

Monday 13 November 2023

2023 Full Year Results Presentation

Attached is the Elders Limited (**ASX:ELD**) presentation of the financial results for the 12-month period ended 30 September 2023.

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Authorised by:

Elders Limited Board of Directors



for Australian agriculture



Full Year Results Presentation for FY23

13 November 2023

Presented by Mark Allison

Managing Director and CEO

Paul Rossiter CFO

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.

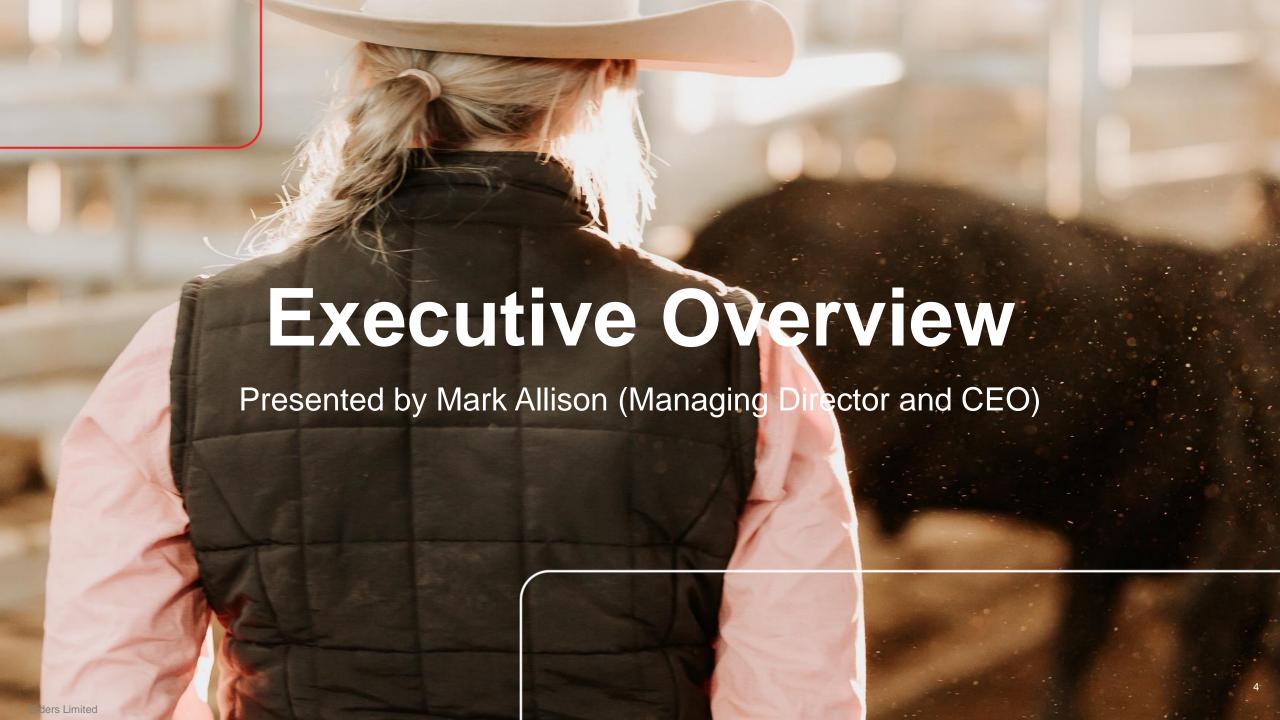
Non-IFRS information

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 LIMITED AGENDA

Agenda

D1 Executive Overview
D4 Outlook
D5 Questions
O3 Strategy
D6 Appendix



ELDERS LIMITED EXECUTIVE OVERVIEW

Key Investment Drivers

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



- Compelling value proposition for shareholders through the cycles
- 57% EPS CAGR over the three Eight Point Plans
- ROC greater than 15% and dividend payout of between 40-60%



Geographic, product and channel diversification

- Multi-faceted agribusiness
- Diversified product offerings and location
- Supply chain consolidation



Attractive market and company outlook

- \$63b total farm inputs market (5.8% Elders market share)
- Operational efficiencies
- Continued organic and acquisitive growth



Transformational initiatives benefits

- Cost and capital efficiencies
- Systems Modernisation benefits expected from FY25
- Rural Products supply chain optimisation benefits expected from FY24



Significant pipeline of new opportunities

- Points of presence growth
- Bolt on acquisition synergies
- Accelerated member growth for wholesale network



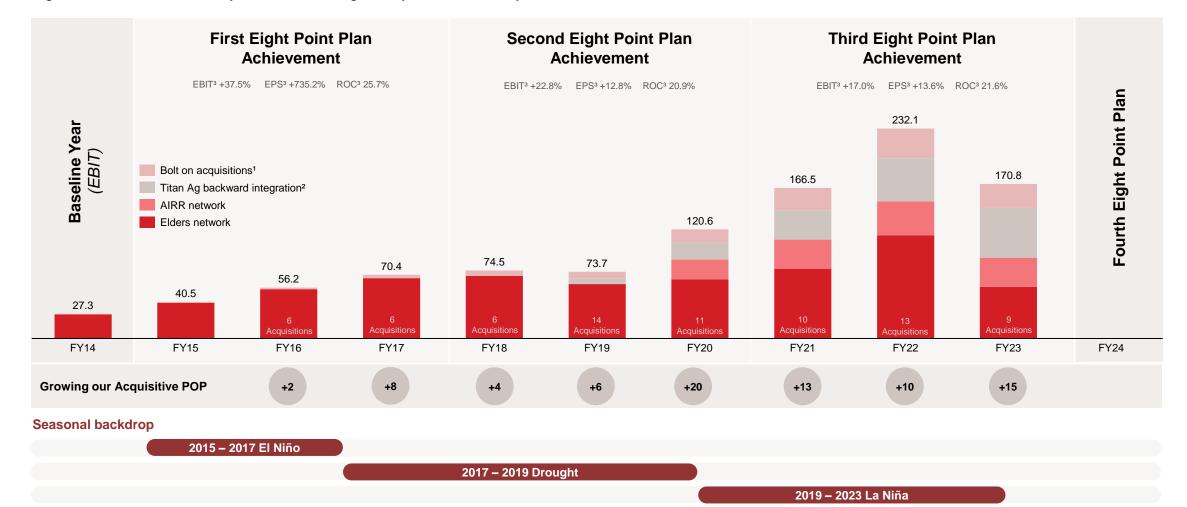
Robust balance sheet supporting growth

- Resilient balance sheet
- Leverage headroom available to fund future growth
- Shareholder returns focus

