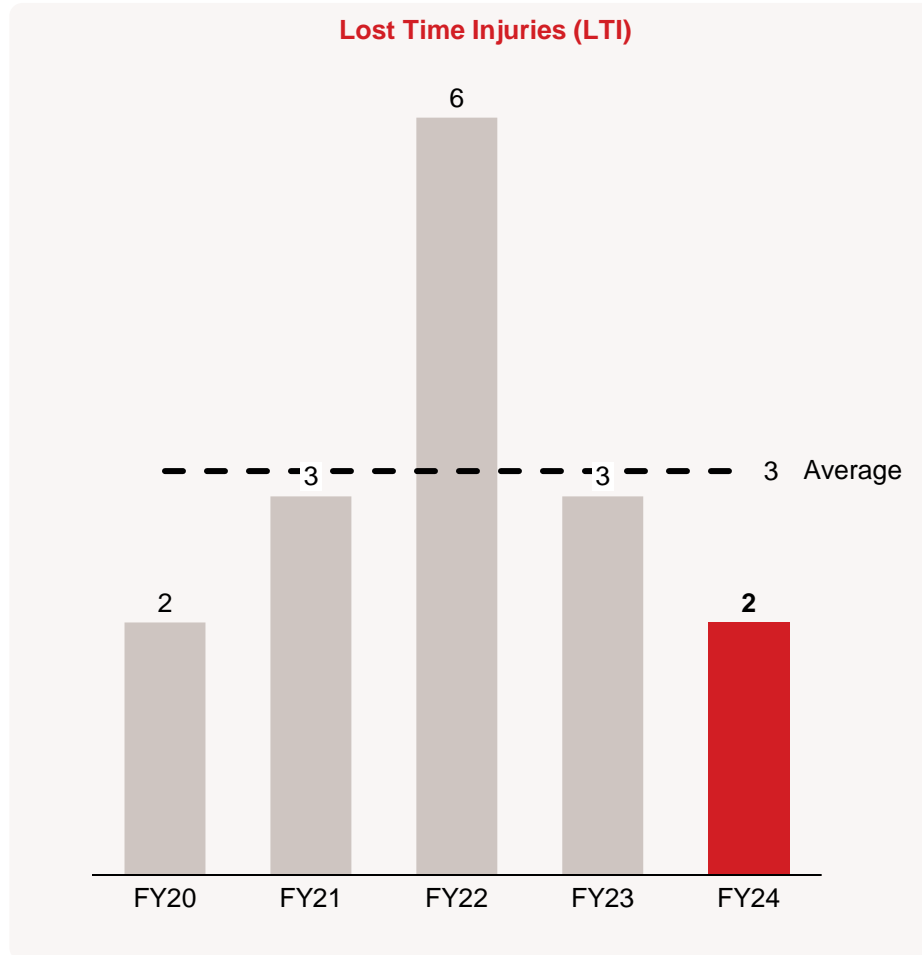
1. "Most Trusted Agribusiness Products and Services Brand", and the 'Best of the Best Most Trusted Agribusiness Brand' in the 2024 Roy Morgan Trusted Agribusiness Brand Awards





# Safety, Health and Wellbeing

Sustaining a safer working environment



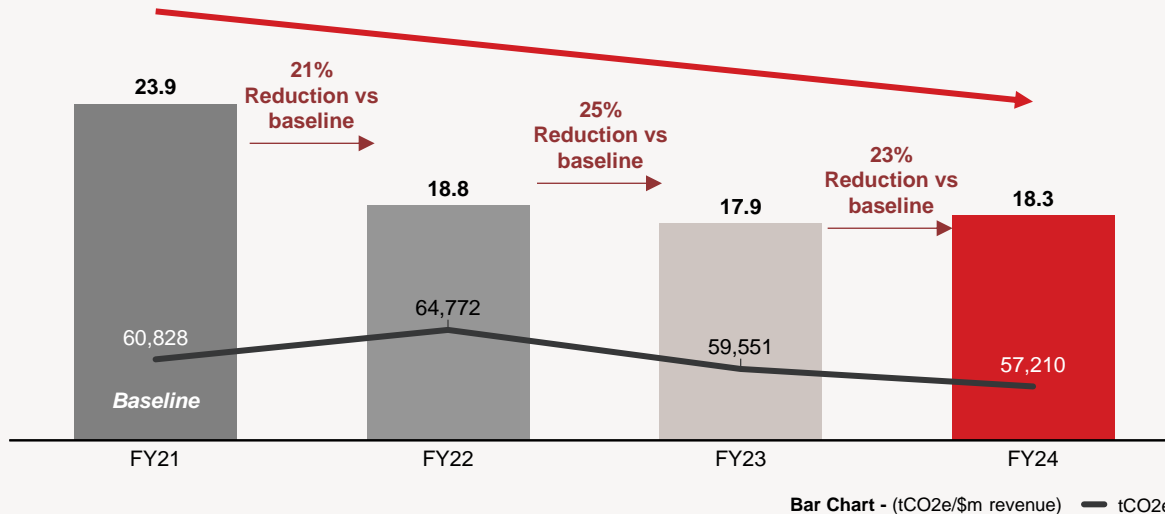
1. All fatalities, LTIs and medical treatment injuries multiplied by 1,000,000 then divided by hours worked

# Sustainability Performance

On track to achieve Scope 1 and 2 emission targets by 2030

## CLIMATE TARGETS<sup>1</sup>

Targets set to reduce our Scope 1 and 2 greenhouse gas emissions:



### Targets

**100%** renewable electricity in all Australian sites by 2025<sup>2</sup>

**50% reduction in Scope 1 and 2 emissions intensity** (tCO2e/\$m revenue)

by 2030, against a baseline year, 2021 (subject to commercially viable technology being available to address feedlot cattle emissions)

**Net zero** Scope 1 and 2 emissions by 2050<sup>1</sup> (tCO2e)

## OUR PROGRESS

- Focus for 2024 was embedding our sustainability principles into business operations
- Implementation of centralised waste management services provider, driving waste reduction initiatives
- Implementation of an ethical sourcing platform, enhancing supplier risk screening
- Partnering with Big Bag Recovery to promote enhanced awareness of plastic bag recoverability through Elders collection points
- Targeted solar and LED lighting site upgrades to reduce emissions
- Solar array at Killara Feedlot installed and commissioned
- Commenced trial of electric vehicles at several of our real estate branches

1. Scope 1: direct emissions from owned or controlled sources. Scope 2: indirect emissions from the generation of purchased electricity. Reported emissions are based on the period 1 July 2023 to 30 June 2024

2. Target achieved through on-site solar generation and purchase and retirement of LGCs

# Financial Overview

Improved second half unable to fully offset materially impacted first quarter earnings, notwithstanding improving seasonal conditions and client sentiment



## \$128.0m

### Underlying EBIT

**-25% YOY**  
Negatively impacted by the  
Q1 result



## 11.3%

### Return on Capital

R12 EBIT/ R12 avg net operating assets

**from 16.0%**  
Below target benchmark due to  
Q1 EBIT impact and capital spend on  
transformational projects



## 129%

### Cash Conversion

YTD Operating cash flow / YTD U'NPAT

**from 163%**  
Negatively impacted by  
higher debtors at balance date



## 36c

### Dividends Per Share

**from 46 cents**  
Dividend payout ratio temporarily above target  
elevated because of Q1 underperformance



# Financial Results

Presented by Paul Rossiter  
(Chief Financial Officer)



185 EST.  
1839

# Financial Performance Overview



## FY24 Underlying EBIT

- EBIT within guidance, supported by return to average seasonal conditions in most regions
- Achievement of cost targets
- Second half EBIT exceeded 2H23



## Fourth Eight Point Plan

- Thirteen acquisitions in FY24 with ongoing pipeline
- Growing our footprint and diversifying our product portfolio
- Transform our business through enhanced systems and processes



## Operational Resilience

- Average seasonal conditions forecast in FY25
- Continued recovery expected in client sentiment
- Ongoing commitment to cost and capital discipline



## Financial Ratios

- Headroom maintained in bank covenants
- Leverage ratio forecast to return within target range (1.5x – 2.0x) by FY25 H1<sup>1</sup>
- ROC negatively impacted by generational spend on transformational projects
- Cash Conversion greater than 90% of underlying NPAT

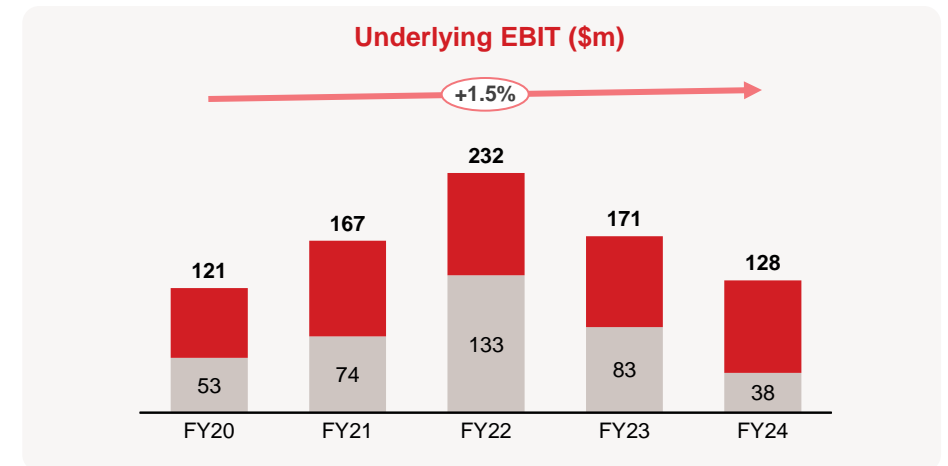
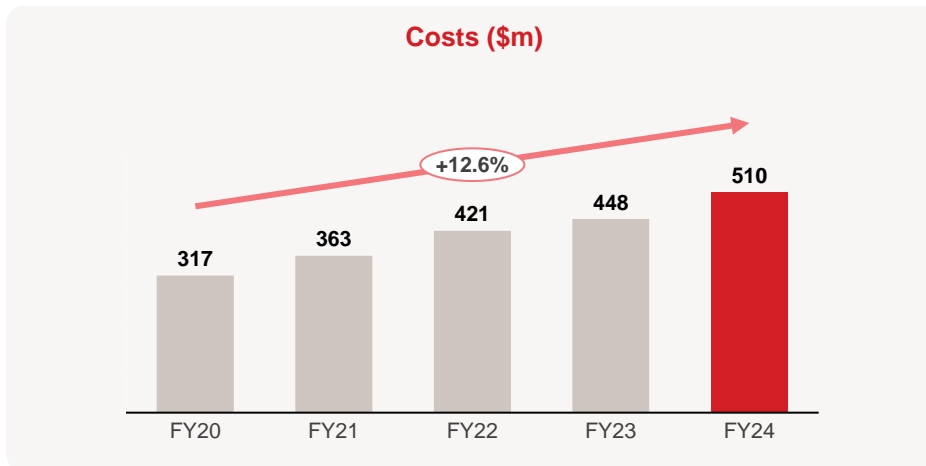
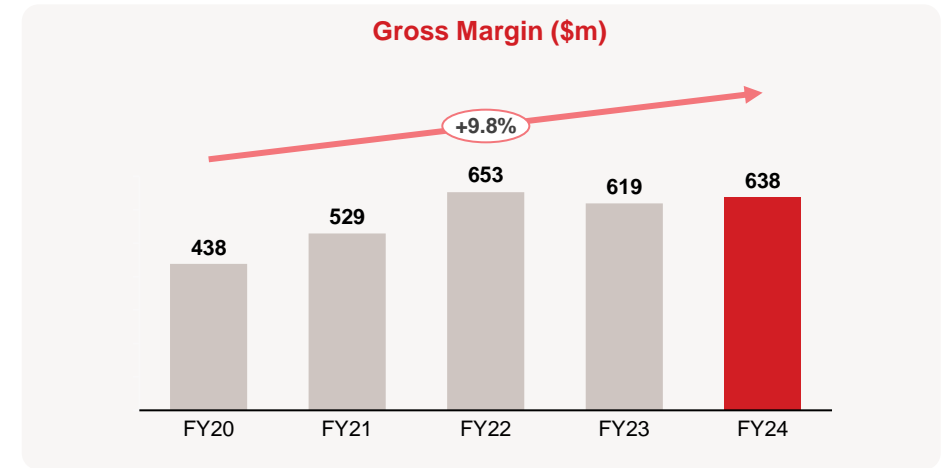
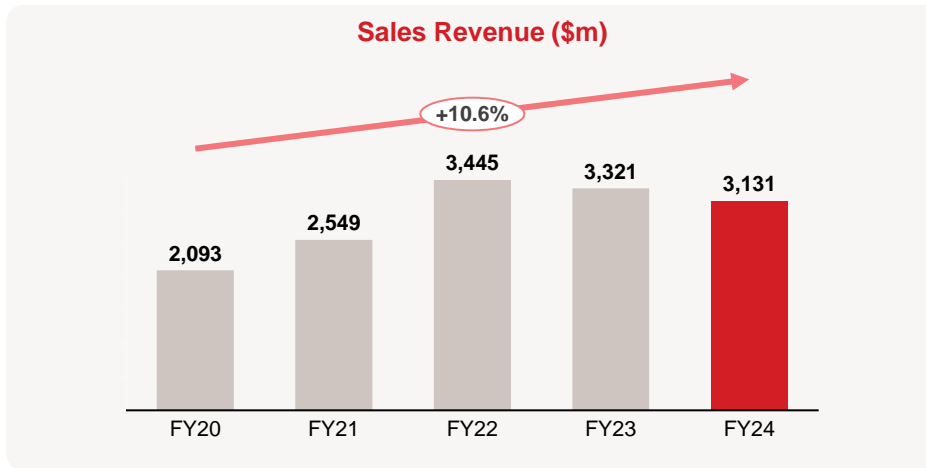
1. Subject to a normal 1Q FY25 and average seasonal conditions





# Five-Year Financial Performance

EBIT within guidance with forecast return to average seasonal conditions forecast in FY25



CAGR calculated on full year performance

Cost base elevated following the change in Elders Wool cost methodology from inclusion in gross margin to operational costs

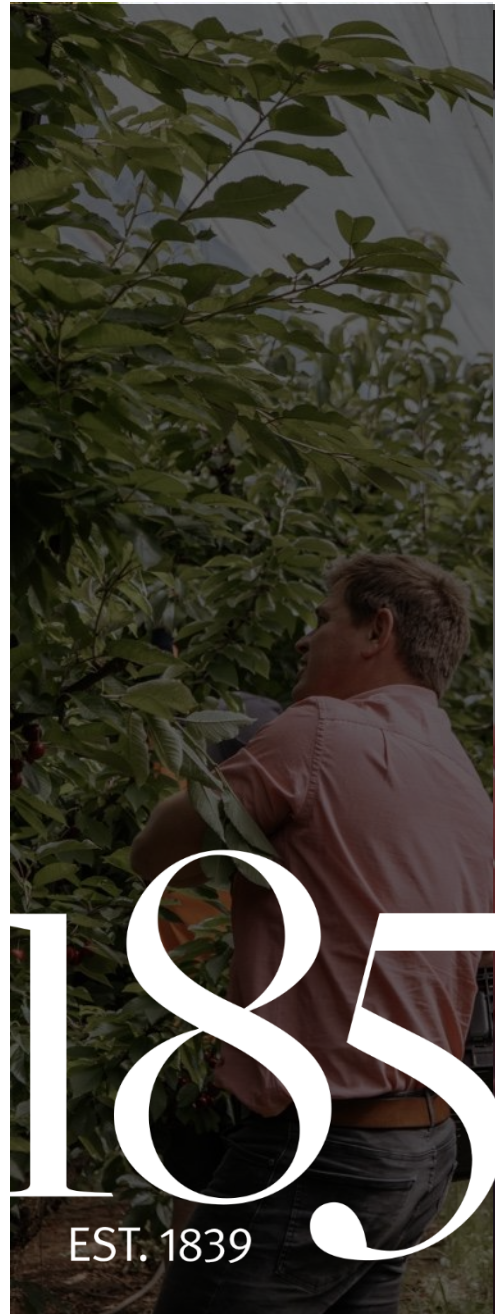
■ 2H ■ HY

# FY24 Financial Summary

Resilient financial result despite below average seasonal and market conditions in the first quarter

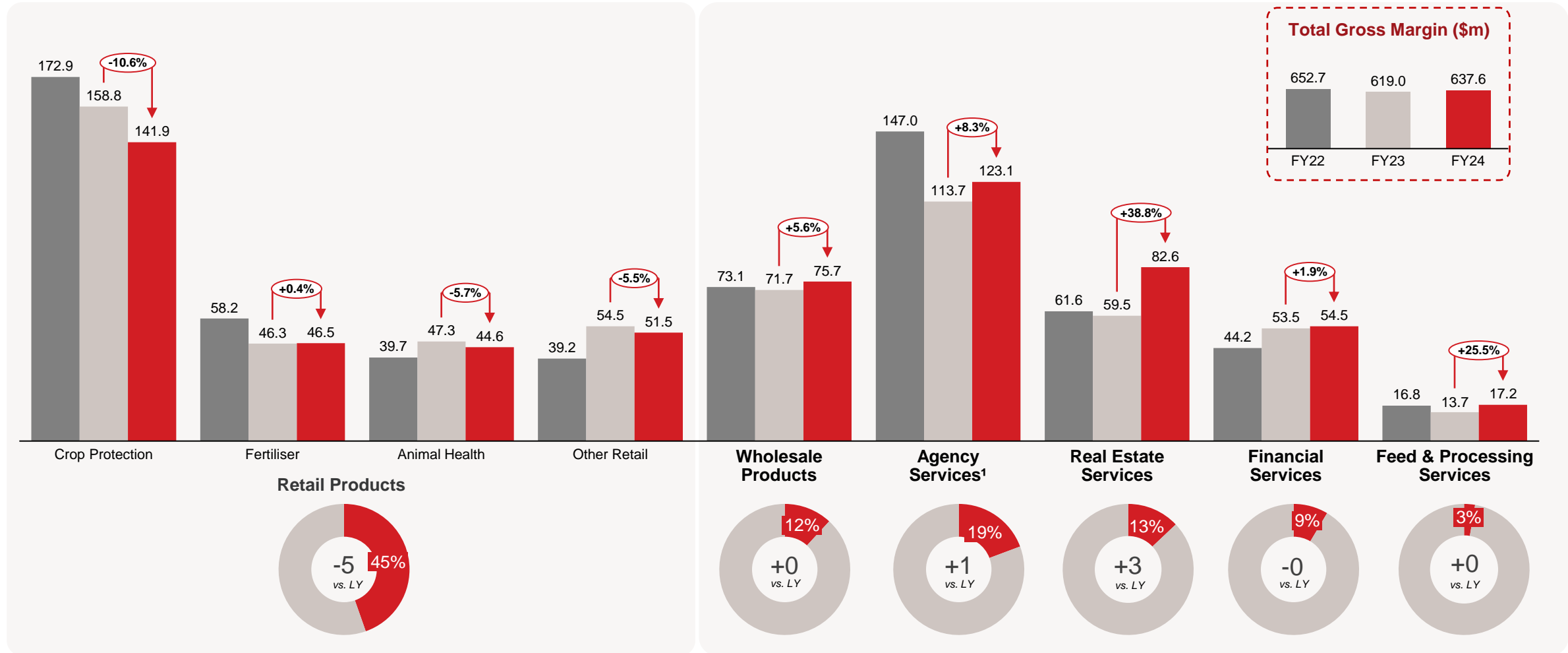
Key metrics (\$m)	FY24	FY23		Var	Var %
Sales revenue	3,131.3	3,321.4	↓	(190.1)	(6%)
Gross margin	637.6	619.0	↑	18.6	3%
Gross margin %	20.4%	18.6%	↑	1.8%	n/a
Costs	509.6	448.2	↑	61.4	14%
Underlying EBIT	128.0	170.8	↓	(42.8)	(25%)
Underlying net profit after tax	64.0	103.7	↓	(39.7)	(38%)
Return on capital (%) <sup>1</sup>	11.3%	16.0%	↓	(4.7%)	n/a
Net debt (excl. AASB 16) <sup>4</sup>	436.8	259.7	↑	177.1	68%
Leverage ratio (times) <sup>2,4</sup>	3.1	1.4	↑	1.7	121%
Operating cash flow	82.9	169.2	↓	(86.3)	51%
Cash conversion (%)	129.5%	163.1%	↓	(33.6%)	n/a
Underlying earnings per share (cents)	40.7	66.3	↓	(25.6)	(39%)
Dividend per share (cents) <sup>3</sup>	36.0	46.0	↓	(10.0)	(22%)

