



Australian Agricultural Company Limited  
ABN 15 010 892 270

## AACo 2025 Annual General Meeting Address to Shareholders

Wednesday 23 July 2025

Attached is the Chairman's and Managing Director and Chief Executive Officer's Address to Shareholders for the Australian Agricultural Company Limited (ASX:AAC) ("AACo") 2025 Annual General Meeting, to be held at 10.00am, Wednesday 23 July 2025.

This announcement is authorised for release by the AACo Chairman.

Issued by:  
Emily Bird  
Company Secretary and General Counsel



## AACo 2025 ANNUAL GENERAL MEETING CHAIRMAN'S ADDRESS

Good morning and welcome to the Australian Agricultural Company Limited 2025 Annual General Meeting.

We are joined at the Royal International Convention Centre by most of our Australian-based Directors and Executive Management. Our remaining Directors are joining us over the phone.

Whether in person, or online, it's a pleasure to be with you and to reflect on another successful year of operation.

I'm pleased to report that your company is in a strong financial position, with solid fundamentals, excellent management and an extraordinary team of employees based here in Australia and around the world.

Our properties are in excellent condition, with most having enjoyed around average or better seasons over several years.

They are recognised as being among the best in the country and it is always a pleasure to visit them, as I aim to do each year.

Our cattle are also thriving, with improved productivity and high branding rates.

They numbered 456 thousand head in FY25.

They are the foundation of our premium brands – Westholme, Darling Downs and 1824, which are enjoyed by an increasing number of people in more locations around the world.

The Wagyu we produce continues to be recognised for its quality and consistency.

Our employees number around 450.

Whether station hands on one of our properties across Queensland and the Northern Territory, business units in our corporate office or our commercial teams embedded in our various global markets, they excel at what they do, with expertise that enhances value across our supply chain.

And the results in FY25 are testament to their efforts:

- Our operating profit was just shy of \$60 million;
- We produced an operating cashflow of more than \$27 million;
- Our revenue increased year on year; and



- There were numerous successes across our brands in our markets around the world.

I'll leave Managing Director and CEO David Harris to expand on those outcomes shortly.

The results were achieved in the face of evolving market and trading conditions, with a well-executed approach to managing and placing our products in key global markets.

We were able to leverage our strong long-term commercial relationships to balance anticipated demand with global conditions and we are proud of the results.

It was a positive year, both in terms of what we achieved financially and in how we recognised a significant milestone.

This AGM effectively brings to a close AACo's 200th year as a company.

It was a period of reflection and a chance to celebrate the great company that we have become today, but it was also an opportunity to look forward to the company we intend to be in the future.

200 years of operation is a rare achievement and worthy of recognition.

However, in many ways we still see this as the beginning, with many more milestones to look forward to.

At an historical level - over the coming years, cities and towns that AACo helped establish such as Stroud and Tamworth will also mark their 200th anniversaries.

They are part of our fabric, and we recognise our connection to them.

But it is also the start of a new era for this company – a period of time that will produce its own achievements, with new milestones to honour and new moments to celebrate.

Some of those will be tied to our refreshed strategy that I first spoke to you about at this meeting 12 months ago.

In the period since that time, we have undertaken a thorough assessment of the business, including its strengths and the opportunities we can leverage to launch us into our next century of operation.

Let me remind you what I discussed with you at the time.

I said that our refreshed strategy would continue our legacy of investing in and improving our animals by building a better beef program and improving on the quality genetics that we possess.



I indicated that it would involve dedicated and targeted programs for our best bulls and cows, helping us breed and grow animals with traits that ultimately produce more desirable meat for our customers.

I flagged that we would strategically invest in opportunities with key partners that can help us build on our market-leading position and innovate for the future.

And as we possess pastoral assets and properties that are recognised as being amongst the highest quality in the world, I explained that our strategy would leverage their size, scale and location to pursue new opportunities and new revenue streams.

I also talked about a review of the Livingstone facility.

The review is ongoing, but we anticipate it reaching the final stages in the near future.

What I've just re-shared about our strategy refresh will sound familiar to those who joined Managing Director and CEO, David Harris and Chief Financial Officer Glen Steedman for the full year results call in May.

During that presentation Dave and Glen referred to three strategic focus areas – Better Beef, Partner and Invest, and Unlocking the Value of the Land.

- Better Beef is how we refer to those dedicated and targeted cattle programs that I spoke of and the continued development of our brands;
- Partner and invest is how we view developing those strategic opportunities with key partners to solve problems for AACo but also the broader agricultural community; and
- Unlocking the Value of the Land is the way we realise the opportunities which can be unlocked from our spectacular pastoral assets and properties.

They are three streams of work that will become the foundation of our activities into the foreseeable future.