ELDERS LIMITED EXECUTIVE OVERVIEW

Earnings Growth and Resilience

Second highest EBIT result in the last 10 years notwithstanding volatility across several key markets



- Bolt on acquisitions do not include acquisition growth from investments with no points of presence (e.g. Livestock in Transit ("LIT") Delivery Warranty, StockCo, Elders Insurance etc.)
- 2. Growth in the underlying business is understated to the extent that the percentage of sales of own brand products has increased. The uplift in earnings from increased maturity in this strategy, for example, is applied to Titan AG despite being influenced and driven by the underlying business
- Average EBIT and EPS growth and average ROC over the Eight Point Plan period

2023 >>> El Niño

ELDERS LIMITED EXECUTIVE OVERVIEW

Operational Highlights



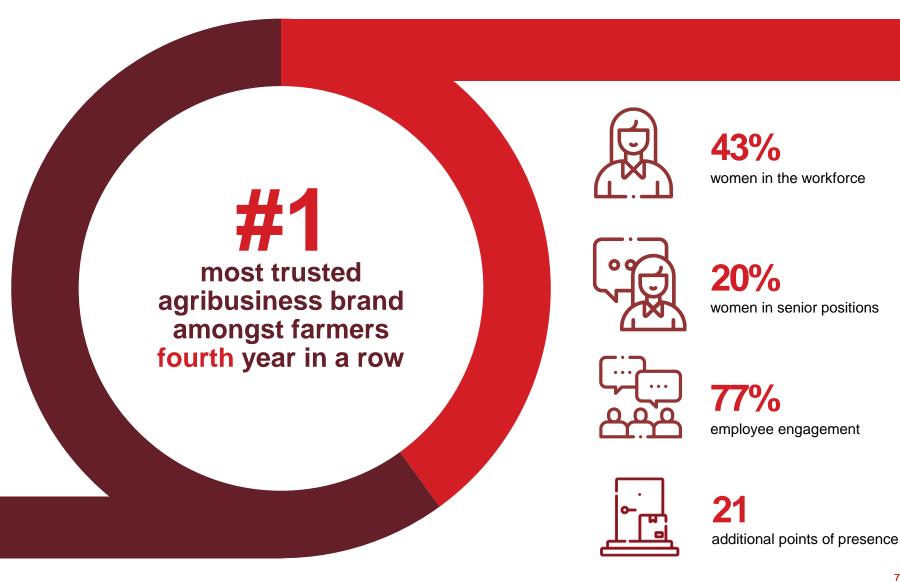
lost time injuries



10.1 total recordable injuries frequency rate



48 net promoter score

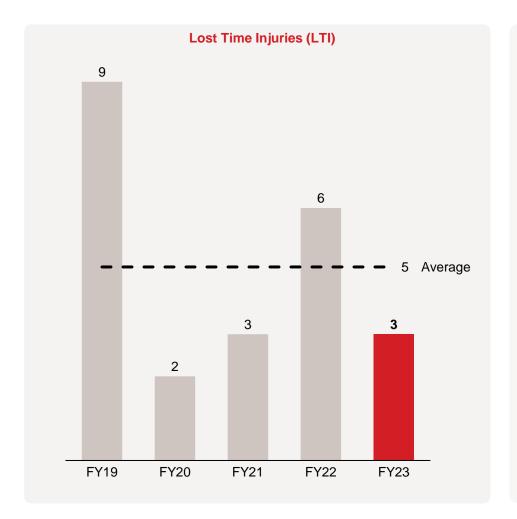


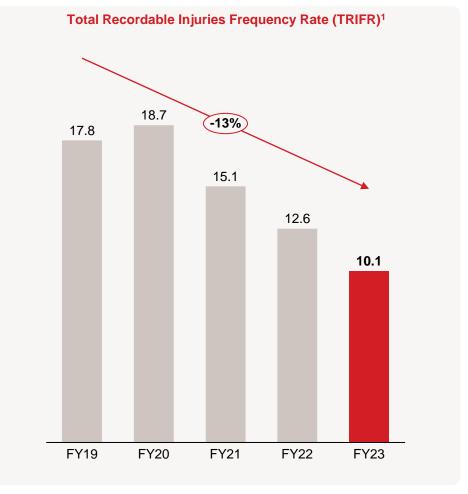
EXECUTIVE SUMMARY



Safety, Health and Wellbeing

Nothing is so important that it cannot be done safely





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

ELDERS LIMITED EXECUTIVE SUMMARY

Sustainability Performance

CLIMATE TARGETS¹

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

TARGET FY23 FY22

100% renewable electricity in all Australian sites by 2025

Target achieved through on-site solar generation and purchase of LGCs²

50% reduction in Scope 1 and 2 emissions intensity (tCO2e/\$m revenue) by 2030, against a baseline year of 2021³ (subject to commercially viable technology being available to address feedlot cattle emissions)

17.9

18.8

(25% reduction against baseline year³)

(21% reduction against baseline year³)

Net zero Scope 1 and 2 emissions by 2050⁴ (tCO2e)

59,551

64,772

OUR PROGRESS

- Launched the Elders Sustainability Framework
- Established Thomas Elder Sustainable Agriculture to support Elders' innovation efforts and empower farmers with future-focused agricultural solutions
- Joined the Big Bag Recovery program, an Australian government accredited product stewardship scheme that facilitates the recycling of large bags
- Targeted solar and LED lighting site upgrades to reduce emissions
- Solar farm development at Killara Feedlot near completion

- 1. Scope 1: direct emissions from owned or controlled sources. Scope 2: indirect emissions from the generation of purchased electricity
- 2. Large-scale Generation Certificates
- 3. 2021 Baseline year tCO2e/\$m was 23.86
- 4. Targets based on Elders' financial year ending 30 September