1. Return on capital = Rolling 12 months Underlying EBIT / (working capital + investments + property, plant and equipment + right of use assets + intangibles (excluding Elders brand name) – DTL on acquisitions – lease liabilities – provisions)
2. Target leverage of 1.5 - 2.0 times excludes AASB 16
3. Franked at 60% average for the full year up from 30% in the prior year
4. Balance date



# Gross Margin Diversification

Increasing product diversification through targeted organic and acquisitive growth



1. Agency split: Sheep – 34%; Cattle – 48%; Wool and Grain – 18%

2. Pie charts represent percentage of total FY24 gross margin

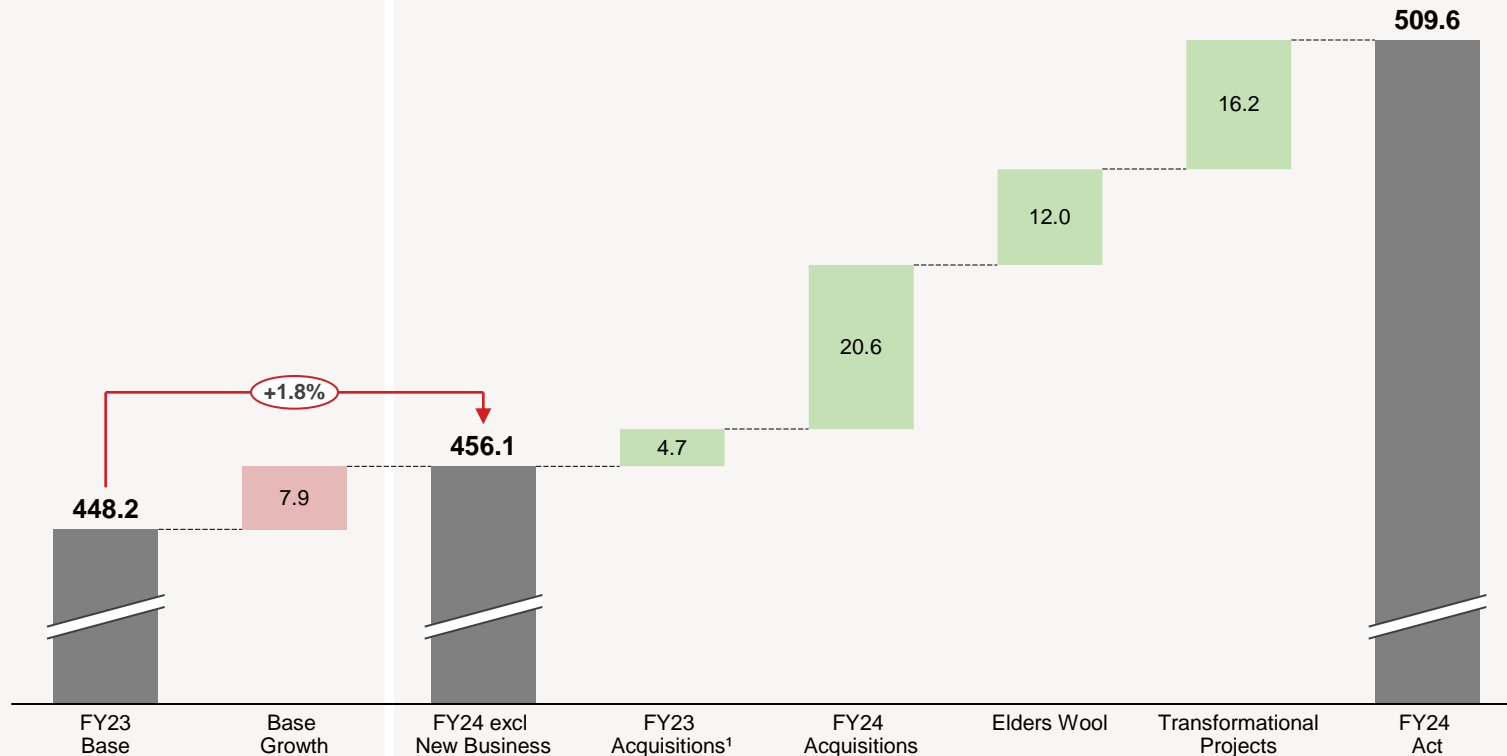
# Cost Growth Excluding New Business

Cost excluding growth and transformation increased 1.8%, well below CPI

## Cost Increase excl. Growth and Transformational Initiatives (\$m)

## Growth Adjusted Cost Movement<sup>2</sup> (\$m)

## Commentary



### Base Target:

- CPI increase was partially funded through cost saving initiatives

### FY24:

- FY24 cost increase is shared between acquisitive SG&A and recurring transformational growth expenditure
- Cost growth below Australian CPI increase
- 263 additional FTE relating entirely to FY24 acquisitions
- 15 fewer FTE YoY, excluding growth from acquisitions

### Acquisitions and Transformational Projects:

- FY23: 9 Acquisitions**, the largest being Emms Mooney and Rockingham
- FY24: 13 Acquisitions**, the largest being Charles Stewart and Knight Frank Tas
- Transformational projects** including toll formulation facilities in WA and Systems Modernisation, inclusive of the additional depreciation and amortisation costs pertaining to these projects

### Elders Wool

- FY24 cost increase reflects the change in operational cost methodology, away from its historical inclusion in gross margin as part of the AWH fees
- The in-house model has resulted in the comparative fees being recorded under costs with the benefit in gross margin.

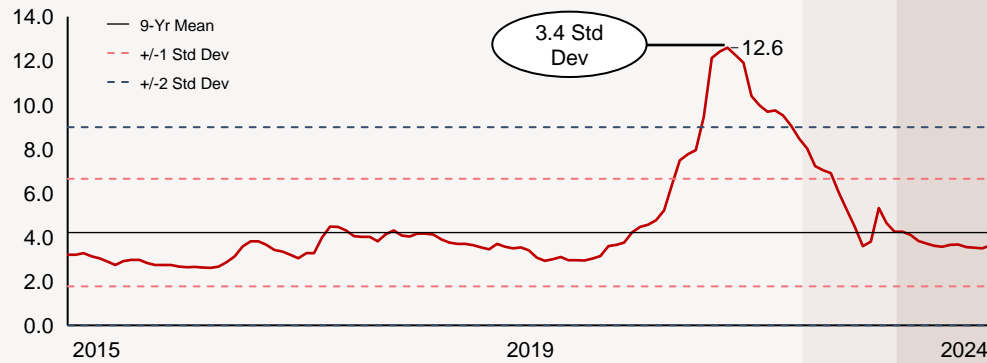
1. FY23 acquisitions with less than 12 months ownership

2. Includes the rolling twelve-month costs from acquisitions and transformational projects with less than 12 months of earnings and thus is not directly comparable to Elders Limited Full Year Results Presentation FY24 Slide 36 which is a year-on-year comparison

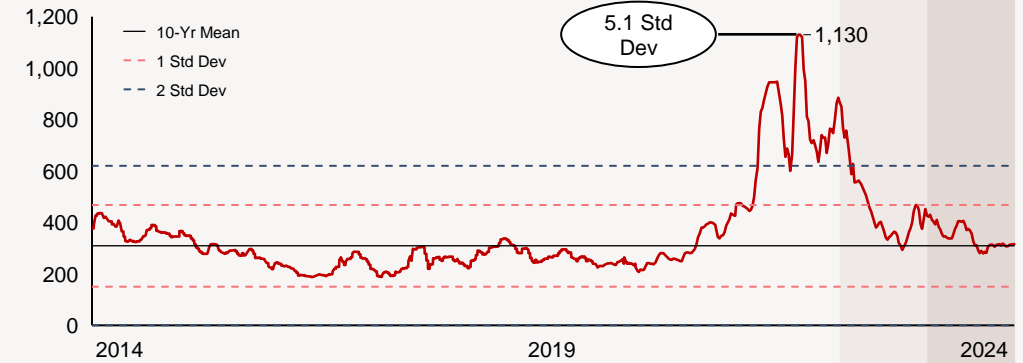
# Industry Backdrop – Rural Products

Sales negatively impacted against prior period by a full year of lower crop protection prices

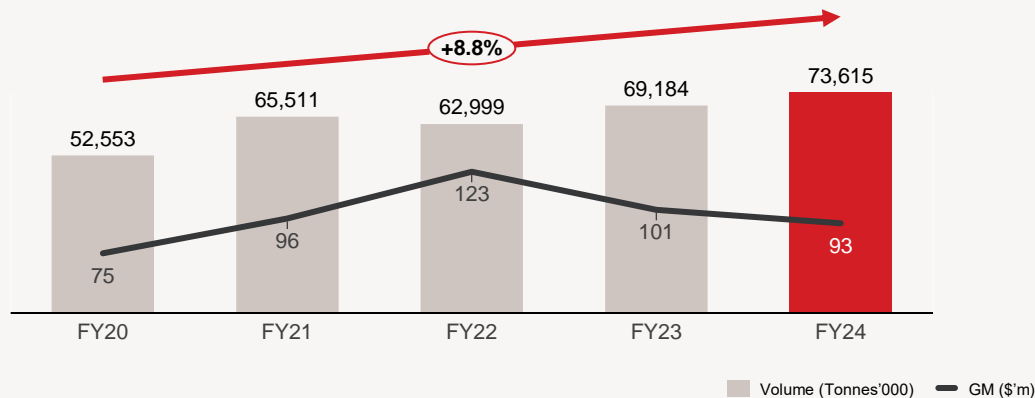
**Glyphosate 95%<sup>1</sup> (\$/kg)**



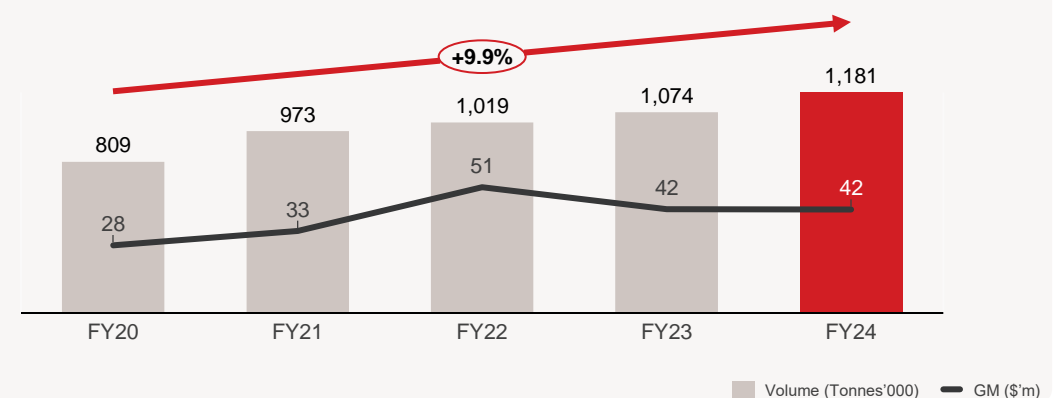
**UREA Index (\$/tonnes)<sup>1</sup>**



**Elders Retail Cropping Inputs 5 Year Trend<sup>2</sup>**



**Elders Retail Fertiliser 5 Year Trend**

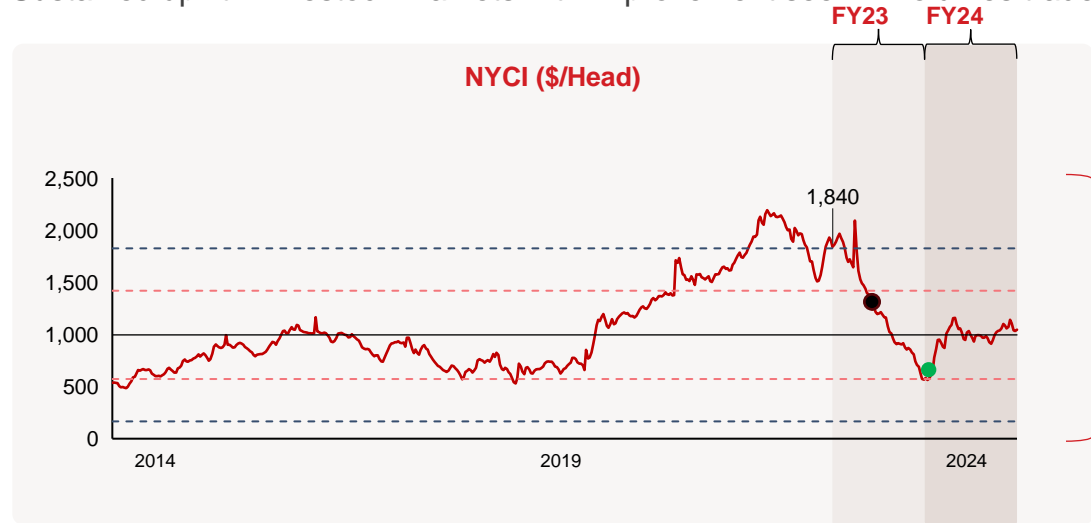


1. Reproduced courtesy of Refinitive  
 2. Excludes the benefits of our backward integration  
 3. <https://tradingeconomics.com/commodity/urea>

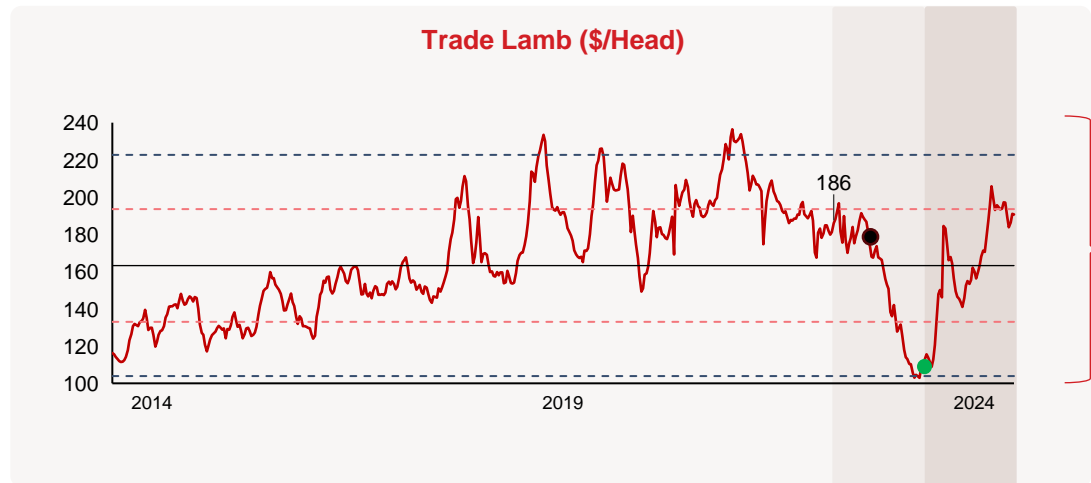


# Industry Backdrop – Livestock

Sustained uplift in livestock markets with improvement seen in volumes traded and prices



- FY24 index experienced a positive revision (+82%) since September 2023, before reverting to the 10-year mean
- The price revision was driven by:
  - Improved seasonal outlook for pasture growth, especially in Eastern Australia
  - Stable cattle volumes
- Animal Health sales uplift was experienced following the improvement in cattle prices



- Significant Trade Lamb price revision saw a 85% improvement since September 2023, surpassing the 10-year mean
- Price recovery from 10-year low driven by:
  - Anticipated tightening of volumes following high stock turn-off in FY23
  - Improvement in farmer sentiment and rainfall in key regions
  - Strong global demand forecast to support livestock markets in FY25
- Acquisition of Charles Stewart supported volume improvement

— 10-Yr Mean — 1 Std Dev - - 2 Std Dev ● El Niño "Watch" issued ● El Niño "Event" issued

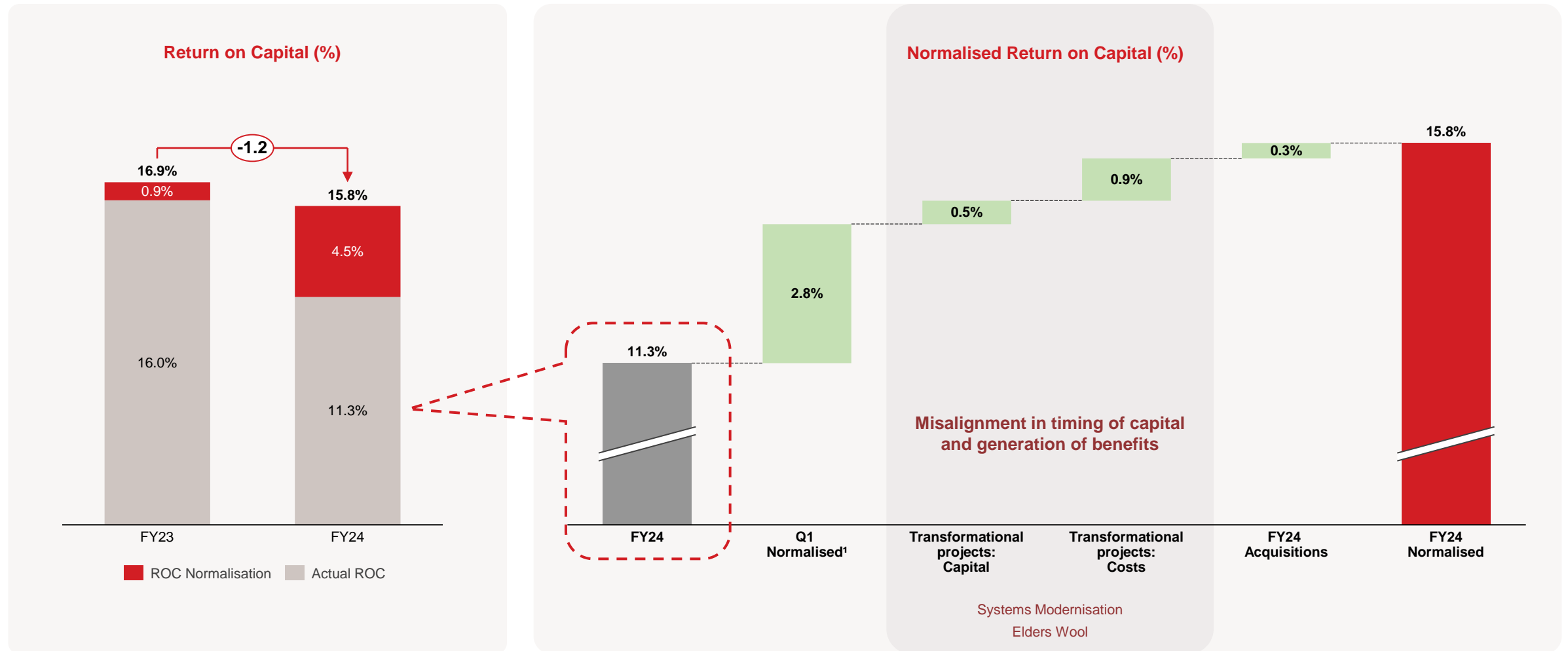
1. NYCI – National Young Cattle Indicator

Source: Reproduced courtesy of Meat and Livestock Australia Limited - [www.mla.com.au](http://www.mla.com.au)

2. <http://www.bom.gov.au/climate/enso/outlook/archive/20231219.archive.shtml>

# Return on Capital

Materially impacted by first quarter and the cumulative impact of transformation projects ahead of benefits realisation

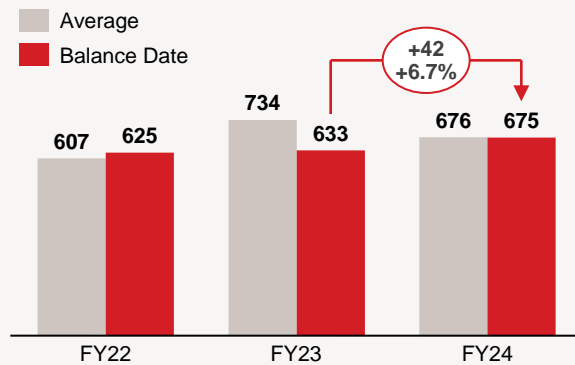


1. The historical 4-year mean Q1 EBIT is \$32m (based on management accounts and unaudited)

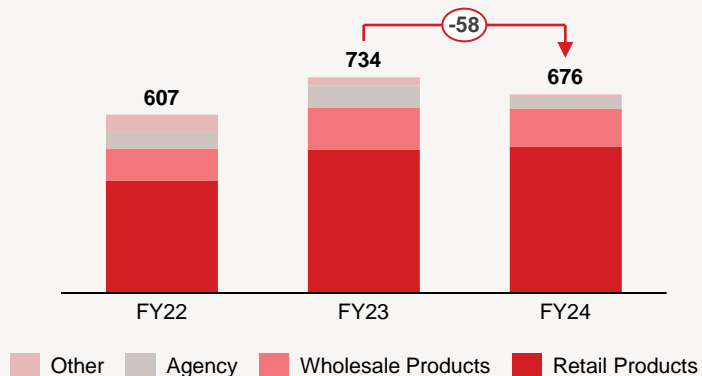
# Working Capital

Significant progress on inventory reduction, offset by higher debtors at balance date

## Working Capital (\$m)



## Average Working Capital by Product (\$m)



1. Balance Date
2. Including Livestock at Balance Date

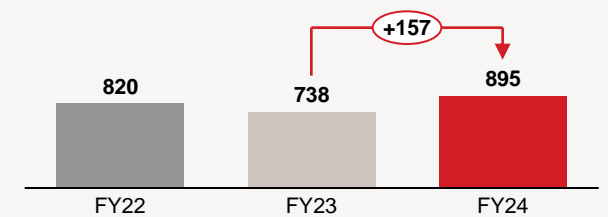
## Disciplined Capital Management

- FY24 average working capital benefitted from disciplined capital management
- Balance date working capital supported by a reduction in inventory, offset by unfavourable timing of trade receivables due to a late winter crop start in WA and SA

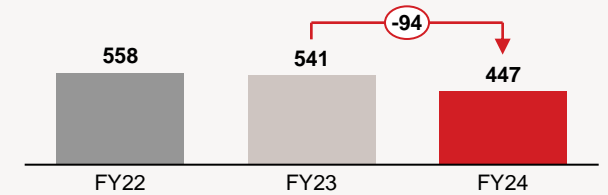
Capital management remains a focus into FY25, with benefits expected from:

- less volatile pricing on key actives within inventory,
- improved collections on receivables ordinarily expected in FY24, and
- enhanced procurement planning and demand initiatives.