Whilst the shift in strategy might appear subtle to some - indeed, the fundamentals remain the same, with nature continuing to lead our ambition and cattle production remaining at our core - I can assure you that the opportunities are significant and potential benefits equally so.

We are already delivering in some of these areas.

For example, our first soil carbon project was registered with the regulator during the period.

As well as being another demonstration of our efforts to be more sustainable and produce nature-led beef, it's just one of the potential ways that we can unlock the value of our land.



Of course, many of the opportunities under these strategic focus areas will take some time to realise.

Anyone familiar with agriculture knows that this industry comes to life in cycles and over time, whether they be climatic patterns and rainfall, breeding programs, political terms, or even consumer preferences.

Changes on our properties or in our supply chain can also take time to bear fruit through improved productivity and efficiencies.

To realise our ambitions, we can't just look one, three or even five years into the future.

We have to look beyond that, which is what we have done with this refresh of our strategy.

While we remain firmly fixed on extracting as much value out of our operations, and our extraordinary people, land and animals now, we also need to undertake work across our operations, to help set up the future.

It's an approach that has served us well over time, more recently with the expansion of our Goonoo property – a decision that has quickly provided tangible proof of the value that can come from investing in the business, as increased supply from the first full year of the expansion helped offset price challenges during this period.

And going further back, it was focusing on the future that first drove our move into premium beef and prompted the purchase of the Westholme Wagyu herd in 2006.

That move into branded beef almost 20 years ago has demonstrated its success many times over, most recently in this year's full year results that I shared earlier.

The FY25 year was among our best operating outcomes, with the highest operating profit and second highest operating cashflow since 2017.

Even more pleasing to the Board though is the trend of results, with FY25 being the third consecutive full-year operating profit above \$50 million.

Notwithstanding the various challenges in recent times – from floods and drought, to the COVID pandemic and a range of other macro and geo-political considerations, consistency in our strategy and approach to date has enabled us to produce steady and pleasing outcomes.

When combined: the consistency in company performance, the delivery and execution of the management team, and the benefits that we are seeing from our investments gives the Board confidence that now is the right time for the strategic refresh I've spoken about.

We see a potential through this refresh that lies beyond what we have achieved to date.



Our aim should always be to strive for more and that is what we are doing.

With that in mind, we are also firmly of the view that now is the right time to continue making the investments that are required in order for our new strategic focus areas to realise success into the future.

AACo's business investment surpassed \$31 million in FY25, which went towards a range of initiatives and activities across our properties, including station facility upgrades, fleet optimisation, connectivity and the completion of our solar bore program.

This level of investment is why we have a positive operating cashflow, but a negative free cashflow of \$11.9 million.

This approach to reinvestment is also why we will not be paying a dividend for the FY25 financial year.

Investing cash outflows reflect the Board's continued focus and investment in optimisation programs for the future.

We also delivered on the commitments the company made in previous years to build long-term resilience and strengthen the supply chain for the future.

We are buoyed by the opportunities for further investment, particularly connected to those strategic focus areas.

While David will talk more about those strategic focus areas and our operating environment shortly, it's worth pausing to reflect on a matter that is on everyone's minds – and that is US tariffs.

Earlier I talked about evolving market and trading conditions, and this is another example.

We are treating and working to respond to this latest headwind with the same level of determination that we have other market-based challenges of recent years.

The situation regarding tariffs is fluid, both in the US and with respect to how that impacts the supply and demand dynamics of other markets that we operate in.

We will continue to monitor the circumstances and respond as appropriate, leveraging the strong presence that we have in our global markets, along with our distribution relationships and product allocation strategy.

As well as a refreshed strategy, we enter FY26 with a refreshed Board, with the appointment of Nicole Sparshott. Nicole replaces Jessica Rudd, who recently retired.

I want to thank Jessica for her service over many years.



Just as the business considers the capabilities it requires to achieve its objectives, the same is true when the Board has the opportunity to do so.

A range of factors are considered in appointing new Board members, including appropriate skills and diversity.

Nicole's appointment brings new skills and expertise to the Board that will serve us well in this next chapter, whilst maintaining the level of diversity that we've enjoyed in recent years.

I look forward to working with Nicole, along with the rest of the Board in FY26.

And I look forward to seeing all that your business can achieve in FY26 and beyond.

I want to recognise the entire leadership team and all employees who help us deliver for you every day and who produced these pleasing results in FY25.

The Board remains committed to the success of the company, and we are united with the Executive Leadership Team as we move into our next century of operation, refreshed and ready to further build on AACo's rich legacy.

Thank you.



## AACo 2025 ANNUAL GENERAL MEETING MANAGING DIRECTOR AND CEO's ADDRESS

Good morning.

It's a pleasure to join you at Australian Agricultural Company's 2025 Annual General Meeting.

To everyone joining online and here in the room, welcome and thank you for your support through the year.