ELDERS LIMITED EXECUTIVE OVERVIEW

Financial Highlights

Resilient financial result despite market volatility



\$170.8m

Underlying EBIT

-26% YOY

second highest EBIT in the last 10 years



16.0%

Return on Capital

R12 EBIT/ R12 avg net operating assets

from 26.2%

exceeding target benchmark of 15% per Eight Point Plan



163%

Cash Conversion

YTD Operating cash flow / YTD U'NPAT

from 75%

exceeding 90% in line with our capital management framework



1.4x

Leverage Ratio

Balance date net debt / R12 EBITDA

from 0.7x

within our target range per our capital management framework

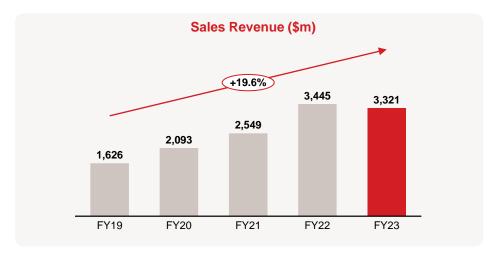


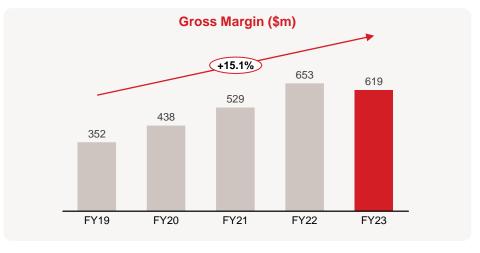
FINANCIAL RESULTS

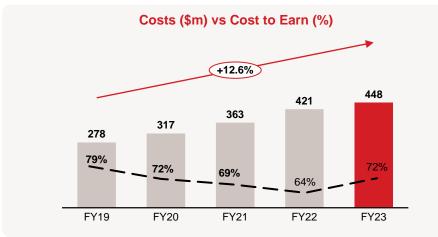


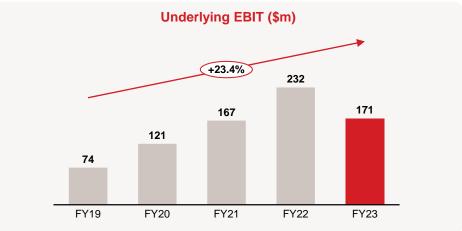
Five Year Financial Performance

Strong track record of delivering 5-10% EBIT and EPS growth through the cycles







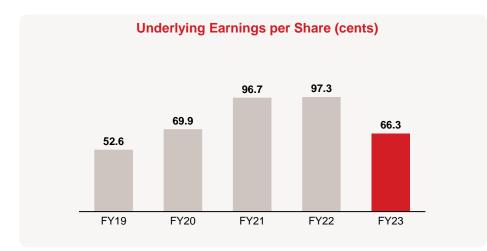


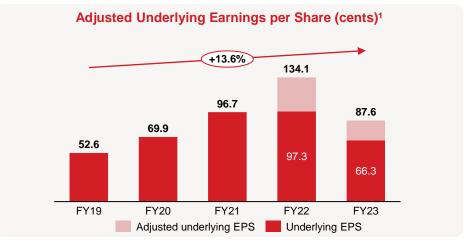
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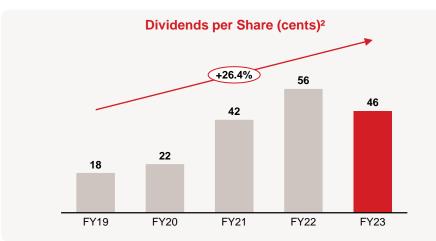


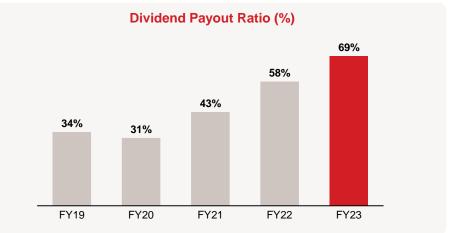
Five Year Shareholder Returns

Compelling shareholder value proposition over time



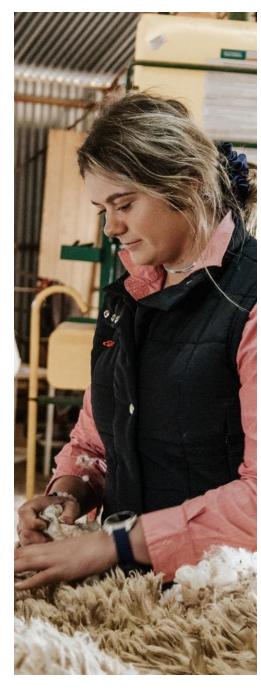






CAGR calculated on full year performance

- Adjusted for underlying tax expense recognised from 1 October 2021
- 2. FY19 and FY20 dividends were fully franked, FY21 was partially franked at 20%, FY22 and FY23 dividends were partially franked at 30%



FY23 Financial Summary

Resilient performance despite volatility across multiple markets

Key metrics (\$m)	FY23	FY22		Var	Var %
Sales revenue	3,321.4	3,445.3	•	(123.9)	(4%)
Gross margin	619.0	652.7	•	(33.7)	(5%)
Gross margin %	18.6%	18.9%	•	(0.3%)	n/a
Costs	448.2	420.6	•	27.6	7%
Underlying EBIT	170.8	232.1	+	(61.3)	(26%)
Underlying net profit after tax	103.7	152.2	+	(48.5)	(32%)
Return on capital (%) ¹	16.0%	26.2%	+	(10.2%)	n/a
Net debt (excl. AASB 16)	259.7	161.4	↑	98.3	61%
Leverage ratio (times) ²	1.4	0.7	↑	0.7	100%
Operating cash flow	169.2	113.7	†	55.5	(49%)
Cash Conversion (%)	163.1%	74.7%	†	88%	n/a
Underlying earnings per share (cents)	66.3	97.3	+	(31.0)	(32%)
Dividend per share (cents) ³	46.0	56.0		(10.0)	(18%)

^{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)

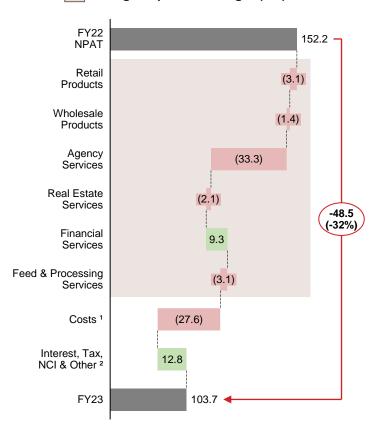
^{2.} Target leverage of 1.5 - 2.0 times excludes AASB 16