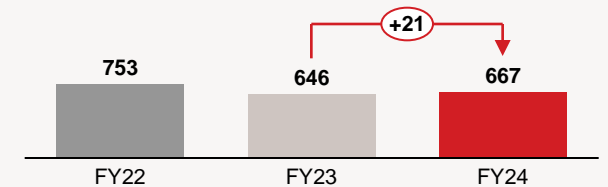
## Trade and Other Receivables<sup>1</sup> (\$m)



## Inventory<sup>2</sup> (\$m)

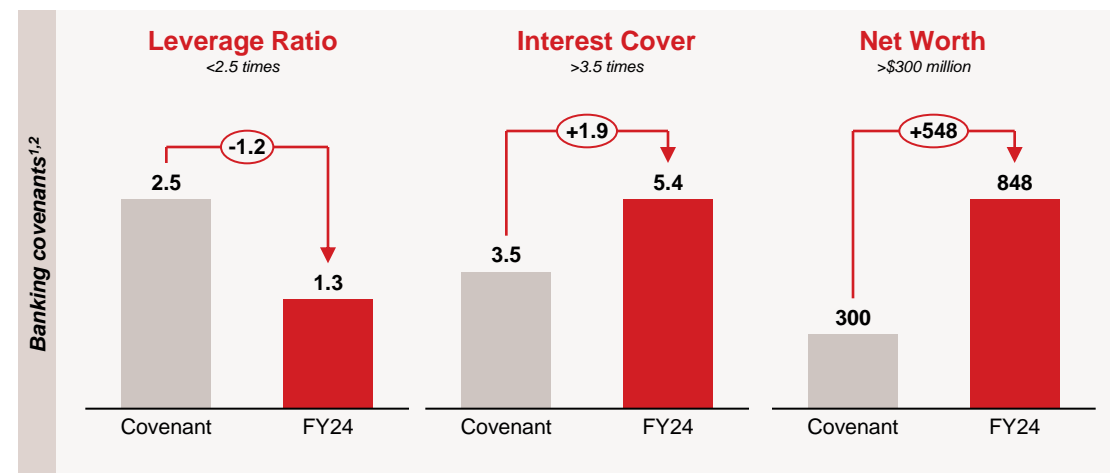
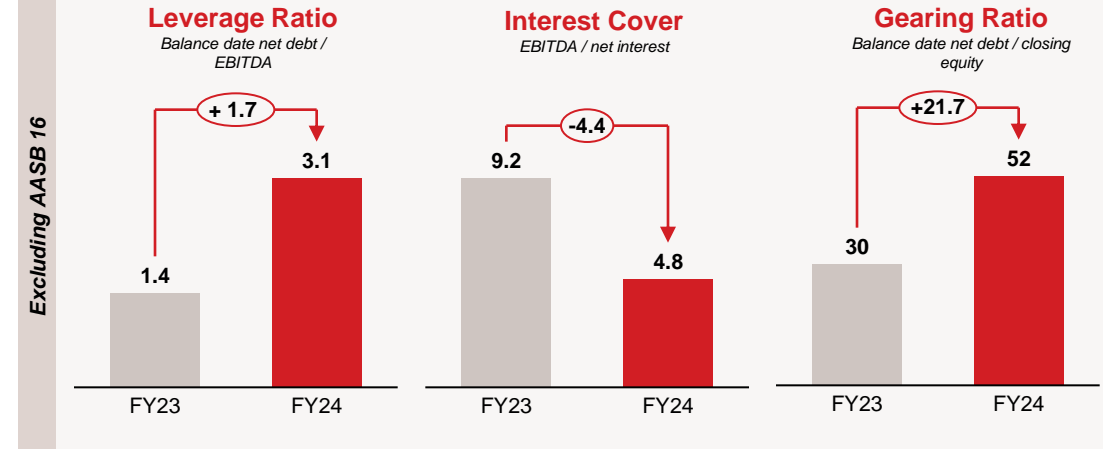
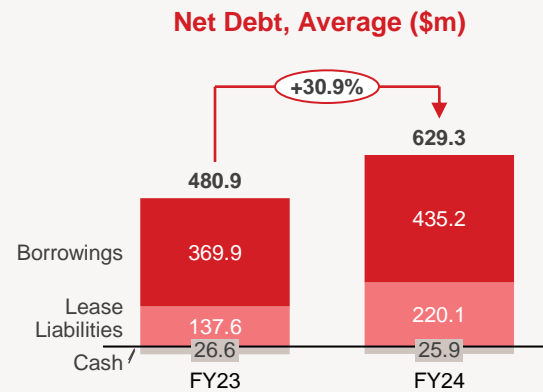
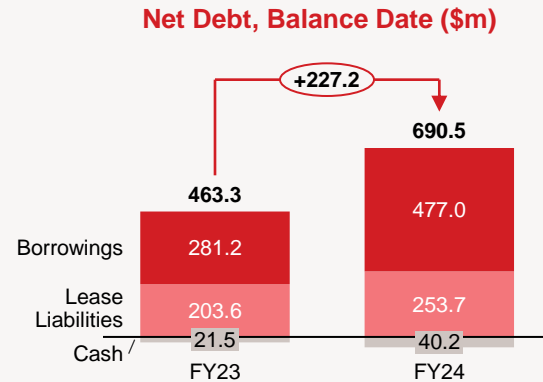


## Trade and Other Payables (\$m)



# Net Debt and Financial Ratios

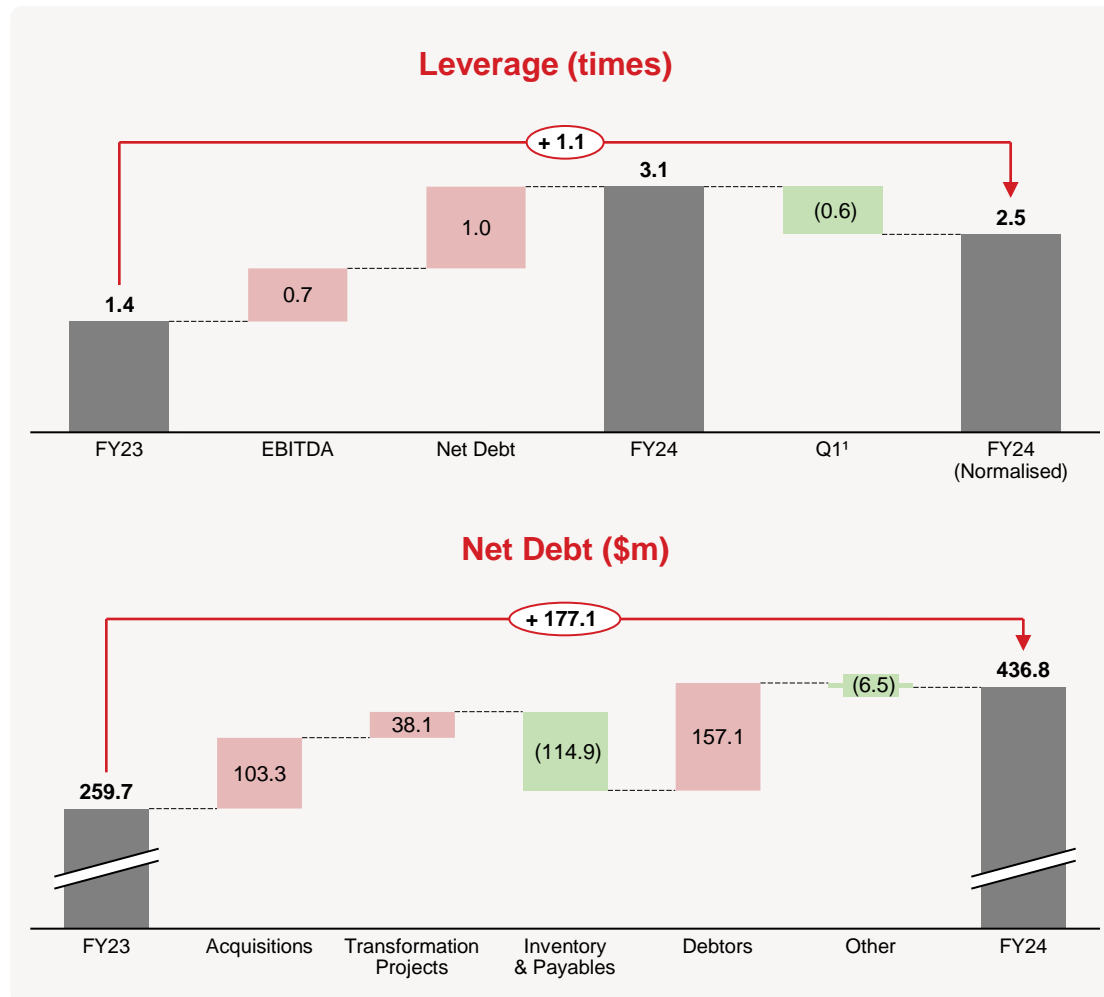
Banking covenants maintain headroom with improvement forecast from a normalised first quarter



- Calculated pursuant to definitions in group syndicated facilities which are subject to change over time. The current covenant calculations exclude all accounting adjustments required by AASB 16 Leases and the leverage covenant excludes the debtor securitisation balance from net debt
- Undrawn facilities at 30 September were \$90.9 million out of total available facilities of \$655 million

# Target Leverage

Pathway to target in FY25 Q1 (1.5 – 2.0 times), to be driven by normalised first quarter and net debt reduction



## Leverage Commentary<sup>3</sup>

- Leverage 2.5 times, normalised for Q1<sup>1</sup>
- Pathway back to target in FY25 H1 enabled by
  - Normalised Q1
  - Lower acquisition (bolt-on) spend
  - Lower transformational CAPEX spend
  - Collection of 2024 winter crop debtors (\$127.2m deferred terms due in FY25 Q1)

## Net Debt Commentary

- Net debt elevated despite significant improvement in net paid stock<sup>2</sup>
- Growth contributor to Net Debt increase includes:
  - 13 acquisitions completed in FY24, annualised EBIT of \$14.2m
  - Transformational CAPEX (Systems Modernisation \$17.9m, Elders Wool \$8.3m, Killara \$11.9m)
- Working capital contribution to Net Debt includes:
  - Debtors, due to a late 2024 winter crop (SA, WA) start, increased demand for seasonal finance and an increase in arrears
  - Partially offset by improvements in net paid stock which is considered sustainable into FY25

1. The historical 4-year mean Q1 EBIT is \$32m (based on management accounts and unaudited)  
 2. Net paid stock = Inventory - Payables

3. Subject to a normal 1Q FY25 and average seasonal conditions



# Strategy

Presented by Anna Bennett  
(Executive General Manager Strategy,  
Sustainability and Innovation)



185 EST.  
1839





# FY24-26 EIGHT POINT PLAN

## OUR AMBITION

### Compelling shareholder returns

5-10% EBIT and EPS growth through the cycles at minimum 15% ROC

### Industry leading sustainability outcomes

across health and safety, community, environment and governance

### Most trusted Agribusiness brand

in rural and regional Australia

## OUR BUSINESS UNITS



RURAL  
PRODUCTS



AGENCY  
SERVICES



REAL ESTATE  
SERVICES



FINANCIAL  
SERVICES



TECHNICAL  
SERVICES



FEED AND  
PROCESSING

## OUR STRATEGIC PRIORITIES

### RUN

Optimise the existing business by:

- 1 **Deepening customer relationships** to drive loyalty and growth
- 2 **Investing in our people** to ensure we have the right people in the right places who are set up for success
- 3 Maintaining unflinching **financial discipline** and commitment to cost and capital efficiency

### TRANSFORM

Future-proof our business by:

- 4 **Streamlining our supply chain** to fully optimise all parts of our integrated value chain
- 5 **Modernising our systems** with leading technology solutions to enhance customer experience, drive efficiencies and support growth

### INNOVATE & GROW

Expand and innovate our portfolio by:

- 6 **Growing our portfolio** of products, services, geographic footprint and channels
- 7 **Enhancing margins** through value chain expansion and integration
- 8 **Innovating to create sustainable solutions** for our customers and communities

## OUR VALUES



CUSTOMER FOCUSED



INNOVATION



TEAM WORK



INTEGRITY



ACCOUNTABILITY 25

# FY24 progress

We made significant progress in the first year of the 4th Eight Point Plan



## RUN



**Maintained #1 position** as most trusted agribusiness brand



**Strong ongoing investment** in leadership skills and early careers



**Delivery of group-wide cost-efficiency** program targeting underlying cost



## TRANSFORM



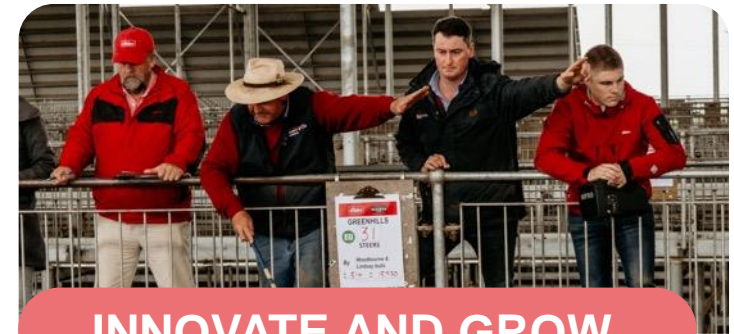
**Opening of** Rockingham and Ravenhall wool handling facilities



**On-going improvements** to S&OP systems and Rural Products supply chain efficiencies



**SysMod implementation** going to plan (focus on Wave 2)



## INNOVATE AND GROW



**Bolt-on acquisitions** including Knight Frank Tasmania and Charles Stewart



**On-going focus** on backward integration with TitanAG and AIRR



**Launched** Elders Finance



**Established** key research partnerships



# Brand Trust

Retained our position and the “Most Trusted Agribusiness Brand”

*“They place the right people in the right branches, they tailor themselves to their clients needs.”*

Roy Morgan survey respondent

*“All of the staff in the branch know me, provide me, provide on-farm service, keep regular communications, and actually care.”*

Roy Morgan survey respondent

*“Have dealt with them for over 40 years and had nothing but good service.”*

Roy Morgan survey respondent

*“We have valued the service Elders have provided to us for many years, often helping in a friendly capacity - they would be a hard act to follow”*

Elders NPS survey respondent

*“We have always had an excellent relationship with our Elders representatives, very supportive, work to get all your requirements asap and in selling your livestock”*

Elders NPS survey respondent

*“Young energetic people who want to make a difference”*

Elders NPS survey respondent

2024 TRUSTED  
AGRIBUSINESS BRAND

**ROY  
MORGAN**

BEST OF THE BEST  
ELDERS

# Sustainability and Innovation

Continued focus on our own sustainability, while supporting farmers and building innovation partnerships across industry



## Progressing sustainability initiatives within our own business



**Implementation of ASRS** in readiness for mandatory reporting



**Defining approach** and commencing measurement of Scope 3 emissions



**Building approach** to nature-related risks and future disclosures

## Supporting farmers on their sustainability journey through carbon farming services



**First ACCU<sup>1</sup> projects declared** for clients through Clean Energy Regulator in FY24 and strong pipeline in FY25



**Dedicated and growing team** of carbon farming specialists



**Strong client demand** and growing pipeline of future projects

## Partnering with leading research agencies, creating knowledge and technologies for Elders and clients





# FY25 priorities and focus areas

We will continue to execute on the plan with an emphasis on optimising, future-proofing and expanding our portfolio



## RUN



**Continue to invest** in customer experience, addressing pain points



**Drive capability** and skill uplift in network teams – particularly agronomy



**Maintain strong financial discipline** with a focus on costs and margin improvement



## TRANSFORM



**Continue roll-out** of SysMod Wave 2 and 3



**See SysMod live in Elders branches** from November



**Continue investment in supply chain** with toll manufacturing facility in WA



**Leverage new wool facilities** to grow market share



## INNOVATE AND GROW



**Maintain programmatic approach** to bolt-on acquisitions in strategic gaps



**Complete anticipated Delta** acquisition and integration



**Drive ongoing organic growth** across business



**Continue backwards integration** penetration via TitanAG and AIRR



**Expand sustainability solutions** for Australian farmers



# Elders Rural Services

Presented by Tom Russo  
(Executive General Manager Network)



185<sup>EST.  
1839</sup>



# Business Model

	 <div> <div>Rural Products</div> <div>Retail Wholesale</div> </div>		 <div>Agency Services</div>	 <div>Real Estate Services</div>	 <div>Financial Services</div>	 <div>Feed and Processing Services</div>	 <div>Digital and Technical Services</div>
Product and service offerings	Rural Products	Rural Products	Livestock	Broadacre	Loan Brokerage	Killara Feedlot	Fee for Service (246 agronomists)
	Fertiliser	Pet Supplies	Wool	Residential	Livestock and Wool Finance		AuctionsPlus (50%)
	Agcrest (33%)		Grain	Property Management	LIT Delivery Warranty		Elders Weather
				Franchise	Elders Insurance (20%)		Clear Grain Exchange (30%)
					Prepayment Program		
Key metrics	\$2.2b retail sales	\$0.4b wholesale sales	11.3m head sheep	\$2.2b broadacre sales	41 Contractor brokers 13 Employed brokers	56k Killara Feedlot cattle head exited	AuctionsPlus 112k head cattle 614k head sheep
	260 stores	348 member stores	1.7m head cattle	\$2.3b residential sales	\$72.3m Livestock finance \$81.3m Third party livestock placements		7.3m Elders Weather unique visitors
	512 APVMA registrations		333k wool bales	19.1k properties under management	\$1.4b insurance gross written premiums <sup>2</sup>		0.4m CGX tonnes influenced
	1.2m tonnes fertiliser				52.3% LIT penetration rate		
					\$82.0m Prepayment Program		
Gross margin	\$284.5m	\$75.7m	\$123.1m	\$82.6m	\$54.5m	\$17.2m	Included in products
Working capital	\$502.2m	\$110.6m	\$63.2m	(\$18.4m)	(\$0.3m)	\$51.9m	Other – (\$32.9m)