Financial Year 2025 was a milestone year for the company, both in celebrating our 200<sup>th</sup> anniversary and taking the first significant steps into the next century through refreshing our strategic focus areas.

This company's 200<sup>th</sup> year of operation was celebrated by groups of people across Australia, honoured by the country's leaders, recognised in numerous media reports and became another source of pride for employees here and around the world.

In May 2024 we were even joined by Prime Minister Anthony Albanese along with around 400 other guests at a special celebration lunch at Beef Australia in Rockhampton.

AACo's arrival in Australia was effectively the beginning of large-scale corporate agriculture in Australia and, as the country's oldest beef and cattle producer, it was wonderful to celebrate that with the industry.

It was also an opportunity to share more about the company and its history – something I had the pleasure of doing with a range of audiences throughout the year.

And while each audience was different – whether at the Northern Territory Cattlemen's Association conference, the Australian Wagyu Association conference or Queensland's Rural Press Club, the sentiment was similar on each occasion:

That while AACo itself has gone through many changes over the years, the foundation of who and what we are, remains to this day – our people, our land and our animals.

Staying true to who we are has enabled us to weather the many challenges that we have faced over that time and those we continue to come up against.

That desire to remain authentically AACo was front of mind as we refreshed our purpose, vision and values in FY25, alongside the strategy refresh that our Chairman spoke about earlier.

Our renewed purpose – Reimagining Australian agriculture to share with the world - reflects AACo's desire to think beyond what's possible today, to challenge assumptions, and create a real difference to the world of agriculture.





It's fair to say AACo has been pushing those boundaries over the course of its history, so it's fitting that we step into the next period of our growth with this purpose.

Our vision for the future is: To be the leading food and agriculture company delivering nature-led solutions at scale.

This defines our ambitions to leverage our scale to innovate and lead, with a continued focus on nature and sustainability across our entire supply chain.

While the need to manage the land productively has been at AACo's core throughout its existence, the importance of doing so may have never been greater.

Our three new values:

- Be curious;
- Be generous; and
- Own your impact

were developed by people within the organisation to guide and drive how they show up and contribute to the business every day.

As I said in our full year results presentation, we will be a purpose-led and values-driven organisation, as we continue to unite across the company to achieve our vision and embark on the next stage of our growth.

We are entering that next period on the back of a pleasing year as we posted operating results that are among our best in recent times. FY25 was the company's highest operating cash flow, and second highest operating profit since 2017.

The Operating Profit of \$58.4 million was up \$7.3 million compared to the prior year and the Operating Cash-flow of \$27.1 million was up almost \$18 million on FY24.

Both the operating profit result and the operating cashflow were achieved by using higher sales volumes to offset some of the challenging global meat sales and market conditions, supported by a disciplined approach to managing costs across the supply chain.

Alongside increased revenue, which was up around \$52 million to \$387.9 million, these operating results are the best indication of AACo's performance and progress.

The statutory net loss after tax of \$1.1m in FY25 was a \$93.5m improvement vs pcp, driven by an improved mark-to-market value of the herd compared to the prior year.

As we've indicated in previous periods, the statutory outcomes include those mark-to-market movements, which are largely unrealised and generally outside our control.

They have limited connection to our day-to-day operational performance, which is why we emphasise operating results as the best indication of our progress.



Particularly pleasing for me as CEO was how we further demonstrated our resilience to achieve these positive operating results.

Years of planning by management, the way we have established our supply chain, our in-market presence, and the strategy we use to allocate our premium wagyu product around the world all put us in the best possible position to respond to challenges as they arrive.

And that served us well through FY25 as we faced dynamic markets, evolving trade conditions, price pressures in key regions, supply and demand constraints and a global economy and consumer sentiment still recovering after a number of years of high inflation and low confidence.

AACo was able to remain agile and respond to these challenges quickly and appropriately, with greater volumes sold, supported by a disciplined approach to managing costs across the supply chain.

AACo's herd remained largely stable during the period at around 456,000 head. This is noteworthy when considering our meat sales volumes increased 21% compared to the prior period and cattle sales volumes increased 38% vs pcp.

Being able to maintain our herd size at the same time as increasing our meat and cattle sales volumes is a further sign of stability, and one of the benefits of having control as our cattle move through the value chain.

While we've been impacted by external factors, including drought and flooding events of recent years, we also now have an increased level of sophistication and planning across the supply chain, with a better understanding of the supply and demand requirements and drivers in our markets and the ability to respond accordingly.

This is what we meant when we talked previously about herd optimisation –being able to grow, manage and adjust our herd at rates and to levels that are optimal for our markets, our strategy and our properties.

That approach will help underpin the better beef strategic focus area that our Chairman spoke to earlier.

Our FY25 financial performance was supported by both increased meat and cattle sales volumes, which helped offset global market and price pressures.