[.] Franked at 30%

Product Performance

Mixed results across the product portfolio compared with exceptional market and other conditions in FY22

Change in product margin (\$m)







Retail Products

- Progression of backward integration strategy via Titan AG
- Volume growth, offset by softening input prices compressing gross margin



Financial Services

- Improved insurance performance
- Uptake of own balance sheet livestock lending



Agency Services

- Declining livestock prices adversely impacting gross margin
- Volumes traded unable to offset impact of price declines



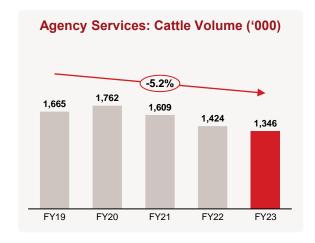
Feed and Processing Services

- Lag effect of higher cattle prices reduced margins in FY23
- Reduced number of cattle head processed through the Feedlot

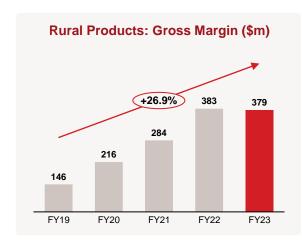
- 1. Cost drivers detailed on slide 22
- 2. NCI Non controlling interests

Key Performance Indicator Trends

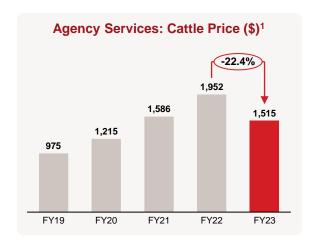
Elders diversified business model provides earnings resilience against market volatility



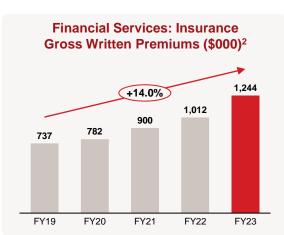


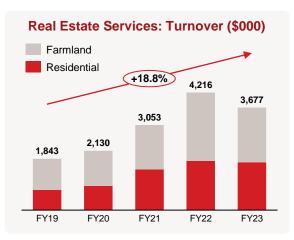












- . Cattle and sheep prices are internal averages, not externally verifiable
- 2. Principal positions are held by Elders Insurance Underwriting Agency (Elders 20% equity investment)

Industry Backdrop – Livestock

Historically high volatility in cattle and sheep prices has adversely impacted Agency Services gross margin



- FY23 experienced the fastest revision in EYCI prices this century (- 64%), with the index trading one standard deviation below the 10-year mean
- The price revision was driven by:
 - Disruptions to the live export market, following a small number of cases of Lumpy Skin Disease in Indonesia
 - Increased supply with herd destocking following BOM of El Niño and potential drier outlook for parts of Australia
- US Import prices and demand for Australian lean beef remains strong driven by the long-running American herd destocking

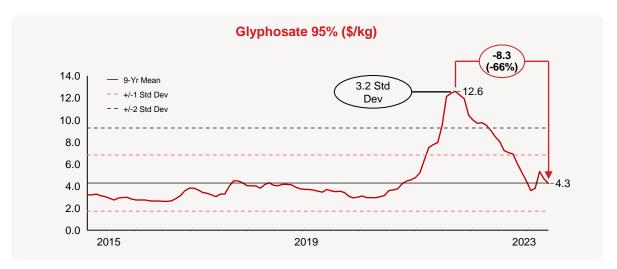


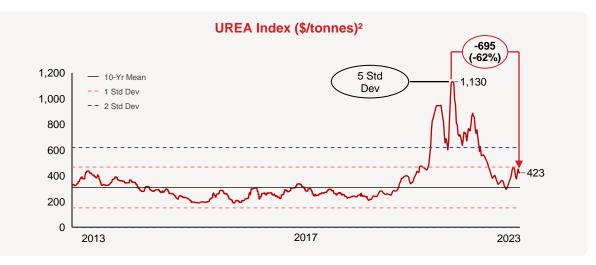
- Mutton prices have fallen 77% since September 2022, and is trading at two standard deviations below the 10-mean
- Prices were impacted by high stock turn-off following herd build over the last three years and weaker global demand

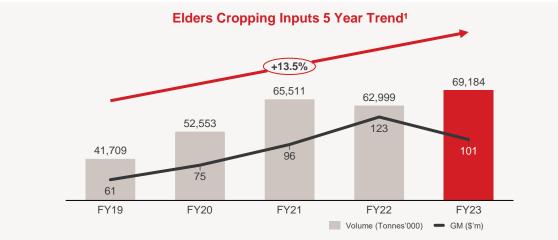
— 10-Yr Mean — 1 Std Dev — 2 Std Dev

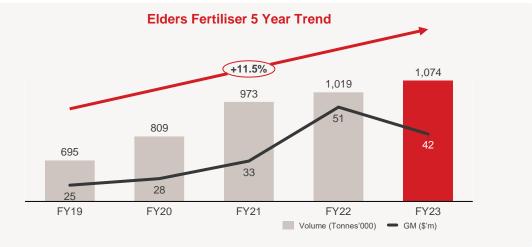
Industry Backdrop – Rural Products

Sales volume growth has partially offset the impact from significant market volatility





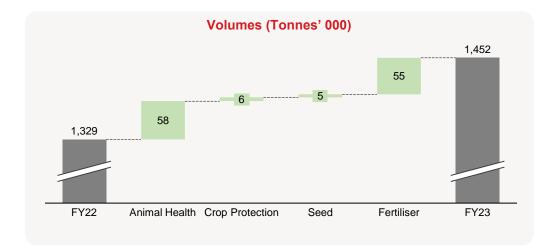


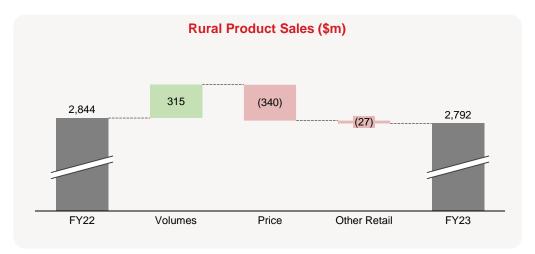


- . Excludes the benefits of our backward integration
- 2. Source: Reproduced courtesy of Refinitive