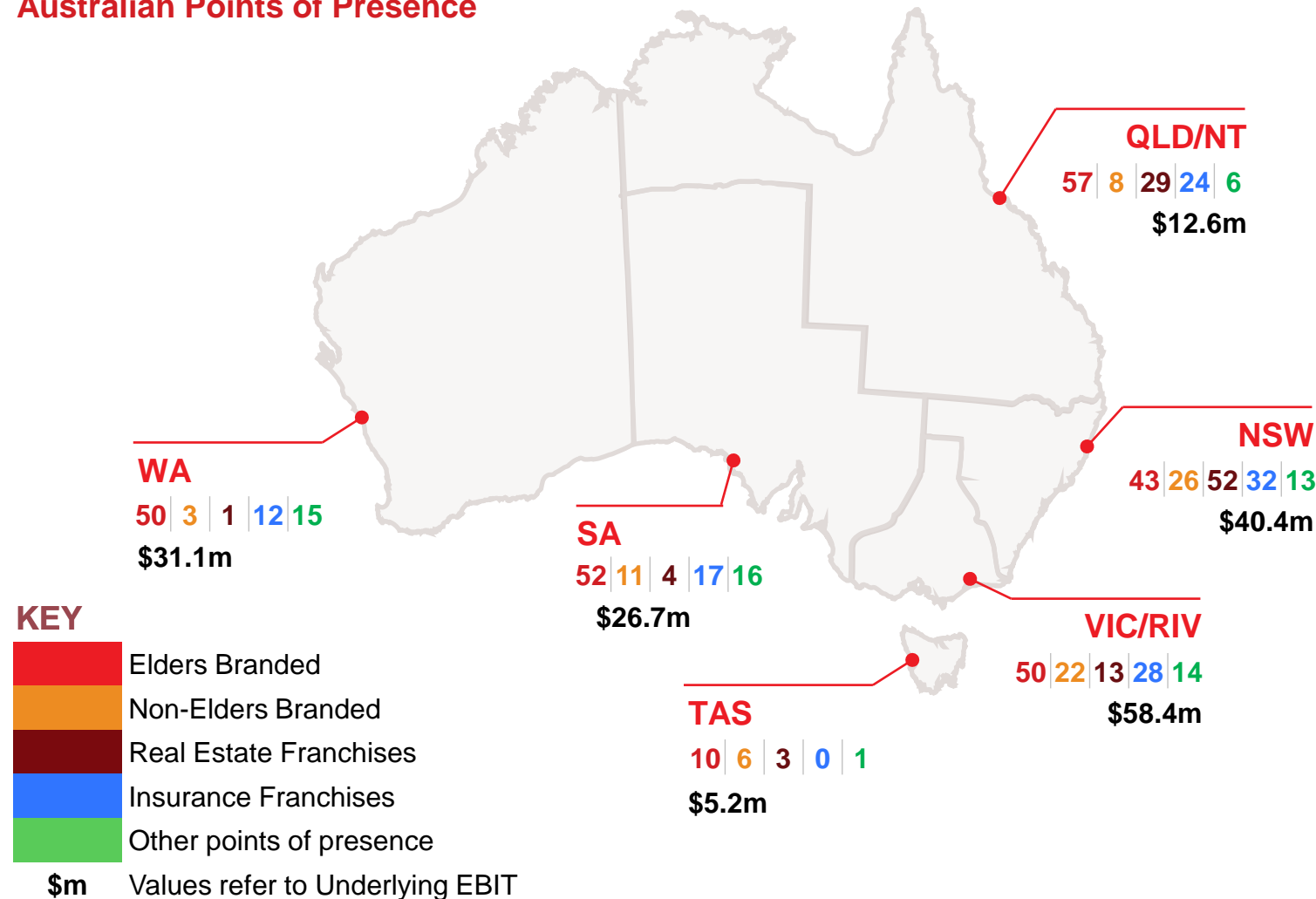
Statistics and financial information based on FY24 full year

1. Relates to Elders Insurance gross written premiums

# Network Snapshot

An expanding network and multiple brand strategy

## Australian Points of Presence



## OUR BRAND STRATEGY

**Primary:** leveraging and reinforcing our position as the most trusted agribusiness brand in Australia







**Secondary:** utilising other brands to grow market share<sup>1</sup>



1. Non-exhaustive

# Network Structure

Highly tailored businesses operating in diverse market segments

	 <p><b>Elders Griffith (NSW)</b></p>	 <p><b>Elders Naracoorte (SA)</b></p>	 <p><b>Sunfam (QLD)</b></p>	 <p><b>Elders SDEA (WA)</b></p>
Location	South-central NSW	South-eastern SA	Bundaberg, QLD	Bunbury, WA
Location Traits	High value irrigated horticulture, viticulture, dryland cropping and livestock production	Typical mixed farming region (livestock grazing and broadacre cropping)	Region experiencing shift from traditional cane farming, to intensive horticulture and perennial tree crops	HQ office located in second largest population centre in WA, controlling several satellite locations servicing the southern coastal region
Our offer	Rural products, specialist agronomic services, livestock agency, wool broking, water broking, real estate and financial services	Livestock agency, technical services, wool broking, rural products, real estate, financial services and property management	Designs, manufactures and installs irrigation equipment Also provides rural products backed by strong agronomic capability	Residential and farmland real estate agency, property management and home loan broking
Acquisition	✗	✗	✓	✓

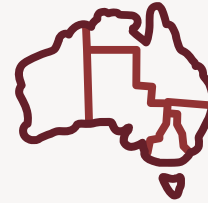


## Priorities and focus areas



### Cost and capital optimisation

Ensure cost control and capital efficiency, and streamline our supply chain



### Sustained diversified growth

Increasing points of presence and underlying organic growth across a diversified portfolio



### Margin improvement

Capture additional margin through pricing strategy and backward integration, and deliver synergies across our acquisitions





# AIRR

Presented by Pete Lourey  
(Executive General Manager Wholesale)

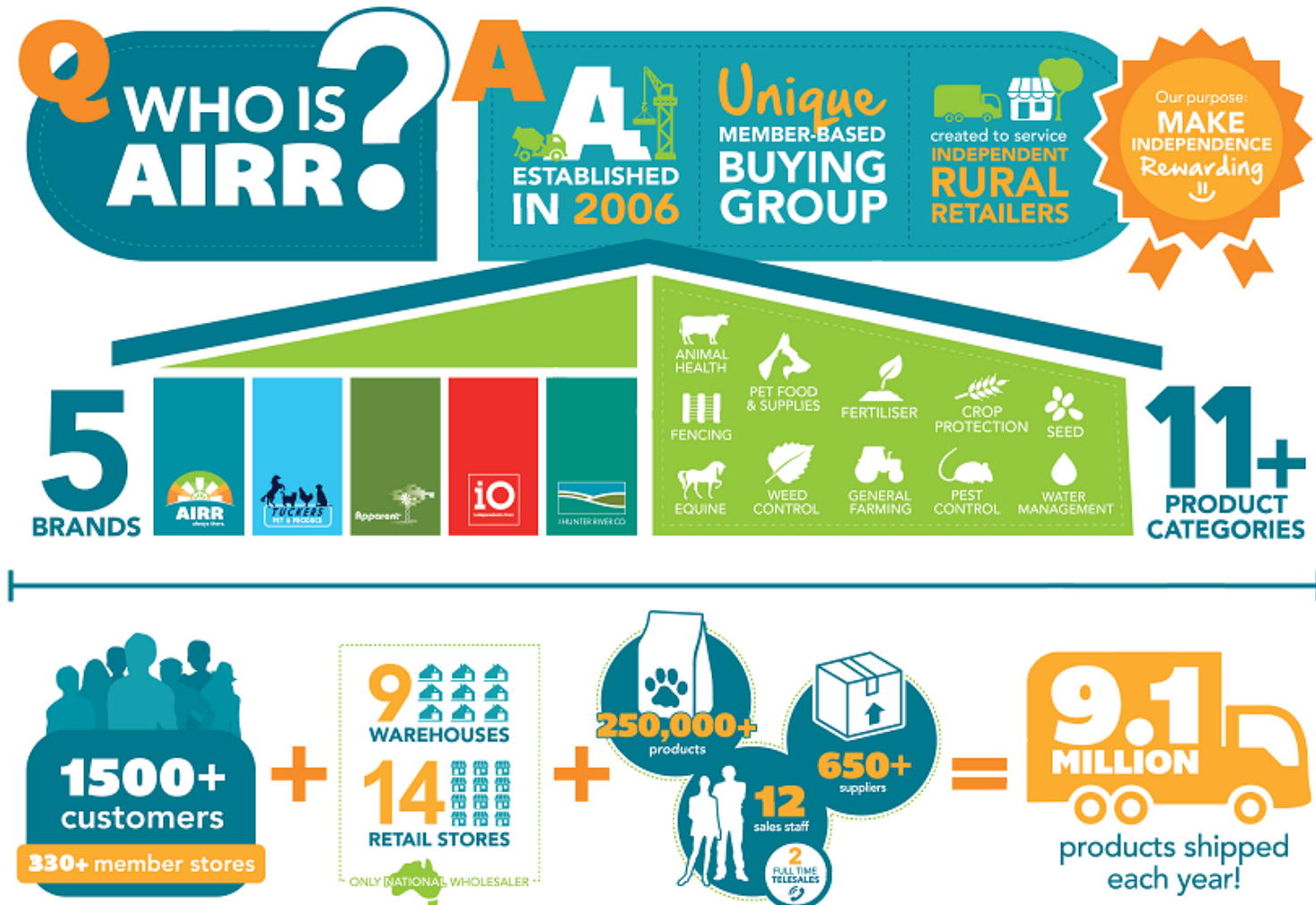


185<sup>EST.  
1839</sup>



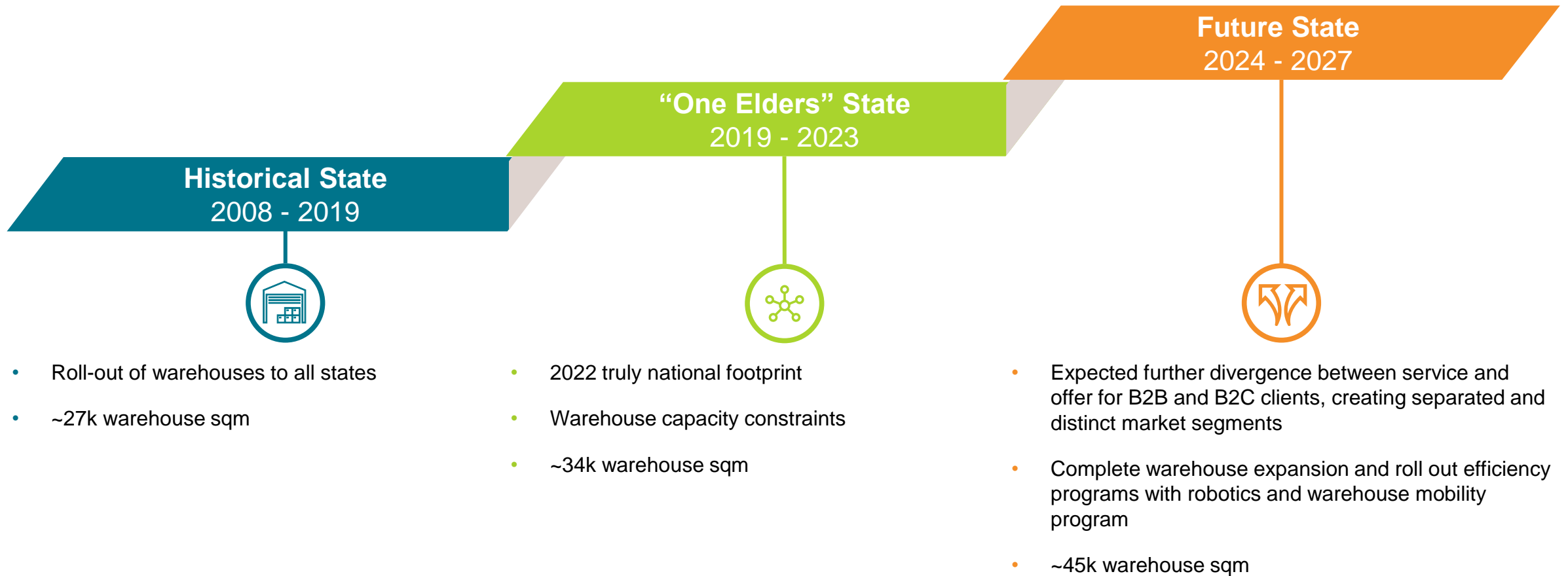
# AIRR (Australian Independent Rural Retailers) snapshot

Our national wholesale platform with scale supporting Elders' diversification



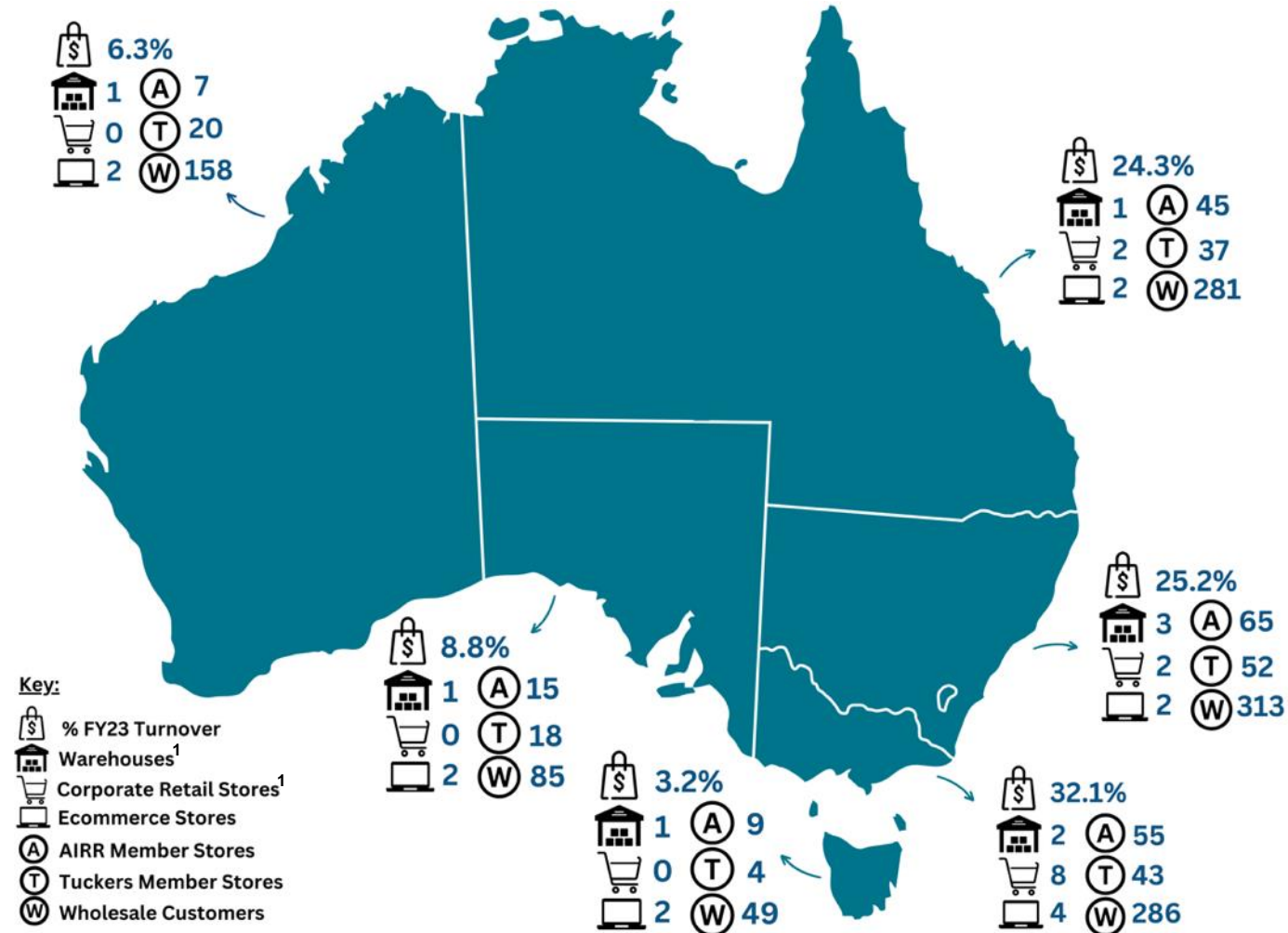
# Evolution of Australian Independent Rural Retailers

Australia's number one Rural and Peri-urban national warehouse business



# AIRR network snapshot

A nationwide network and multiple brands



Notes: 1. Also captured in Australian Points of Presence (P37)

## OUR BRAND STRATEGY

**Primary:** leveraging and growing our member base across AIRR & Tuckers



**Secondary:** opportunistically acquiring independent stores to grow retail market share





# AIRR's Competitive Advantage

Maintaining our Unique Value Proposition in the market



**National Warehousing  
Footprint**



**Service**



**No Minimum Order  
Values or MOQs**



**Private Label**



**Strategic  
Supplier Partnerships**

**NATIONAL  
AIRR &  
TUCKERS  
MEMBER CONFERENCE**

# Five pillars of AIRR



# AIRR Growth Areas



Segment Growth



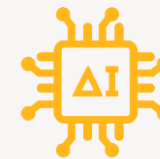
Services



Passive  
Retail Strategy



Supply Chain



AI



Robotics



Private Label  
Growth

# eCommerce

## WHOLESALE

### AIRR ONLINE WAREHOUSE

- Independent retailer access
- Ecommerce from all 9 warehouses

### FARMERS MAILBOX

- Pure e-commerce operation
- Orders dispatched out of Whittlesea (VIC) with assistance from AIRR Warehouses; plus drop ship from select suppliers

### AIRR

- E-commerce with option for delivery or Click & Collect from participating AIRR Member stores

## RETAIL

### TUCKERS PET & PRODUCE

- E-commerce with option for delivery or Click & Collect from participating Tuckers Member stores

### AG, HORSE & PET

- Launched 2024
- Click & Collect at local Ag & Horse & Pet only
- Live inventory and pricing from ERP per store