The Wagyu meat sales price per kilogram was down 10% vs pcp, impacted by the challenging market conditions of the first half, including the prolonged herd liquidations in the US and increased local supply in Korea.

Much of that price movement came in the first half of the year, before the average meat sales price improved in the second half, as supply dynamics and global inflationary pressures eased.



In fact, as we noted during our full year presentation in May, market reports indicate that local beef supply is expected to contract in some of AACo's key markets, particularly the US where the drought-fuelled herd liquidation appears to be reaching its conclusion.

Of course, as the Chairman spoke to you about, global market dynamics remain fluid, with US tariffs adding another layer of consideration as we execute our better beef program.

We are keeping a close eye on how the situation evolves both in the US market and how it influences other markets around the world.

Our integrated supply chain positions us well to respond to movements, including where local supply may contract and demand for Australian beef may increase, as well as where opportunities might change in response to the tariffs.

It's the same approach that we took in FY25, responding to the challenging conditions by strategically allocating products in our global markets and executing on a range of marketing programs and initiatives to help protect price in key regions.

There was a 9% overall increase in sales value across AACo's brands – Westholme, Darling Downs and 1824, with new branded menu placements in established restaurants and expanded offerings in gourmet marketplaces, among the highlights.

Westholme successfully launched its new positioning – Nature-led Australian Wagyu – supported by unique activations in key markets globally.

While foodservice pricing in some of Westholme's key markets was impacted by inflationary pressures and increased local supply, the period was used to position the brand for future growth opportunities.

In-market education and marketing support helped establish the nature-led positioning, which reflects Westholme and AACo's desire to keep nature as the foundation of its premium beef production.

Darling Downs continued to experience growth, with targeted promotions and in-store brand activations supporting this well known and loved brand, which is now found in 134 different locations across Korea.

That contributed to a 19% increase in volume and enabled the brand to maintain a strong presence in the market, despite an increased supply of the local Hanwoo product.

The brand's footprint also expanded across Asia and is now available in an increased number of locations here in Australia.

FY25 was the first full year for our relaunched brand 1824, which honours the 200-year history of our company.



We're pleased with how 1824 is being received in the market, with increases in value and volume. The brand also achieved a 9% increase in price, which demonstrates its potential as it continues to establish itself in Australia and gain momentum internationally.

The brand will play an important role in our market mix, capturing volume that was previously excluded from Darling Downs and Westholme.

We are proud of our brands and our cattle that are the foundation of the consistently high-quality beef that we are able to produce, our expansive properties that nourish and help our cattle grow and the people who manage them all.

The properties in particular have been the focus of significant business investment over the period, supported by the higher operating cashflow that I spoke of earlier.

We spent more than \$31 million in a range of activities across the supply chain, including upgraded station facilities, a program to optimise AACo's substantial fleet of vehicles and machines, improved connectivity infrastructure across our remote properties, and our solar bore program - which has been a good example of our desire to be more sustainable.

Our broader sustainability initiatives are also included in this investment.

The work we undertake in this important area is significant and the activities are now more embedded across our operations as business-as-usual activities.

As well as things such as our involvement in the Beef Cattle Herd Management scheme that we've spoken about previously, we also undertook a significant amount of work mapping our connection to nature, further demonstrating our desire to contribute to a nature positive future.

You may have noticed that this year, for the first time, we released our sustainability information, including highlights and metrics, within our Annual Report. This change in how we report on sustainability is in line with how we integrate our sustainability initiatives throughout our operations.

As custodians of close to 1% of Australia's land mass and one of the largest cattle herds in Australia, we understand the impact we can have on climate and nature, and our responsibility to continually enhance our reporting on this. We encourage you to take a read and welcome any feedback on our updated report.

The optimisation programs I've just spoken about deliver on commitments the company made in previous years, to build long-term resilience and strengthen the business for the future. AACo will continue to make investments in line with our new strategic focus areas:

- Better Beef
- Partner and Invest; and
- Unlocking the value of the land.



You would have heard me talk previously about AACo's three principal activities, which are focused on maximising the potential of our assets:

Firstly, the marketing and distribution of high-quality branded beef into global markets.

Secondly, the breeding, growing, lot feeding and trading of our animals.

And lastly - ownership, operation and development of the amazing pastoral properties that we are fortunate to have stewardship over today.

Our principal activities have been core to who and what AACo is for 200 years.

That won't change, but with those refreshed strategic focus areas along with our new purpose, vision and values, AACo is poised for a new era of growth and opportunity.

We are mindful that challenging market conditions may persist, and we are well prepared to respond, as required.

However, the company's management looks forward with optimism, supported by passionate teams of people across the world.

Thanks again to the entire company - our employees, the Executive Team and the Board for their dedication in FY25.

And thank you to all shareholders again, for your continued support.

Thank you.