Continued Volume Growth Across Key Products

Continued sales volume growth, indicative of market share traction, offset by softening input prices







Animal Health

- Organic growth driven by herd rebuild and increased parasite burdens
- Significant multinational corporation pricing pressure benefited our backward integration portfolio



Seed

- Canola and cotton volumes benefiting from strong canola market prices
- Demand for processing potatoes and new wheat varieties supported greater volume growth



Crop Protection

- Viticulture and horticulture organic market growth driven by increased points of presence and favorable grower conditions
- Improved input procurement maximised herbicide buying interest

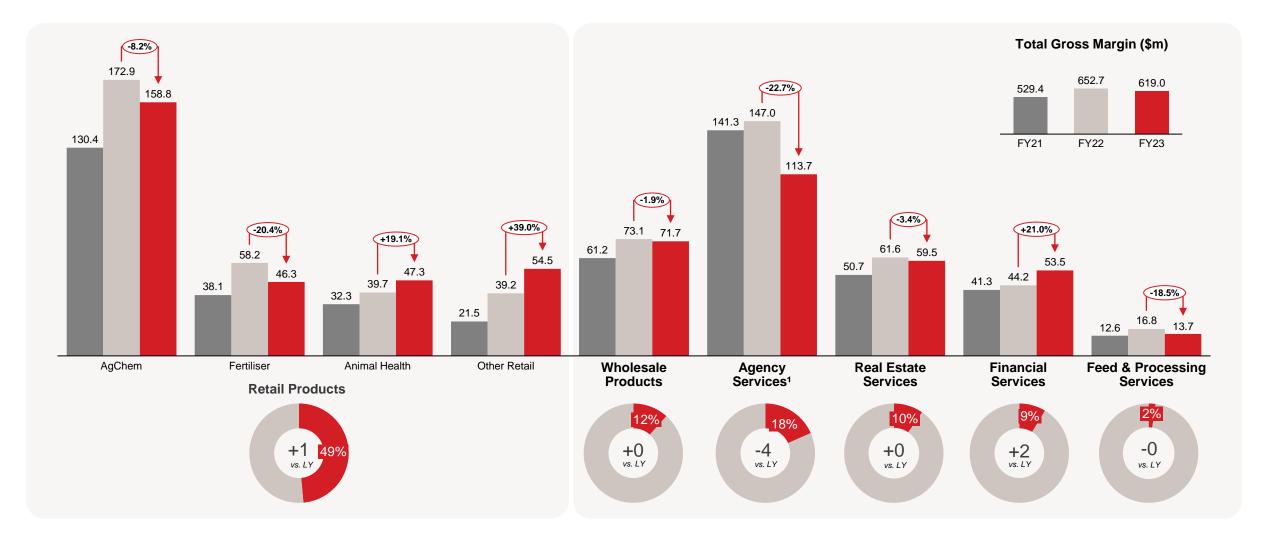


Fertiliser

- Organic market share growth despite challenges with supply
- Falling prices supporting customer demand

Gross Margin Diversification

Continued focus on product diversification through organic and acquisition growth



^{1.} Agency split: Sheep – 37%; Cattle – 48%; Wool and Grain – 15% Pie charts represent percentage of total FY23 gross margin

Geographical Diversification

Geographical diversification mitigates regional risk events







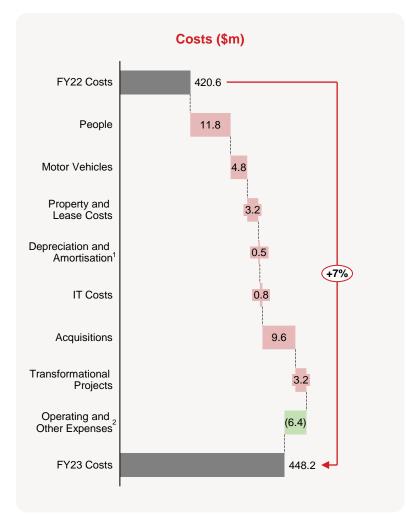


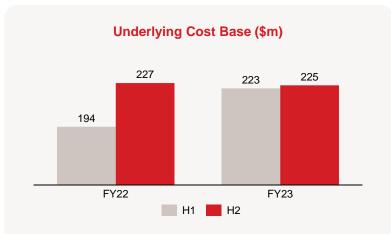




Cost Drivers

Disciplined focus on cost management in FY24





- Costs held flat from FY22 H2 to FY23 H2
- Discretionary spend has been controlled through tighter management of internal travel and entertainment, as well as reliance on external consultants
- Commitment to controlled cost base in FY24, despite inflationary cost environment, organic growth and transformational project spend

Commentary

People:

- 65 additional FTE (29 graduates, 36 network and business growth)
- Wage growth
- Offset by lower performance incentives

Motor Vehicles:

- 61 additional motor vehicles (non-acquisition)
- Rising fuel costs

Acquisitions:

- Nine acquisitions in FY23
- 94 additional FTE
- 52 additional motor vehicles

Transformational Projects:

- Systems Modernisation +\$1.2m, including +7 FTE
- Elders Wool Handling +\$2.0m, including +18 FTE

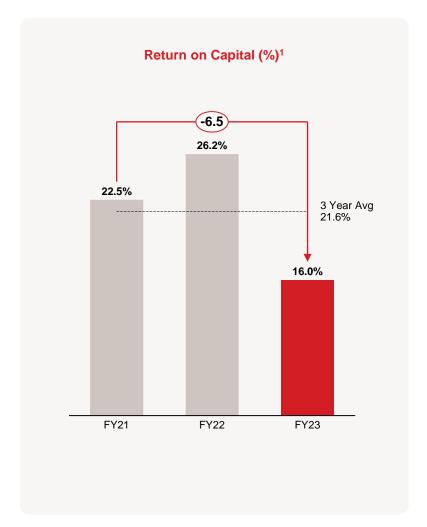
Operating and Other Expenses

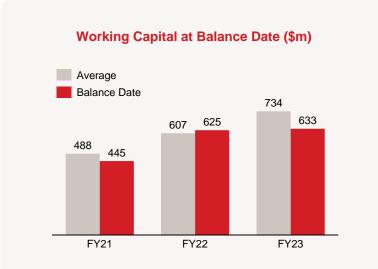
Continued focus on discretionary spend

- Depreciation on property, plant and equipment only. Depreciation on ROU is included within Property and Lease Costs
- 2. Includes Consulting, Advertising, Insurance, Legal Costs etc.