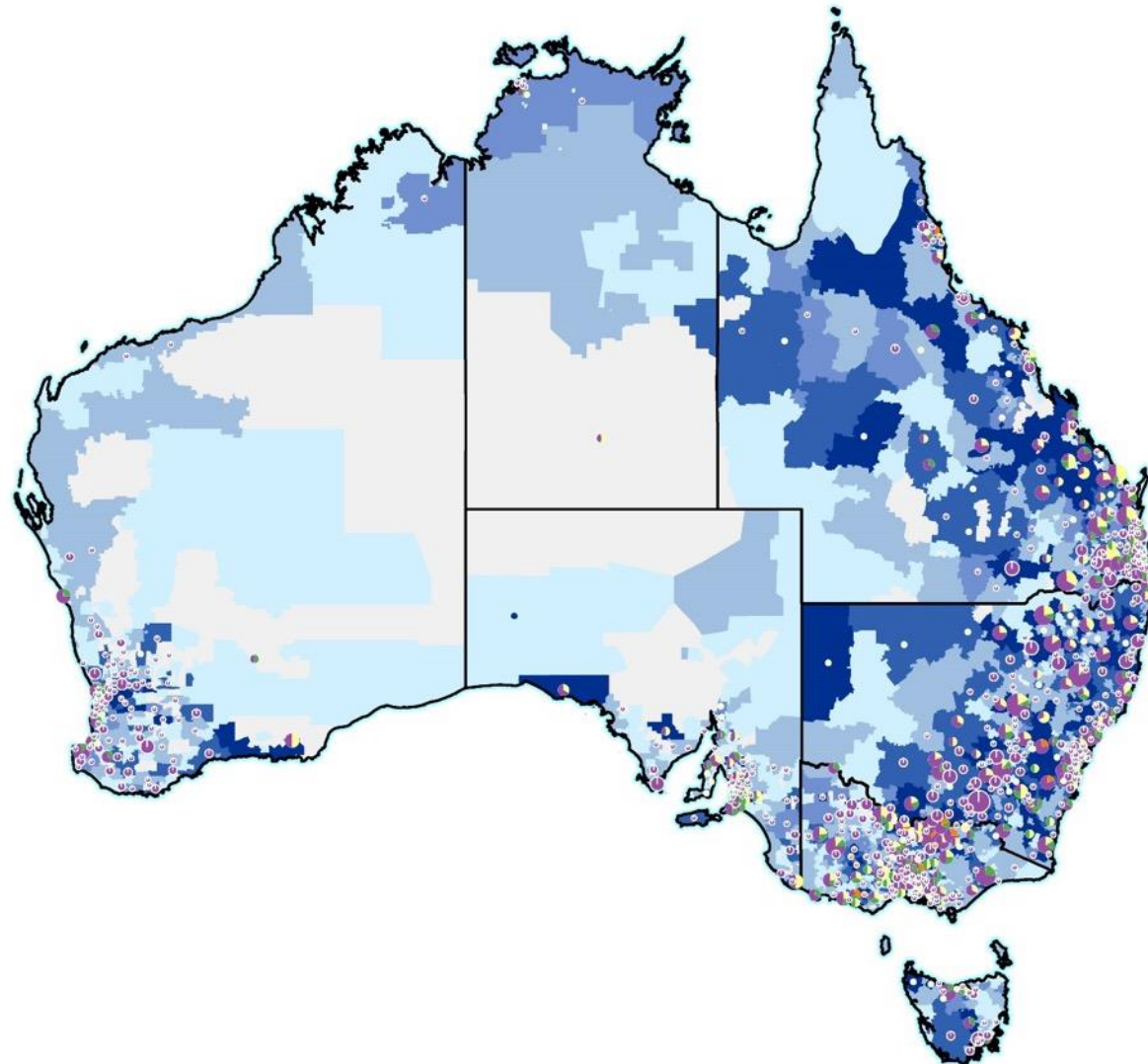
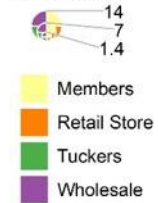
# Market Potential

AIRR total sales 2024 by postcode

2024 sales by postcode



Segment count of customers by postcode

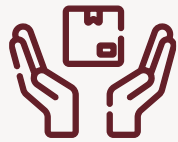


Source: AIRR, Kynetec





# Closing



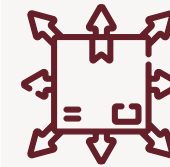
## Past, Present Future

- Warehouse Uplift
- Efficiency focus with warehouse mobility, robotics and AI
- Metrics as post covid labour returns to normal
- Supply chain normalising



## Competitive Advantage

- Warehouse
- No MOQ's
- Conference and Warehouse Days
- Strategic Relationships
- Private Label
- Services
- Consistent business



## Market Potential

- Market Share ranging from low single digit to 60%
- Currently have private label penetration in 8 segments
- New product launches in AH
- Entry into Companion Animal
- Member footprint increasing



# Business Development and Acquisition of Delta Agribusiness

Presented by Kiim Lim  
(Executive General Manager Business Development)



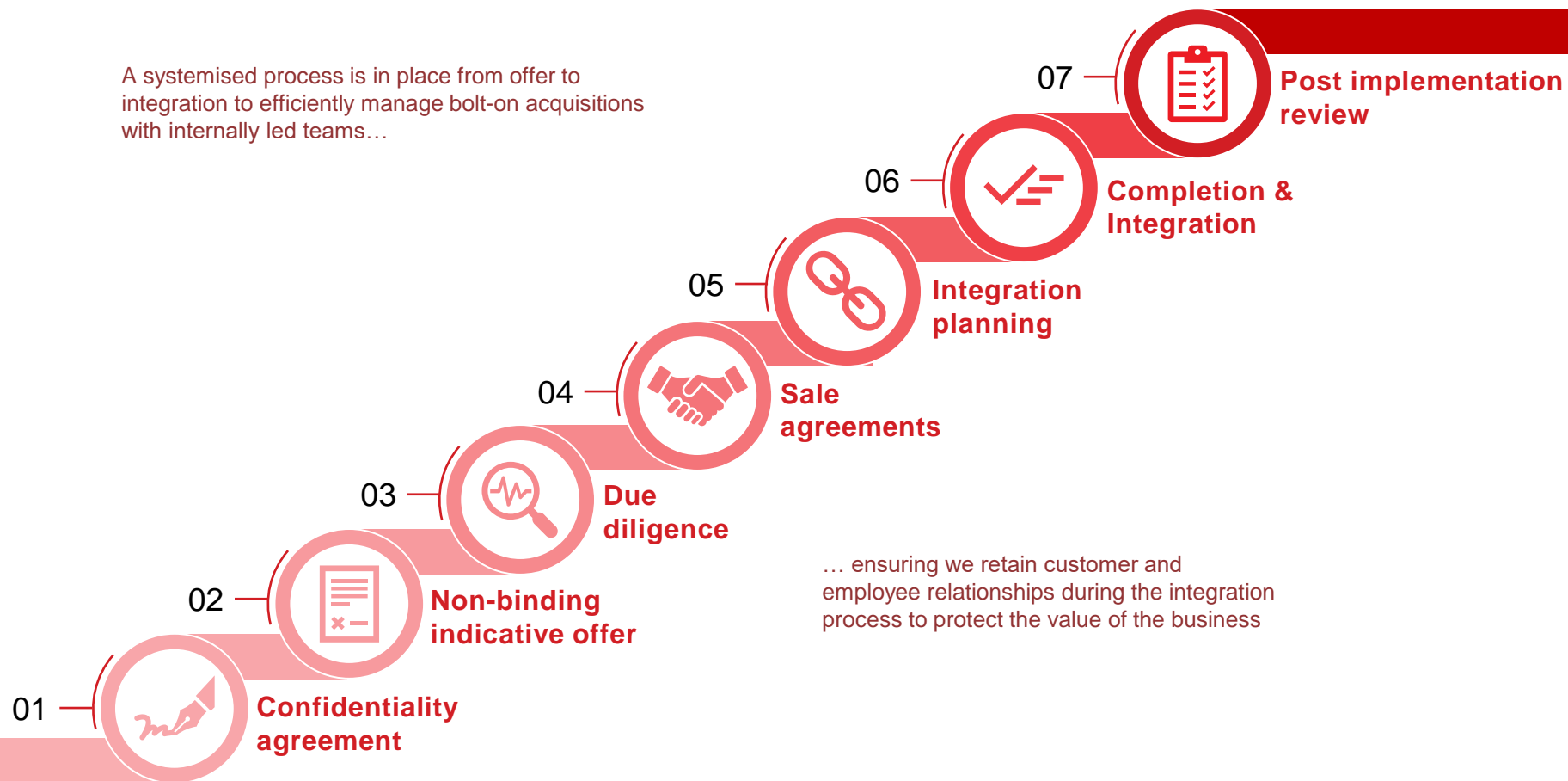
185<sup>EST.  
1839</sup>



# Business development overview

Our systemised process supports acquisition & greenfield opportunities

A systemised process is in place from offer to integration to efficiently manage bolt-on acquisitions with internally led teams...



**>85  
transactions  
completed  
since FY16**

# Acquisition principles

We focus on opportunities with strong returns & business fit



## Disciplined in pursuing corporate acquisition growth under the following principles:

- Aligns with Elders' strategy, values and sustainability ambitions, particularly safety and environmental outcomes
- Enhances business diversification, with a particular focus on stable and reliable profits
- Contributes to sustainable competitive advantage
- Pre-synergies EPS accretive
- Pathway to group ROC  $\geq 15\%$  and leverage  $< 2.0x$  through the cycles



## Success in acquisitions also driven through:

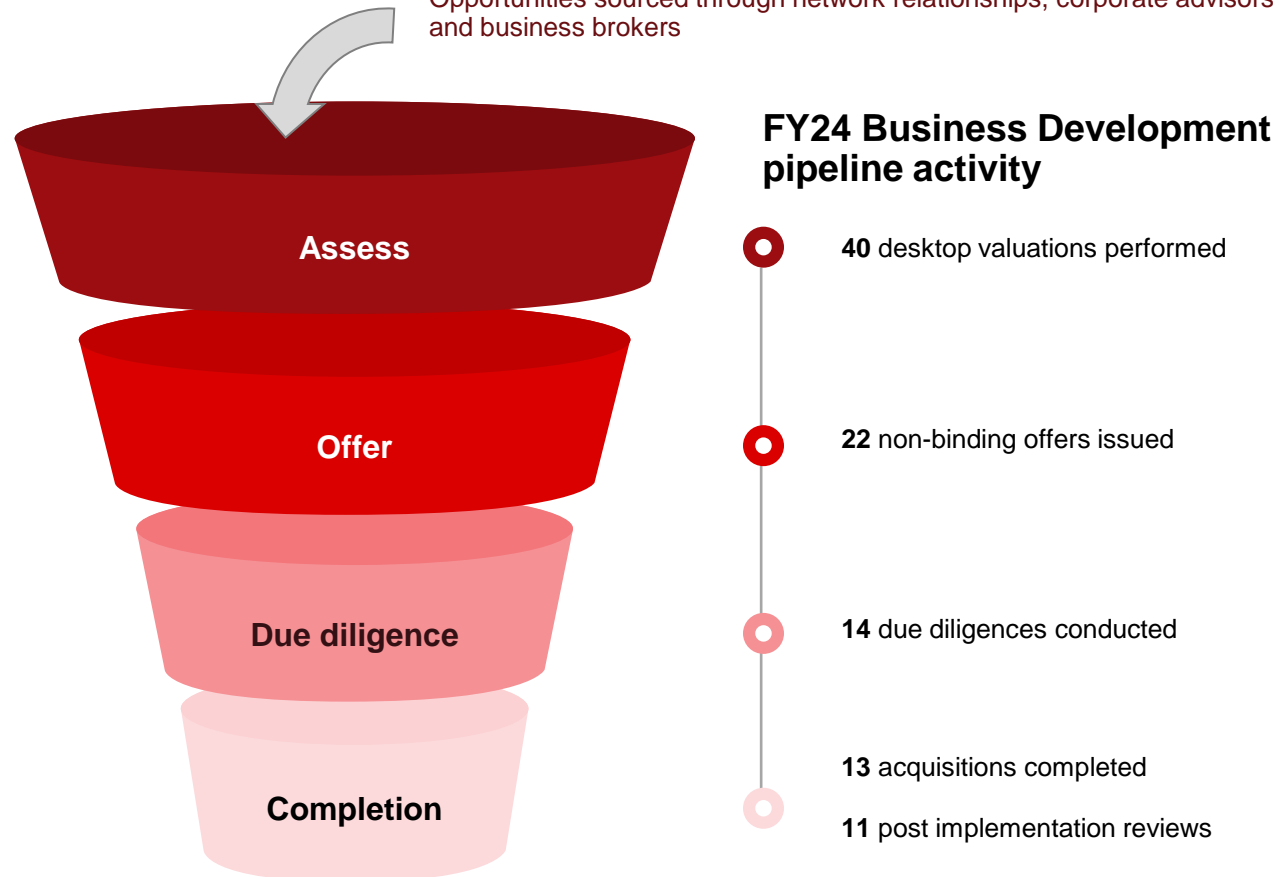
- Strong culture and brand fit
- Shared risk and reward through earn out of purchase price
- Carefully planned and managed integration to preserve customer and employee relationships



# FY24 growth pipeline achievements

13 acquisitions completed with annualised EBIT contribution of ~\$14.2million

Opportunities sourced through network relationships, corporate advisors and business brokers



## HIGHLIGHTS



Livestock agency and real estate operations across south west Victoria  
Completed 1 November 2023

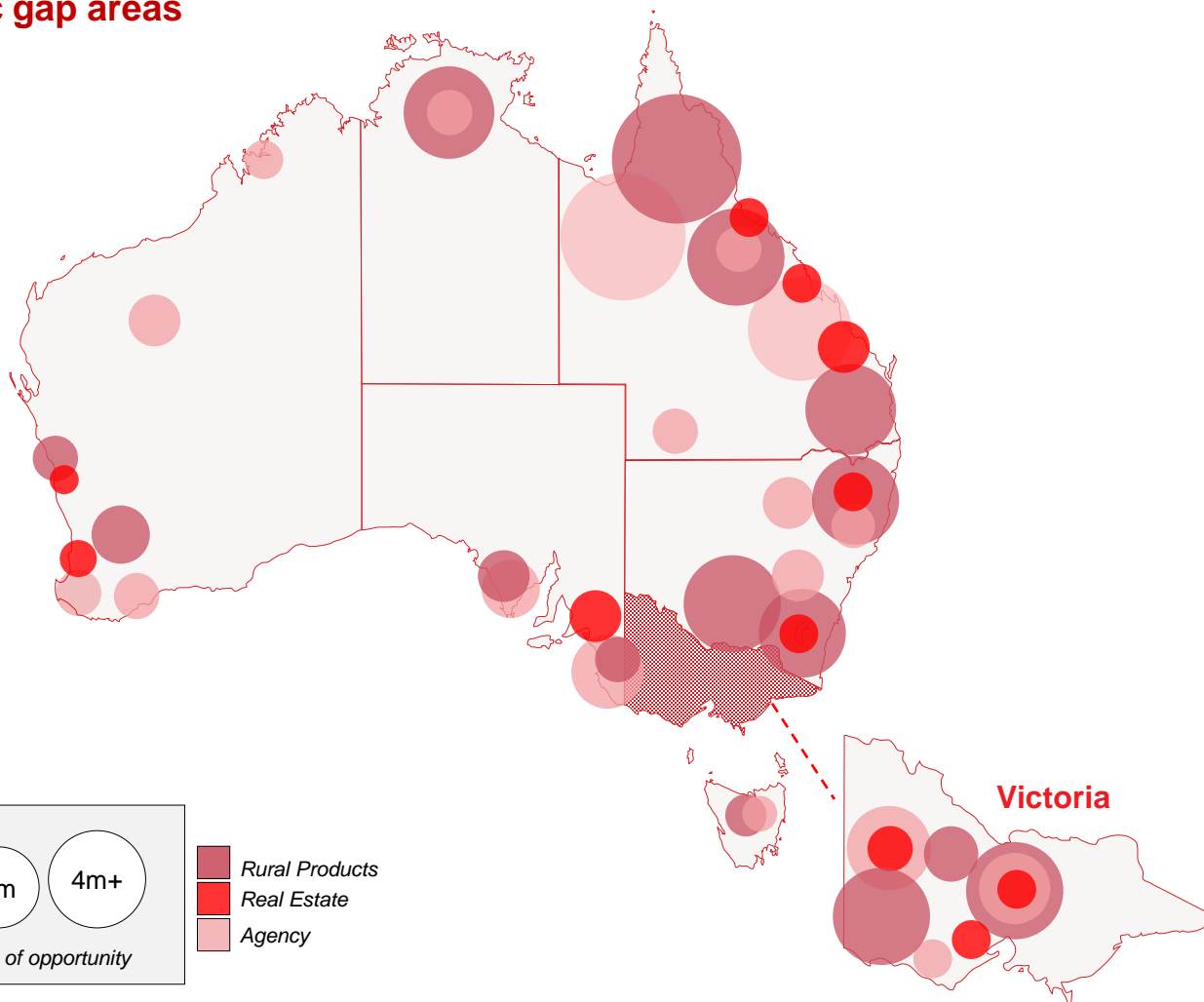
## Knight Frank Tasmania

A diversified real estate business operating across Tasmania  
Completed 1 May 2024

# FY25 growth pipeline

A strong pipeline continues into FY25

## Key strategic gap areas



Completed 3 bolt-on acquisitions to date

## HIGHLIGHTS



Finance broker and advisory business  
focussed on agribusiness  
Completed 1 November 2024

## Ray White Tamworth

Livestock and real estate agency operations  
in Tamworth, NSW  
Completed 1 November 2024

# Acquisition of Delta Agribusiness



185<sup>EST.  
1839</sup>





# Delta is a rural products and advisory services business

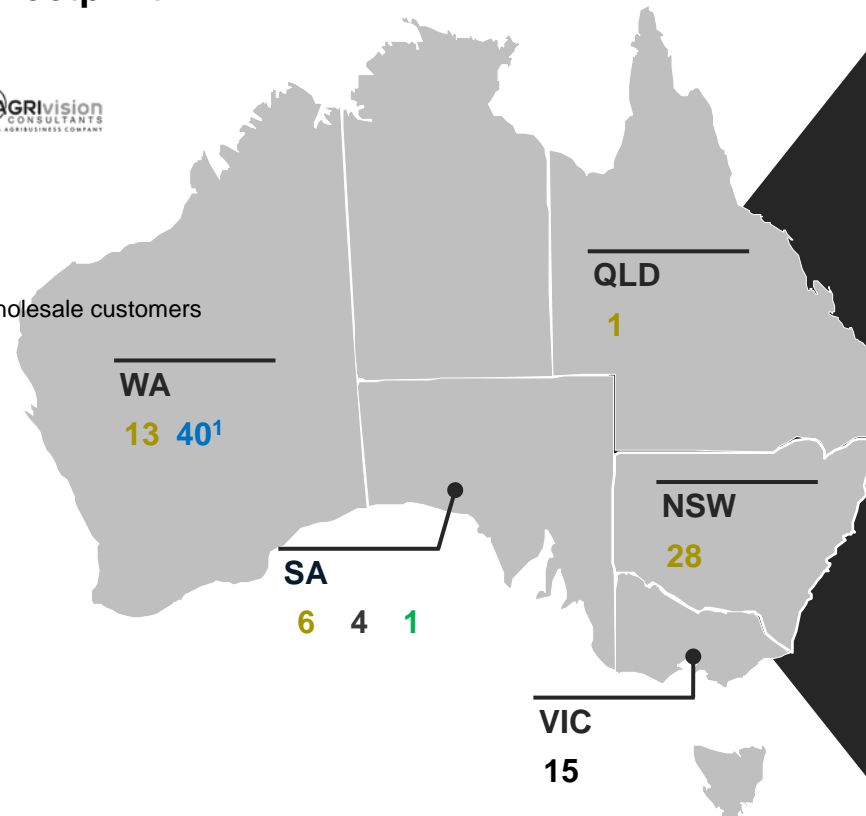
Established in 2006, Delta is an Australian agribusiness providing rural products and advisory services through a network of 68 locations and approximately 40 independent wholesale customers

## Business model



## Geographic footprint

- DELTA AGRIBUSINESS
- north west ag SERVICES
- AGRIvision CONSULTANTS
- GrowersSupplies
- EPAGnFERT
- Independent wholesale customers



68

locations

40

independent  
wholesale  
customers<sup>1</sup>

450

staff<sup>2</sup>

\$835m

LTM 30 June  
2024 revenue

\$53m

LTM 30 June  
2024 EBITDA

# Acquisition rationale



**Fully aligned to Elders' core strategy and corporate acquisition principles**

**Continues Elders' successful track record of growing the business through disciplined acquisitions**

**Complementary geographic footprint, filling retail gaps in New South Wales, North West Victoria, South Australia and Western Australia**

**Enhances Elders' technical expertise and offering in ag tech and precision agriculture**

**Expected to deliver pro forma FY24 mid single digit EPS accretion pre synergies and mid teens EPS accretion post synergies<sup>1</sup>**