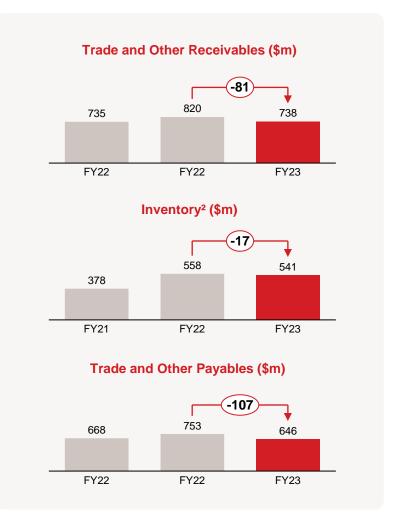
Capital Allocation

Return on capital exceeds target benchmark of 15% despite significant decline from livestock earnings





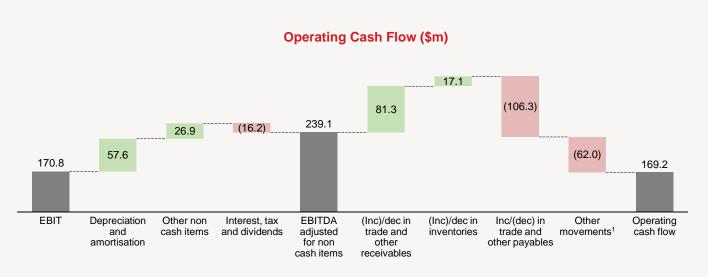
- FY23 average working capital elevated by quickening supply chains ahead of winter crop inputs build
- Average working capital expected to decline in FY24 due to lower livestock and crop protection prices
- FY24 will see tailwinds from stabilised supply chains and focus on procurement efficiency



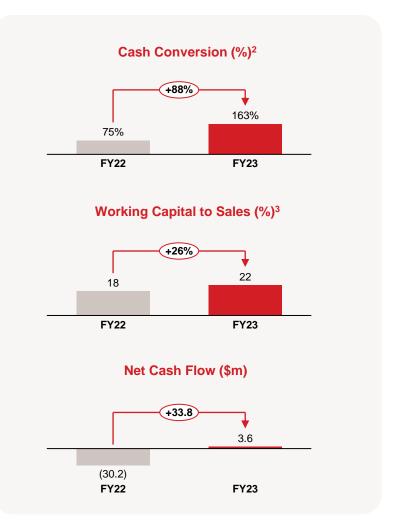
- 1. Return on capital three-year average is calculated on the 12 months to 30 September 2021, 30 September 2022 and 30 September 2023
- 2. Including Livestock

Cash Flow

Strong cash returns benefiting from lower market prices and focus on capital efficiency



Key metrics (\$m)	FY23	FY22	Var
Underlying EBITDA adjusted for non cash items	239.1	327.7	(27%)
Movements in assets and liabilities	(69.9)	(214.0)	67%
Cash from operating activities	169.2	113.7	(49%)
Investing cash flows	(132.1)	(45.1)	(193%)
Financing cash flows	(33.5)	(98.7)	(66%)
Net cash flow	3.6	(30.2)	112%

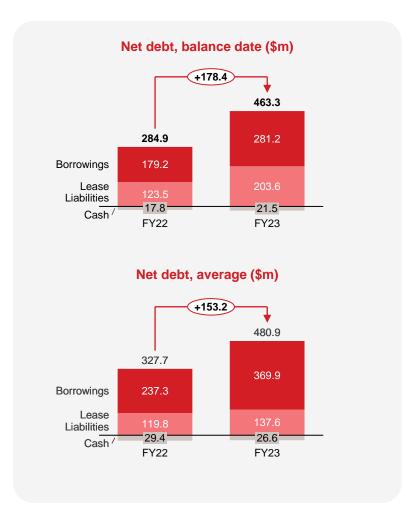


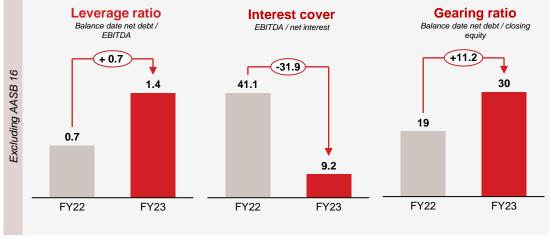
- 1. Other movements includes provisions and balances acquired via acquisitions
- 2. Cash conversion is calculated on a YTD basis, operating cash Flow / U'NPAT
- Working capital to sales is calculated on a rolling 12-month basis

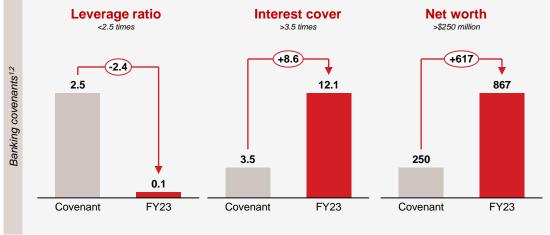


Net Debt and Financial Ratios

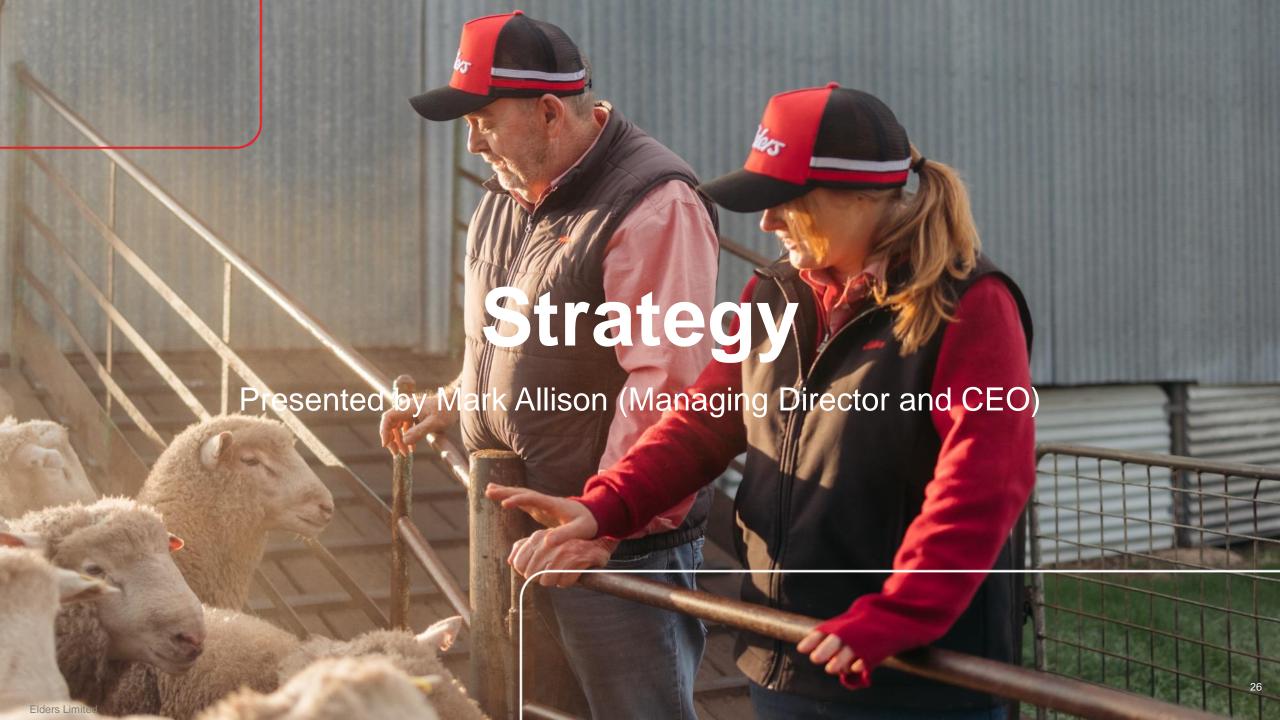
Strong balance sheet provides flexibility for future growth







- . 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
- 2. Undrawn facilities at 30 September were \$314.2 million out of total available facilities of \$600 million and significant headroom in our banking covenants



ELDERS LIMITED STRATEGY

Eight Point Plan Evolution

Three generations of the Eight Point Plan strategy since FY14, delivering compelling shareholder value proposition

FY15 to FY17



Financial metrics1:

EBIT +37.5%

EPS +735.2%

ROC 25.7%

Supported by:

20% Insurance acquisition
Ace Ohlsson acquisition

Clear Grain Exchange (CGX) 20% acquisition

FY18 to FY20



Financial metrics¹:

EBIT +22.8%

EPS +12.8%

ROC 20.9%

Supported by:

Backward integration strategy via Titan AG and AIRR acquisitions

LIT Delivery Warranty

Additional 10% CGX

New Rural Bank distribution agreement

FY21 to FY23



Financial metrics¹:

EBIT +17%

EPS +13.6%

ROC 21.6%

Supported by:

Rural Products supply chain extension
YP Ag acquisition
Sunfam acquisition
Emms Mooney acquisition





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
- 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
- Modernising our systems with leading technology solutions to enhance customer experience, drive efficiencies and support growth

INNOVATE & GROW

Expand and innovate our portfolio by:

- **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









ELDERS LIMITED STRATEGY

Our Strategic Priorities: Run

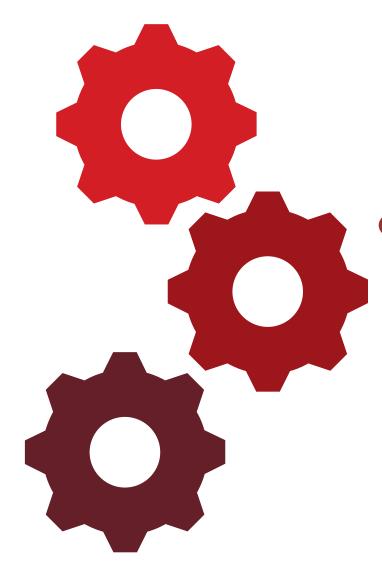
Optimising the existing business

Deepening customer relationships

- Increasing sources of insights on clients' needs and drivers of loyalty
- Continue to be the most trusted agribusiness brand amongst farmers
- Focus on capturing new customers, retaining repeat customers, and cross-selling our product and service offerings
- Giving back to the communities where we live and work

Financial discipline

- EBIT and EPS growth 5 to 10% through the cycles
- ROC greater than 15%
- Falling cost to earn ratio
- Cash conversion greater than 90%
- Leverage ratio between 1.5 to 2.0 times



Investing in our people

- By September 2025:>25% women in senior positions>40% women in senior executive positions
- Increase the overall diversity of Elders' workforce
- Maintain the feeling of belonging by allowing people to be themselves at work (Employee Engagement Survey)
- Investment in training of junior staff via trainee, graduate and academy programs
- Ongoing attraction, recruitment and retention of high performing staff

ELDERS LIMITED STRATEGY

Our Strategic Priorities: Transform

Future-proofing our business



STREAMLINING OUR SUPPLY CHAIN

MODERNISING OUR SYSTEMS



Gross margin efficiency and reduced safety stock in Rural Products

PLANNING

Reduce working capital and safety stock

SOURCING

Optimise gross margin predictability through timely and structured Rural Products input procurement

OPERATIONAL PLATFORMS

Improve transaction speed, optimise data analytics and enhance customer experience

\$50m average capital release in FY24

Streamlined integrated supply chain

Modernising our platforms to deliver more efficient business processes and an enhanced client experience

Wave 1 (Completed)

	FY22 \$m	FY23 \$m
CAPEX	4.4	8.0
OPEX - underlying	4.4	4.0
OPEX - non underlying	0.7	5.4
Total	9.5	17.4

Wave 2 (Ongoing)