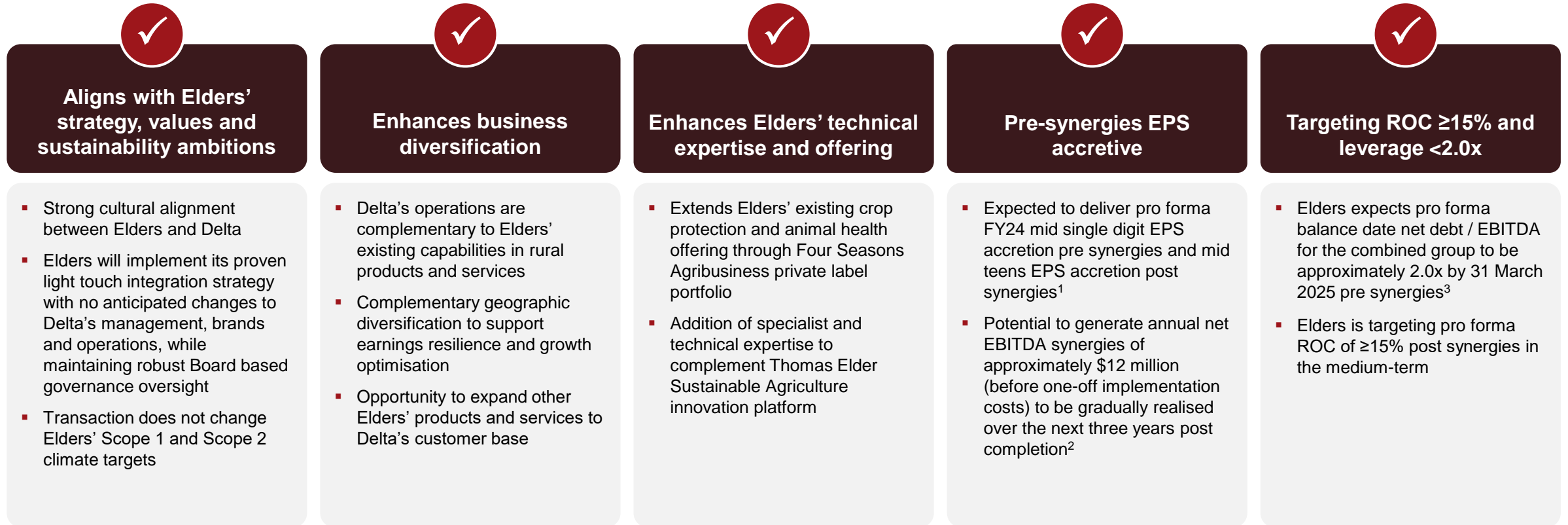
**Potential to generate annual net EBITDA synergies (before one off costs) of approximately \$12 million over three years post completion<sup>2</sup>**

**Retains expertise through Elders' proven light touch integration strategy while maintaining robust Board based governance oversight**

Notes: 1. EPS accretion includes adjusted earnings from Delta assuming a full 12-month contribution and is before amortisation of identifiable intangibles that will be recognised as a result of the Acquisition. In accordance with AASB 133, Elders' pre-Acquisition historical EPS has been restated based on applying an adjustment factor to take into account the bonus element of the Equity Raising. The bonus adjustment is calculated to reflect the discount to TERP and is based on Elders' last traded price of \$8.65 as at Friday, 15 November 2024. Restating Elders' standalone EPS excluding the impact of the bonus adjustment would result in pro forma FY24 EPS accretion of mid single digit pre synergies and mid teens post synergies. Post synergies EPS accretion assumes \$12 million of annual net EBITDA synergies (before one-off implementation costs). 2. Refer to page 61 for additional information regarding anticipated synergies.

# Consistent with Elders' corporate acquisition principles

The rationale and impact of the Acquisition adheres to Elders' corporate acquisition principles

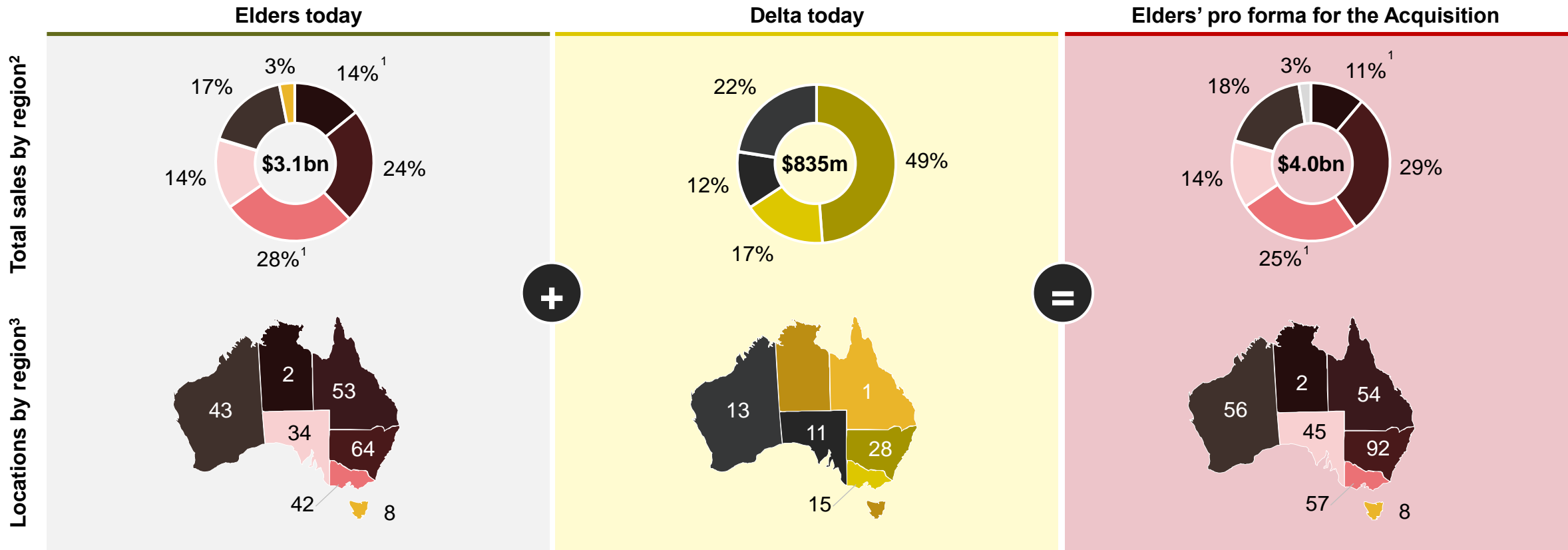


Notes: 1. EPS accretion includes adjusted earnings from Delta assuming a full 12-month contribution and is before amortisation of identifiable intangibles that will be recognised as a result of the Acquisition. In accordance with AASB 133, Elders' pre-Acquisition historical EPS has been restated based on applying an adjustment factor to take into account the bonus element of the Equity Raising. The bonus adjustment is calculated to reflect the discount to TERP and is based on Elders' last traded price of \$8.65 as at Friday, 15 November 2024. Restating Elders' standalone EPS excluding the impact of the bonus adjustment would result in pro forma FY24 EPS accretion of mid single digit pre synergies and mid teens post synergies. Post synergies EPS accretion assumes \$12 million of annual net EBITDA synergies (before one-off implementation costs). 2. Refer to page 61 for additional information regarding anticipated synergies. 3. Subject to a normal 1Q FY25 and average seasonal conditions. Includes a 12-month forecast adjusted contribution from Delta.



# Complementary geographic footprint

Delta's geographic footprint is highly complementary to Elders' and fills key network gaps in New South Wales, North West Victoria, South Australia and Western Australia



Source: Delta company information. Notes: 1. Sales based on Elders' management reported retail states. Victoria includes the Riverina region, Queensland is grouped with upper Northern Territory and South Australia includes lower Northern Territory, Broken Hill and Sunraysia region. 2. Based on Delta sales by state as at 30 June 2024 given June year end. 3. Elders' retail points of presence and Delta points of presence as at 30 September 2024. Excludes AIRR warehouses and AIRR and Delta wholesale customer locations. Includes Elders' 75.5% owned B&W Rural locations.

# Enhances Elders' technical expertise and offering

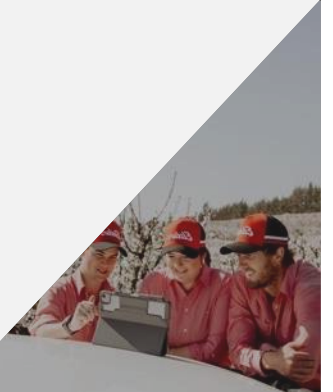
## Extends Elders' existing crop protection and animal health offering through complementary private label portfolio

- Through the combination, Elders will acquire Four Seasons Agribusiness, a manufacturer and distributor of a diverse range of crop protection and animal health products
- Complements Elders' existing private label business TitanAg through the addition of 106 product registrations and new third-party supply agreements



## Addition of specialist and technical expertise to support innovation through Thomas Elder Sustainable Agriculture

- Drives innovation in the ongoing evolution of farming through Elders' existing Thomas Elder Sustainable Agriculture consulting platform:
  - Precision Ag: Rapidly growing model in the Australian market, supported by specialists, agronomists and growers aimed at improving sustainability, resource efficiency and profits
  - Goanna Ag: Strategic minority investment in an ag tech company that provides irrigation management, data analytics and technology to the cotton industry domestically and in the United States



### APVMA registered crop protection products

92

386

### APVMA registered animal health products

14

126

### Farm consultants and agronomists

80

245

### Precision Ag specialists

5

1



# Potential to generate meaningful synergies

The combination of Elders and Delta is expected to generate annual net EBITDA synergies of approximately \$12 million predominantly achieved through proven backward integration

## Estimated synergies

### Product

- Opportunity to capture incremental margin from backward integration of crop protection and animal health products
- Realisation of synergies is expected to require additional working capital investment

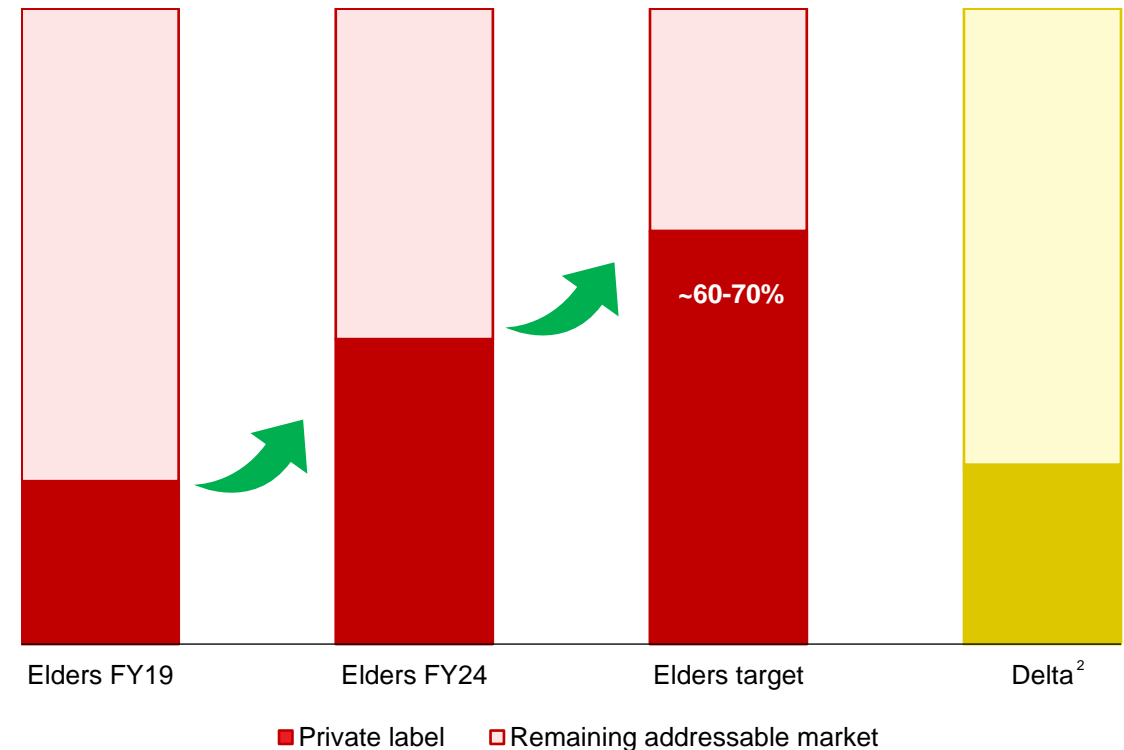
### Operational

- Optimisation and efficiencies through shared knowledge and best practice across operating business units

### Quantum and timing

- Expected to generate annual net EBITDA synergies of approximately \$12 million (before one-off implementation costs) to be gradually realised over the next three years post completion

## Backward integration share of addressable market<sup>1</sup>



Notes: 1. Addressable market represents portion of crop protection sales which could be replaced with private label sales. Elders' addressable market estimated as 70% of total crop protection sales. 2. Delta data representative of the LTM to June 2024. Delta total addressable market represents total annual crop chemical sales estimated to be available for private label.



# Light touch integration approach

Elders has a strong track record of successful business combinations and will safeguard the culture and strengths of Delta while maintaining robust Board based governance oversight



## Track record

- Elders has a long and successful track record of integrating acquisitions, having completed more than 85 acquisitions over the last 9 years
- Elders will apply the same light touch integration principles that have served it well in previous acquisitions, including the acquisition of AIRR in 2019



## Approach

- Light touch approach will safeguard the culture and strengths of Delta while maintaining robust Board based governance oversight
- Elders will leverage the experience and expertise of Delta, with no anticipated changes to management, brands and operations
  - Scrip Consideration will be subject to escrow arrangements until 15 months after completion of the Transaction<sup>1</sup>
  - Key Delta management will be subject to a non-compete for up to five years from completion of the Acquisition



## Priorities

- Key integration priorities will include:
  - Realising potential synergies
  - Best practice operations and knowledge transfer
  - Optimise branch networks, systems and processes

A man and a woman are standing in a field, looking at a smartphone held by the woman. The man is wearing a cap and a light-colored shirt. The woman is wearing sunglasses on her head and a light-colored shirt. The background is a blurred field with some trees in the distance.

# Systems Modernisation

Presented by Viv Da Ros  
(Chief Information Officer)



185<sup>EST.  
1839</sup>

# AS400

Core system used in Elders today...

## 1959

**IBM released RPG code**  
(used on AS400)

## 1990

**AS400 deployed**  
in Elders

## 2012

**SAP deployed**  
in Elders

## 14.5m

**Lines of code**  
in AS400

## 7+

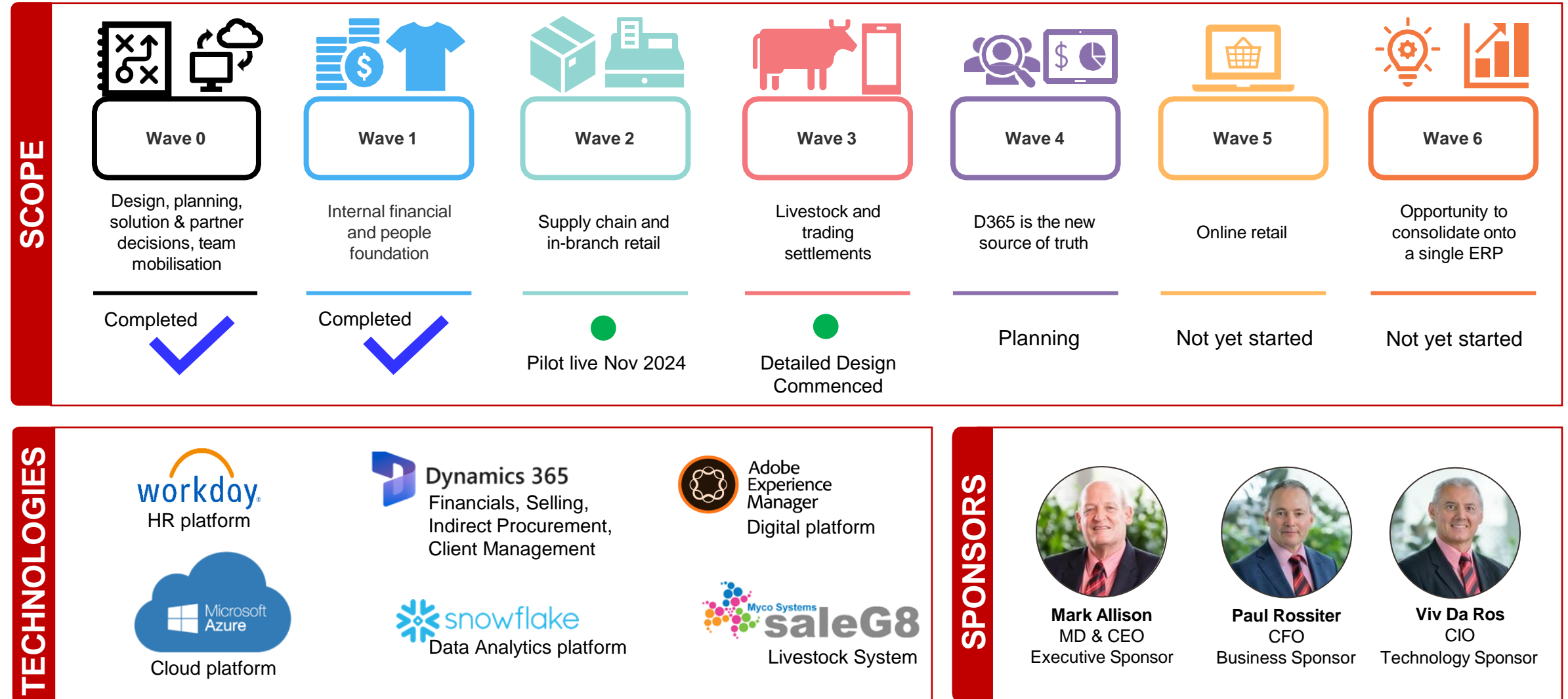
**Additional ERPs**  
Deployed across the business  
(light touch acquisitions)





# WHAT?

Replacing the AS400 & SAP – Wave Methodology



# WHY?

1

Keep our  
business  
growing

2

To better serve  
our clients

3

To work  
smarter and  
easier

4

To be ready for  
further change

Wave 2  
(Ongoing)

	FY23 \$m	FY24 \$m	Total Wave 2 Implementation \$m	Total Budget \$m
CAPEX	2.3	17.4	19.7	24 - 27
OPEX (non underlying)	-	5.3	5.3	16 - 18
<b>Total</b>	2.3	22.7	25.0	40 - 45

On Track

Wave 3  
(Ongoing)

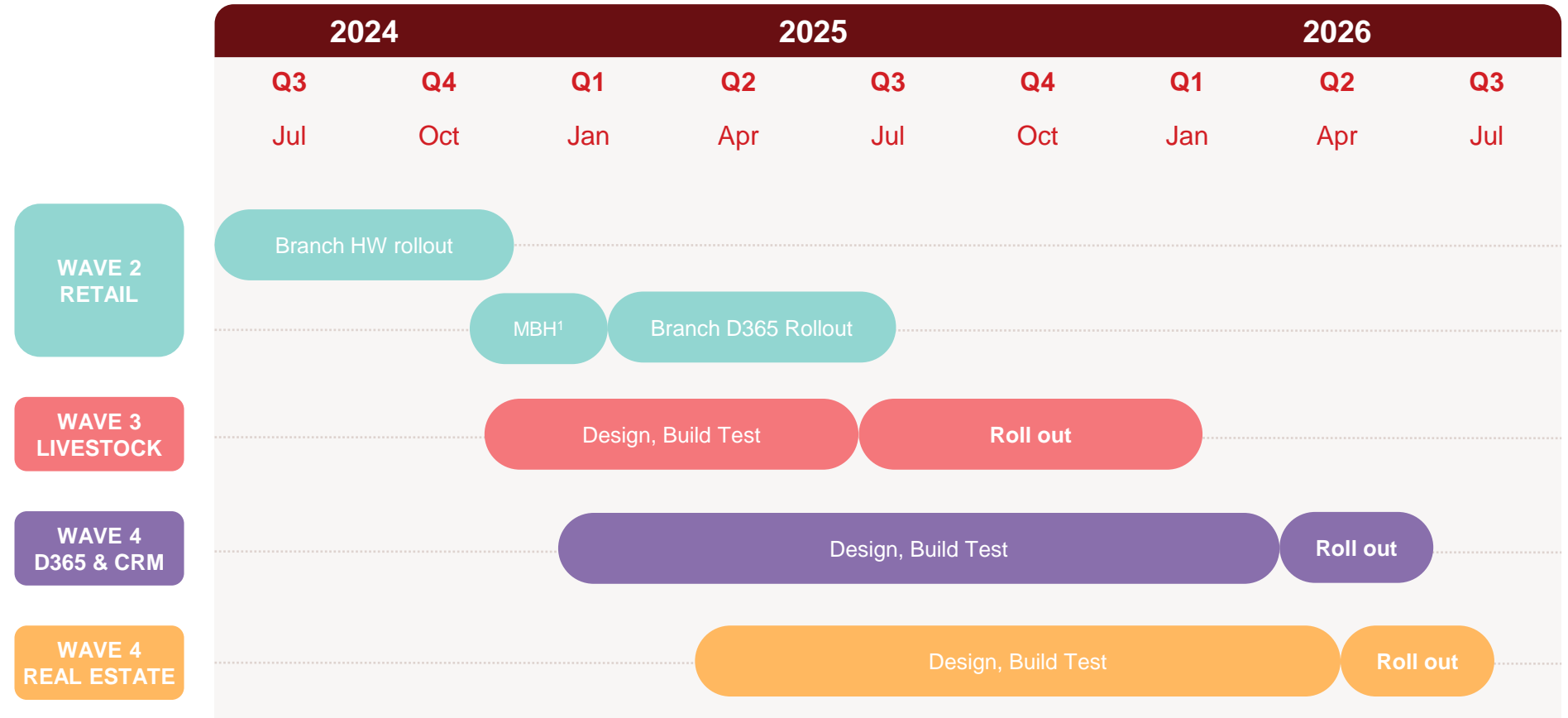
	FY23 \$m	FY24 \$m	Total Wave 3 Implementation \$m	Total Budget \$m
CAPEX	-	0.5	0.5	7 - 9
OPEX (non underlying)	-	-	-	3 - 4
<b>Total</b>	-	-	0.5	10 - 13

On Track

SysMod project is subject to Elders 15% ROC hurdle with benefits commencing from FY25



# WHEN?



1. Murray Bridge, Hypercare



# Agency Services

Presented by Dave Adamson  
(General Manager Agency Services)



185<sup>EST.  
1839</sup>

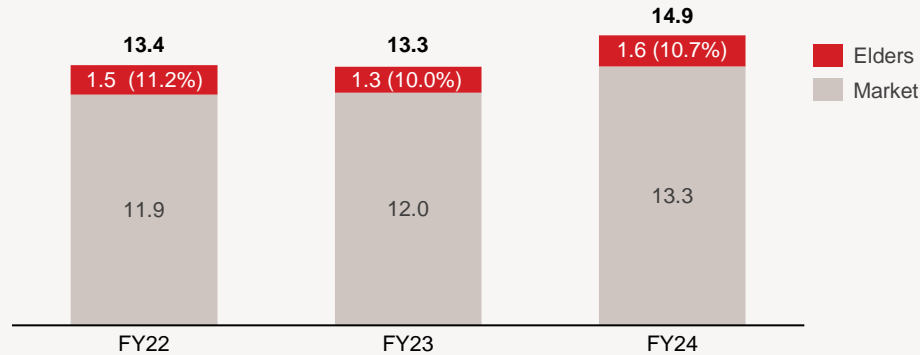


# Livestock performance and market context

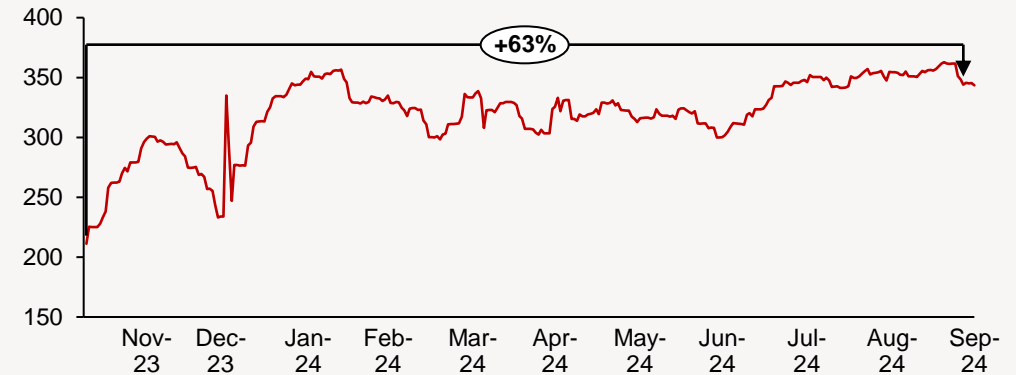
Livestock price recovery a tailwind, supporting out performance against the prior period



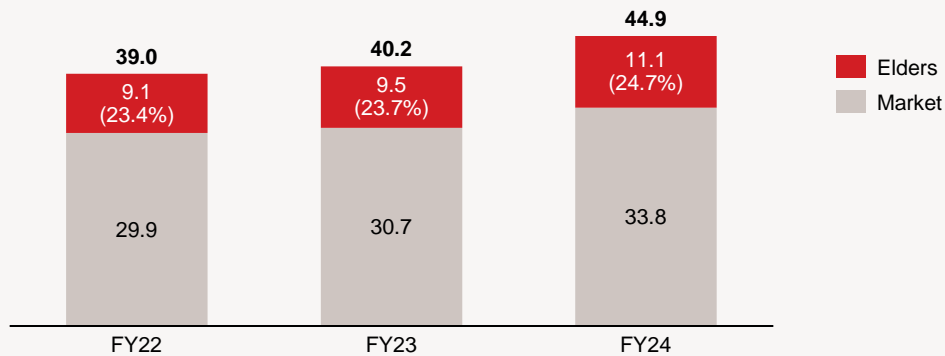
National cattle sales volume (millions of cattle)<sup>1</sup>



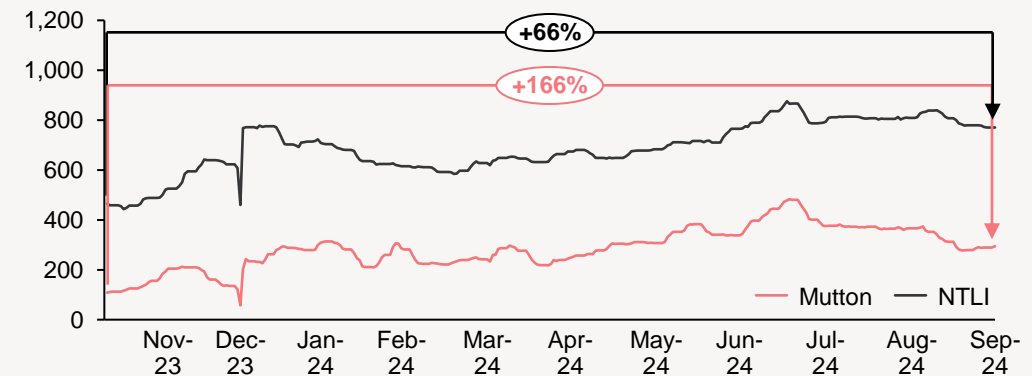
National Young Cattle Indicator (c/kg lwt)



National sheep sales volume (millions of sheep)<sup>1</sup>



National Trade Lamb and Mutton Price Indicators (c/kg cwt)



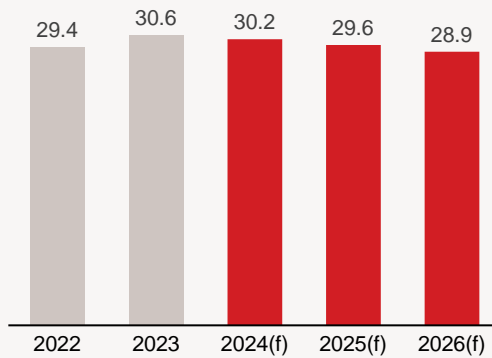
1. Head of cattle / sheep based on production figures for transaction levies provided by Meat and Livestock Australia

# Livestock Outlook

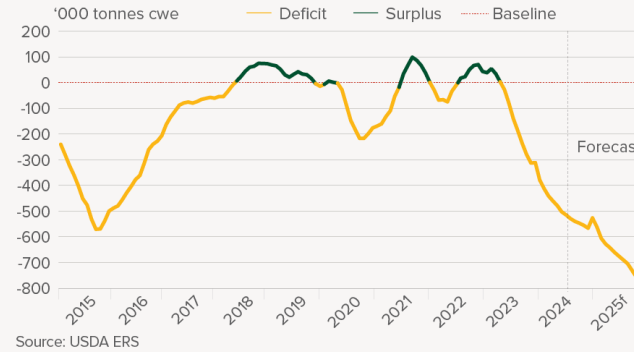
Volumes may be impacted by drier conditions in SA and VIC. Increased sheep slaughter rates anticipated to continue, bolstered by favourable export market



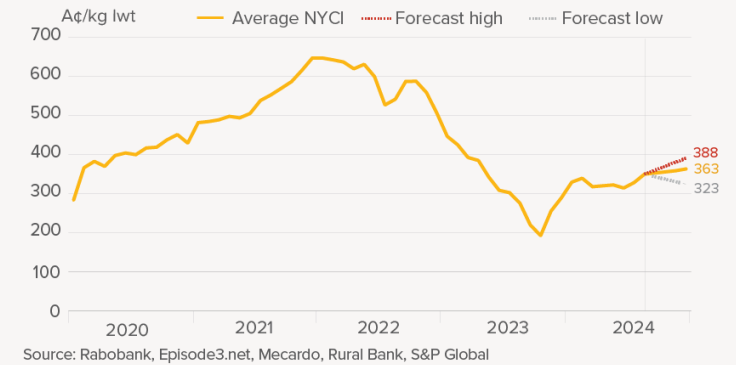
**Australian cattle herd (million head) as at 30 June**



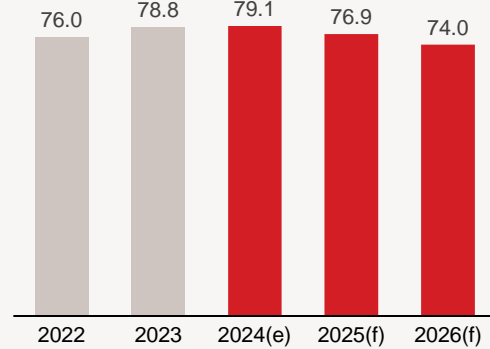
**US beef net trade balance (exports – imports)**



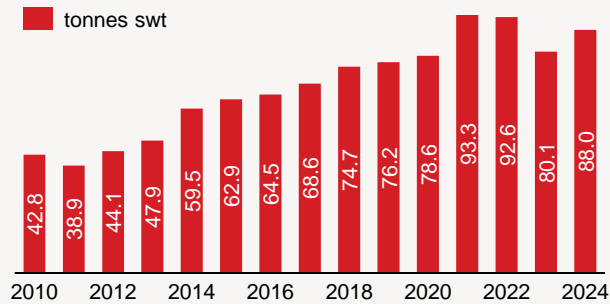
**Aggregated industry average NYCI price forecast**



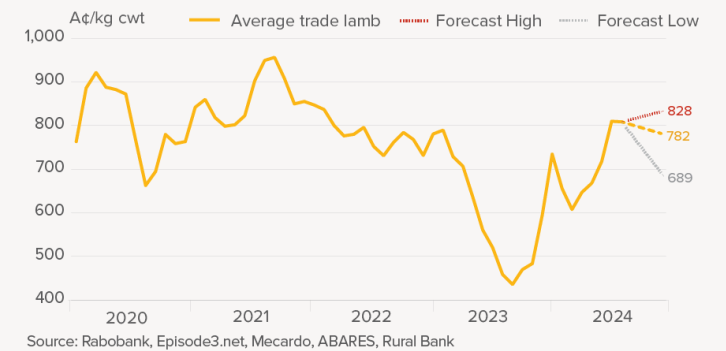
**National sheep flock (millions of sheep)**



**Sheepmeat exports to the USA, 2010 – 2024**



**Aggregated industry average trade lamb price forecast**



1. Source: Meat and Livestock Australia, September 2024

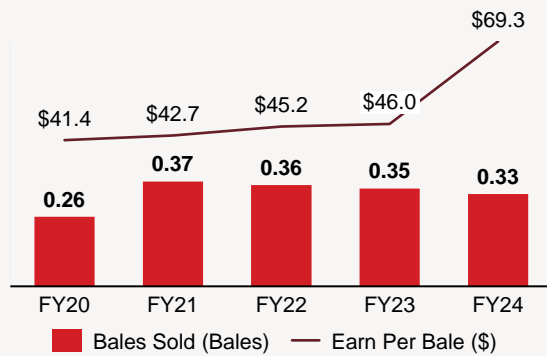
2. Notes: e = estimate, f = forecast



# Wool performance, market context and outlook

Improvement in margin in FY24 driven by move to Elders handling facility. Prices expected to remain steady, reflecting subdued global spend on discretionary items

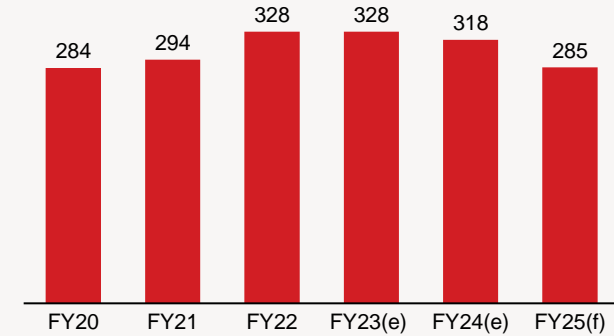
Elders' wool volumes and earn per bale



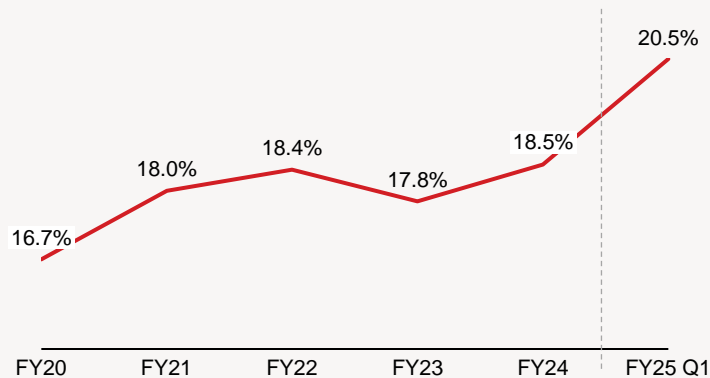
Eastern Market Indicator (EMI)<sup>1</sup>



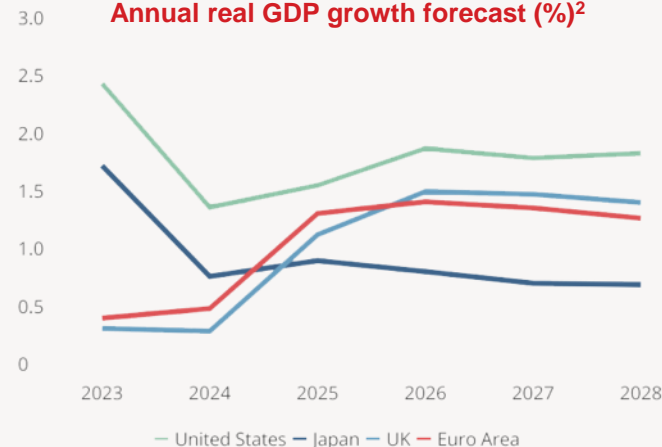
Shorn wool production (Mkg greasy)<sup>1</sup>



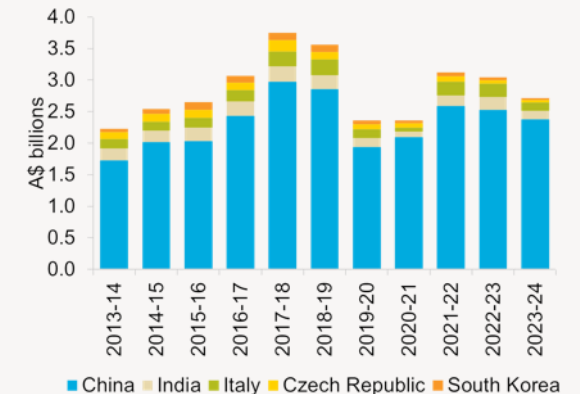
Elders' wool market share



Annual real GDP growth forecast (%)<sup>2</sup>

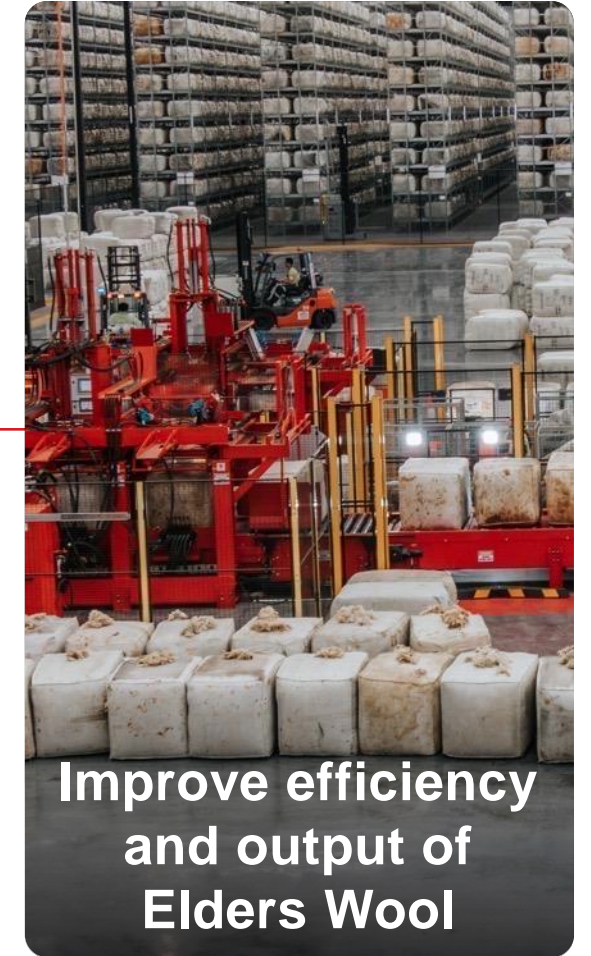
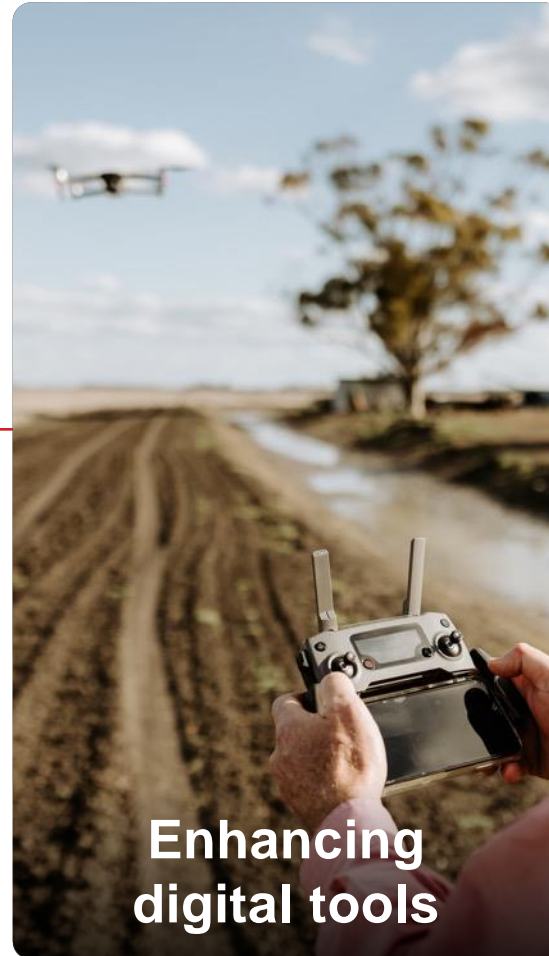


Value of top 5 Australian wool Export markets<sup>3</sup>



# Agency progress and priorities

Focus on expanding footprint, enhancing digital capability and improving efficiency







# Financial Services

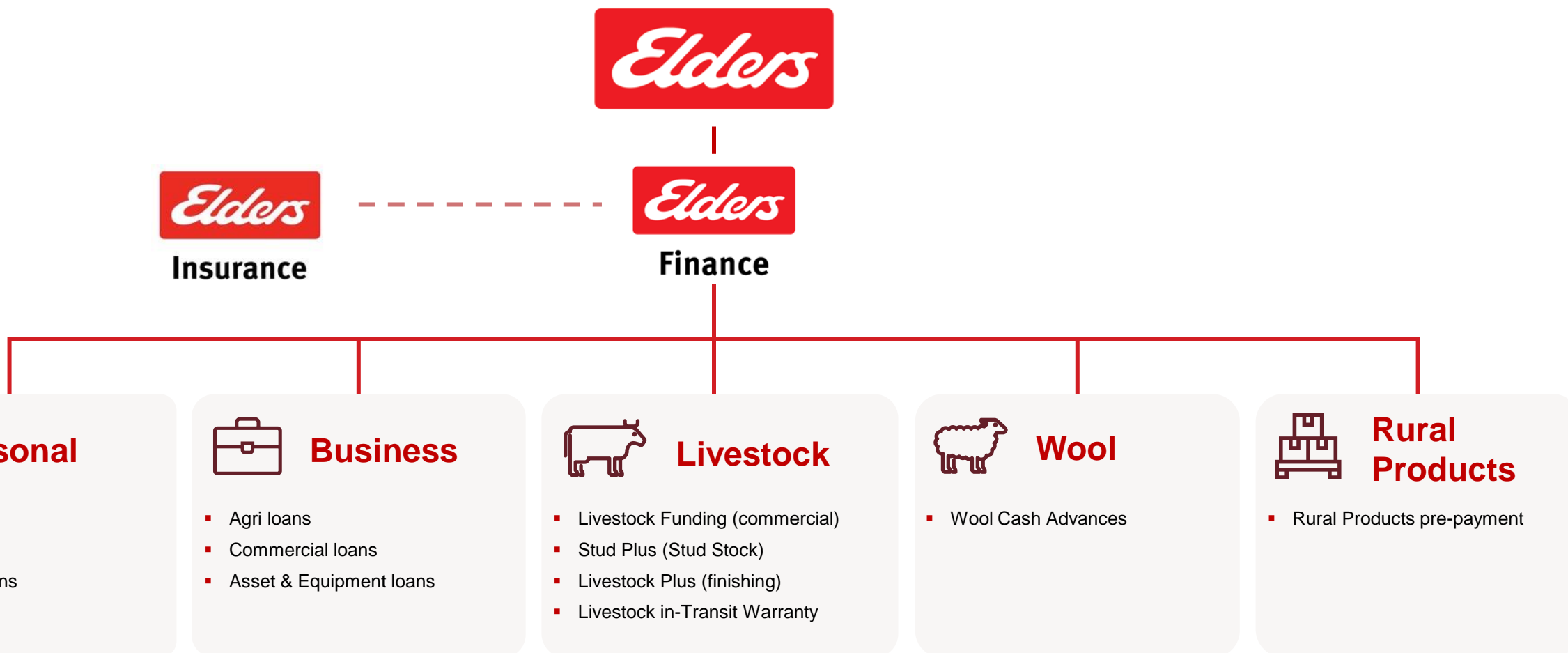
Presented by Nick Clark  
(General Manager Financial Services)



185 EST.  
1839



# Elders Finance Services



# Business overview

Elders Finance provided and distributes a range of finance, insurance and warranty products via the Network and Wholesale Products channel

## Partnerships



Partnership with QBE for distribution of insurance products via Elders Insurance

- JV with QBE
- Network Access agreement to 2050
- Earnings model locked in till 2031
- ~200 franchisees
- Farm, business, home and contents, motor insurance

## Personal

Home loan and personal finance

- Brokerage model historically
- Now includes employee in-house writers based centrally and in key Real Estate locations
- Operates under a brands including Elders, RLS and EziFi
- All finance across consumer lending

## Business

Agriculture, commercial and equipment finance

- Brokered through contractor and employed brokers
- All finance across commercial lending
- Operates under Elders and RLS Agribusiness brands
- Geographical expansion through broker recruitment and business acquisition

## Elders Finance

## Livestock and wool

Own balance sheet lending across livestock and wool products

- Distributed by Australian Network
- Fast and nimble
- 365-day terms
- Supports Livestock commission earnings
- Financing provided by Elders and a selection of third-party livestock finance providers

## Livestock in transit delivery warranty

Providing protection against loss from death of animals in transit

- Once off sign-up process
- Quick and easy claim process

## Rural Products Prepayment program

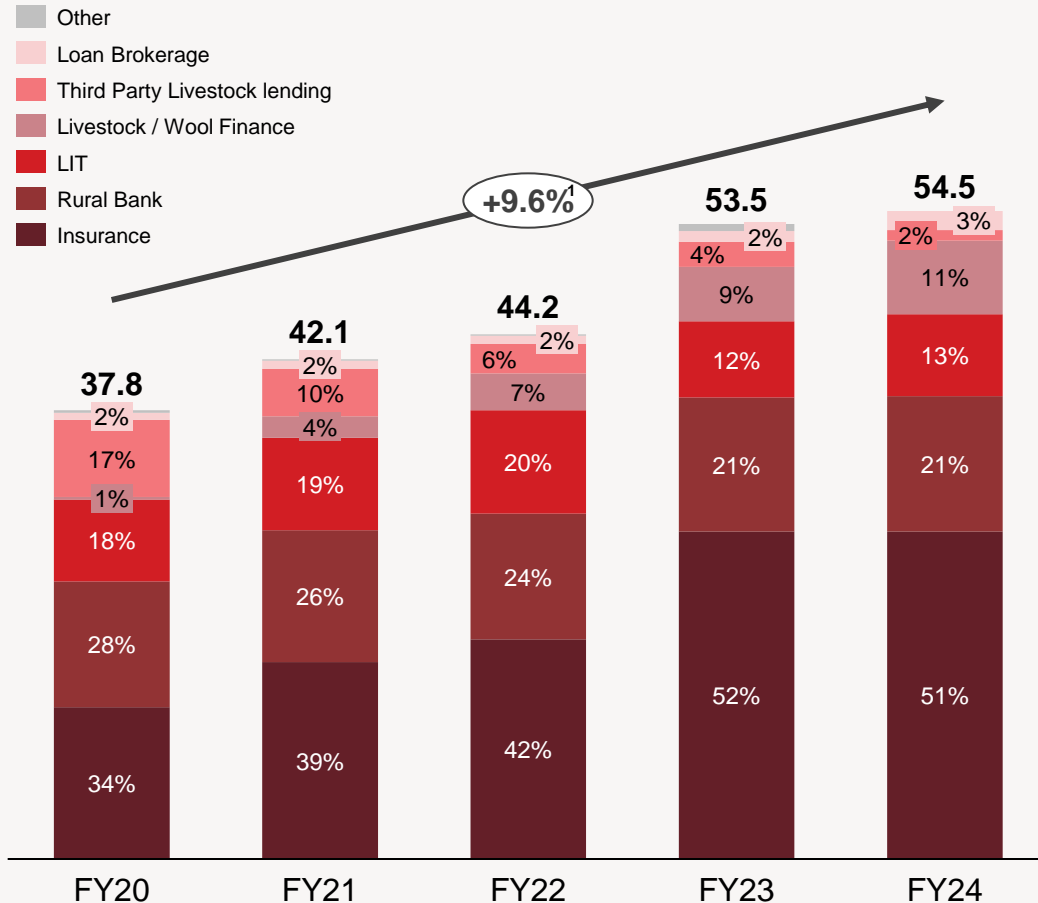
Prepayment of rural products purchases

- Industry standard program
- Development of Rural Products sales pipeline

# Financial Services in Focus

Significant opportunity for future growth across the financial services portfolio

## Financial Services Gross Margin (\$m)



## Growth Opportunities

### Loan brokerage business launched post Rural Bank exit

- Increase in quality and quantity of contractor brokers
- Establishment of employed centralised in-house employed brokers servicing all loan types
- Establishment of regionally located employed Agri Finance brokerage model
- Acquisition of RLS Agribusiness 1 Nov 2024

### Existing portfolio

- Rural Bank run off earnings recognised across year (ceases early FY25)
- Significant growth in livestock lending on own balance sheet to support and grow agency commission earnings
- Continued growth in Insurance business
- Slight recovery in Livestock In transit delivery warranty to historical levels, with improved penetration and claim rates
- Significant training at branch level to promote ownership of product and capitalise on investment in brokerage business and Elders Finance brand

### New product development

- Finalise and launch white label deposit product

1. CAGR calculated on the FY results



# Growth Plan

Incremental and sustainable growth across our full suite, through organic and inorganic pathways





# Real Estate

Presented by Belinda Connor  
(General Manager Real Estate and Brand)

**Elders**  
Real Estate

**For Sale**  
9 WILLIAM STREET,  
NORTH HAVEN

**BED BATH CAR**  
3 2 1

An entertainer's home  
to enjoy all year round.

**Stephanie Lane**  
0412 345 678

**Imogen Knowles**  
0400 456 789

EASTERN SUBURBS. ELDERSREALESTATE.COM.AU



185  
EST.  
1839



# Elders Real Estate

An overview of the Elders Real Estate business

**19,051**

**Properties under  
management**

**150**

**Rural Agents<sup>1</sup>**

**\$2.2b**

**Broadacre sales  
turnover<sup>1</sup>**

**\$83m**

**Gross margin  
contribution**

**95**

**Franchise offices**

**\$2.3b**

**Residential sales  
turnover<sup>1</sup>**

Statistics based on FY24 end of year; Financial metrics based on FY24 full year

1. Excluding franchises



# Elders Real Estate

Gross margin distributed between Rural, Residential and Property Management

## Market context

- Residential real estate is valued at \$11 trillion in Australia, Australia's largest asset class<sup>1</sup>
- Rural real estate market turnover is estimated to be approximately \$13b per annum<sup>2</sup>
- Regional Residential Real Estate market share: 3.8% by turnover volume and 3.2% by turnover value<sup>3</sup>
- Rural Real Estate market share: Varies from 25% - 30% in Vic / Riv and SA to <10% In NSW and Queensland by turn over value<sup>4</sup>

1. Source: Courtesy of CoreLogic

2. Source: Courtesy of CoreLogic

3. Source: CoreLogic Regional Australia all States, Metro NT and TAS

4. Source: Based on Elders analysis on CoreLogic national farmland market share data

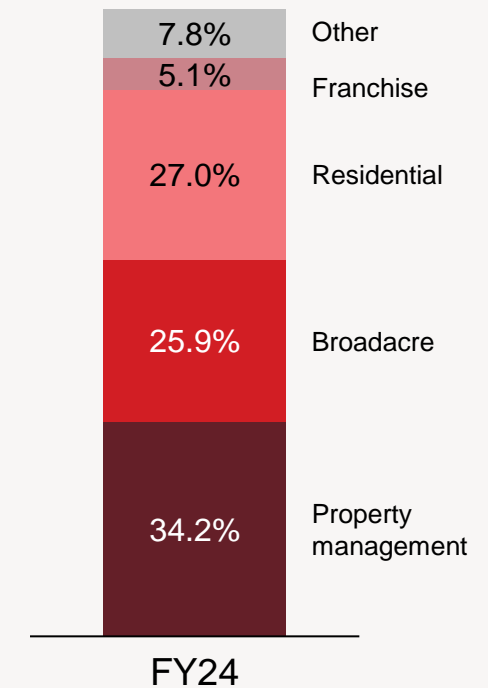
5. Excludes other direct costs, including un-recovered marketing/advertising fees and agent commissions which cannot be directly attributed to other segments

## \$83m

### Gross margin contribution in FY24

- New acquisitions contributed additional revenue
- New agents recruited
- Organic growth rates achieved
- Expected growth in FY25

### FY24 split of Real Estate gross margin<sup>5</sup> (%)



# FY24 highlights

A record year for Elders Real Estate



**10** real estate acquisitions completed



**245** new staff added to the network across sales, Property Management and administration



**Knight Frank Acquisition** in Tasmania first metropolitan company owned office



**Residential Real Estate rebrand** and Canva partnership



**Several notable farmland transactions** including the \$110m auction of the Ray Scott Pastoral QLD Portfolio and the \$55 million sale of Yeeda and Kimberley Meat Company (KMC)



# Residential Real Estate market context

Fundamentals for sales and properties under management remain strong



**A downsizing movement will** positively influence listing volumes nationally in the short to medium term, as a generation of baby boomers retire



**New listings coming to market** trending above the 5-year average, with low supply beginning to ease in some markets



**Industry consolidation will** continue, as smaller operatives struggle to maintain profitability and keep pace with technology and innovation



**Low rental housing supply is** keeping rental prices high and vacancy rates low





# Rural Real Estate market context

Strong buy side factors drive unprecedented demand



**Historically low turnover** by volume and value across all states



**Weak confidence in early 2024** (calendar year) but strengthening in the second half



**Southern States experiencing a softening of prices** on the back of exceptionally strong growth for the last 5 years



**Days on market increasing** as buyers more cautious and finance harder to get



**Well-developed properties in sought after areas** remain in demand and generally meet vendor expectations

# Rural Real Estate positioning

A brand and offer that sets us apart in Rural Real Estate



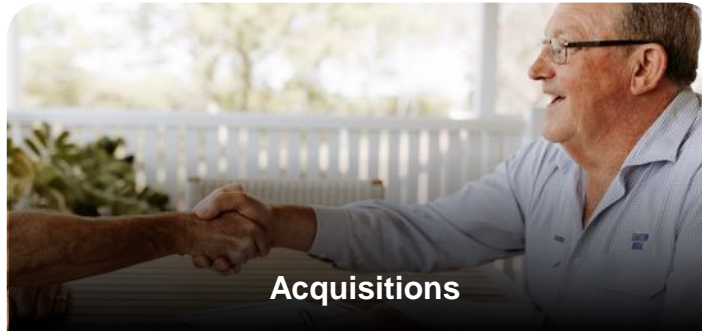
# Real Estate growth approach

Focus on driving organic growth, expanding market presence through acquisitions, and recruiting top agents



Organic growth

- **Support sales team** with experienced and successful sales coaches, mentoring and training
- **Digitising administration** and client management to keep agents in the field
- **Resourcing the marketing team** to build the Elders Residential and Rural Real Estate brands



Acquisitions

- **Continue to acquire business** to fill gaps in our market presence across the country
- **Queensland will be a focus** for both rural and residential real estate given our lower share
- **Acquisitions will be assessed** with strong financial discipline and cultural fit with the Elders team



Recruitment

- **Recruit high-quality agents** by offering market-leading marketing and administration support
- **Recruit high performing franchise operators** to grow brand and market share in geographic gaps
- **Strengthen cross-selling opportunities** across the Elders network to attract new recruits



# Rural Products

Presented by Nick Fazekas  
(Executive General Manager Rural Products)

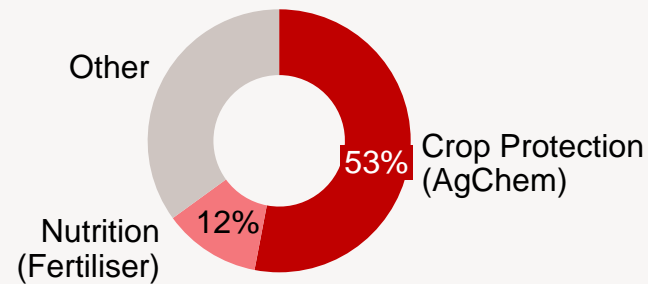


185  
EST.  
1839



# Crop Inputs (Crop Protection, Nutrition) summary

## Crop Inputs FY24 Gross Margin (% Retail Products Gross Margin)



## FY24 in review

**Volume growth in crop nutrition approx. 9% in difficult year.** Resilient performance amidst softening commodity prices. Also had volume growth in crop protection portfolio of 6.5%

## Market context

**Subdued client sentiment during the first quarter** and low rainfall in large areas of WA and South Australia winter crop regions

## Outlook

### Favourable outlook for summer crop

No major supply constraints forecasted, focus on global trade.  
Starting to see price increases out of China

## Priorities

### Continual focus on driving margin growth opportunities and operational excellence

- Increase sales, volume, penetration and lines of own brand products (e.g. TitanAG, Optifert)
- Improve working capital by implementing new S&OP processes, combining with freight and storage consolidation
- Ongoing focus on product innovation and sustainability





# Crop Protection backward integration

Delivering profitable growth through execution of our backward integration strategy

## FY24 in review

- Achieved 60% addressable market
- 8 new TitanAG product registrations and formulation specialists employed
- Successful integration of Eureka!

## Priorities

**Key priorities include driving growth through the Network and home brand penetration, enhancing margins through operational efficiencies and backward integration, and maintaining financial discipline**

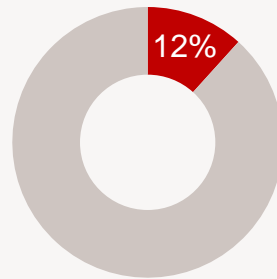
- Expand on TitanAG utilisation and wallet growth, targeting 65% of the addressable market
- Continue to grow the Eureka! business and further embed TitanAG use of Eureka for niche formulation
- Additional backward integration margin from commissioning WA toll manufacturing facility (March FY25)





## Seed summary

### Seed FY24 Gross Margin (% Retail Products Gross Margin)



### FY24 in review

**Continued backward integration** through own brand EPG Seeds has supported margin in addressable seed markets

### Market context

**Dry start to 2024 impacted canola plantings** in Western Australia, in turn impacting canola seed sales

## Outlook

**Strong Summer crop planting outlook for 24/25 sorghum and cotton**

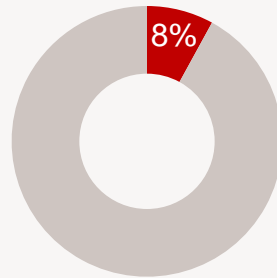
## Priorities

### Focus on margins, expanding development pipeline, and talent

- Margin uplift for canola and pasture seed blends
- Extended pipeline of potato genetics
- Filling resource gaps in key seed roles

# Animal Health & General Merchandise summary

## Animal Health FY24 Gross Margin (% Retail Products Gross Margin)



## FY24 in review

Mild dry summer in some states which reduced parasite pressure and sales. Supply Chain normalised in capital equipment. Increased demand in feed products especially in WA and SA

## Market context

**Reduction in livestock prices and extreme dry in the first half** saw producers spend money on feed rather than animal health products

## Outlook

### Normalised Season

Predicted La Niña will see increase demand for parasite products

## Priorities

- Margin improvement via technical training and customer segmentation
- Continued focus on backward integration of Pastoral Ag
- Further upside of white label expansion into Delta Agribusiness





# Margin management and efficiency



**Implemented** S&OP for top 70 crop protection actives



**Reduction in overall inventory** especially aged in Crop Protection (\$40m reduction)



**Improved home brand Share of Wallet** with backward integration strategy and better supply / demand planning



**Implemented storage and distribution** 3PL's for all mainland States





## Priorities and focus areas



### Expand own brand product segment

Leveraging backward integration and synergies with Delta



### Margin management

Enhanced centralised pricing strategy, leveraging new Dynamics platform



### Efficiency improvements

Establishing national supply chain function to deliver supply chain efficiencies and risk management





# Open session and Q&A

Presented by Mark Allison (Managing Director and CEO)



185 EST.  
1839





185<sup>EST.  
1839</sup>