	FY23 \$m	Budget \$m
CAPEX	2.3	24 - 27
OPEX – underlying	2.0	-
OPEX - non underlying	-	16 – 18
Total	4.3	40 – 45

>15% ROC from FY24¹

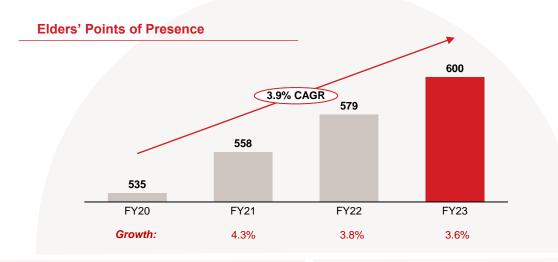
Future-proof the business

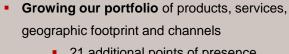
- . Systems Modernisation and wool supply chain expected to deliver a ROC greater than 15% incrementally from FY24 onwards
- 2. Rural Products supply chain optimisation estimated to deliver EBIT of \$10-\$18m and capital release of \$50-\$80m across multiple years (source external consultant September 2022)

ELDERS LIMITED STRATEGY

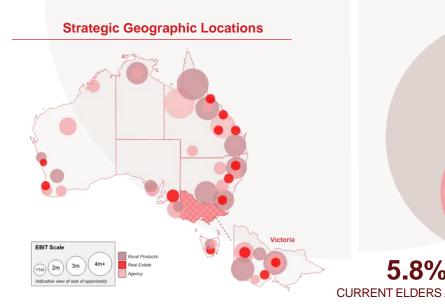
Our Strategic Priorities: Innovate & Grow

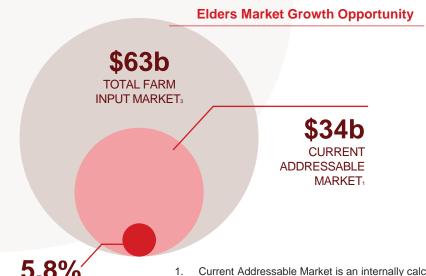
Portfolio Expanding and innovating our portfolio





- 21 additional points of presence
- Enhancing margins through value chain expansion and integration
- Significant room to grow across all products and services





Current Addressable Market is an internally calculated amount based on product

- Internal measure Elders estimates it has a 5.8% market share of the "Total Australian farm costs market" of \$63b
- Source: ABARES, Agricultural Commodities Farm Costs and Returns Australia, June 2023

ELDERS LIMITED STRATEGY

Our Strategic Priorities: Innovate & Grow

Innovating to create sustainable solutions for our customers and communities

Sustainable Solutions



OUR **PRINCIPLES**

1 HEALTH AND SAFETY



Safeguard the wellbeing of animals in our care and collaborate with our industry to promote livestock welfare and responsible stewardship



and services they need

Prioritise the safety and

wellbeing of our people

We provide our customers We support our people and and clients with the goods industries and communities in which

2 SUSTAINABLE FARMING

we operate

Enable customers to achieve sustainability and productivity goals amid diverse and demanding conditions, leveraging innovation and technology

6 CORPORATE GOVERNANCE

Secure our standing as the most trusted agribusiness brand by upholding ethical operations



We do our part to look after the environment and animals in our care

3 EMPLOYEE ATTRACTION **AND RETENTION**

Invest in our people and cultivate diversity, inclusion and growth for collective empowerment and success

7 COMMUNITY IMPACT AND INVESTMENT

Support rural and regional Australia to positively impact our communities



We operate ethically and to the highest standard

4 CLIMATE CHANGE

Reduce our carbon footprint and support our customers in climate adaptation and resilience

8 WASTE MANAGEMENT

Collaborate with industry to minimise waste for positive environmental outcomes.

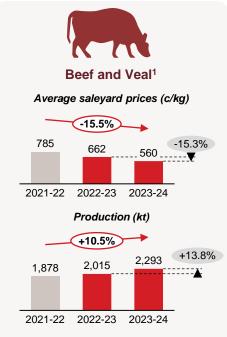
OUR **PRIORITIES**



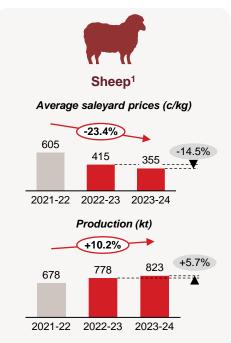
ELDERS LIMITED OUTLOOK

ABARES September 2023 Market Outlook

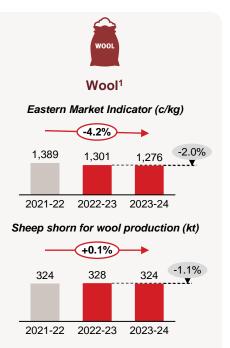
Strong livestock volume outlook moderated by subdued prices and weaker crop outlook



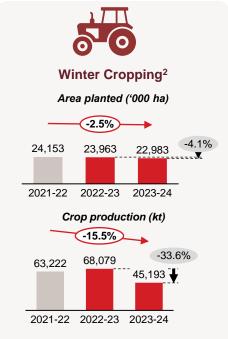
- Moderating beef prices due to increased supply (local and global), higher turn-off rates and lower restocking demand
- Beef production to rise 14% due to drier conditions, lower pasture availability and increased livestock turn-off rate
- Global beef prices are expected to fall due to increased global supply



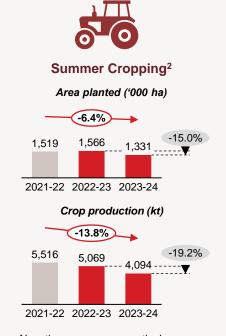
- Lamb and sheep prices are expected to remain suppressed by higher production as drier forecasted conditions incentivise stock turn-off
- Live sheep volumes are expected to weaken in 2023-24 due to subdued export prices following higher global supply



- Wool production is expected to increase driven by greater sheep shorn as margins improve on lower shearing costs
- The average wool cut per head is expected to decline to 4.58/kg heading into 2024 owing to drier conditions
- However, Sheep flock compositions are shifting towards meat breads in the short term as farmers chase margins



- Winter crop production is expected to fall below the 10-year average due to below average rainfall in key states
- Yields are forecast to be below average owing to drier conditions in key northern cropping regions
- Wheat and canola production set to fall 36% and 38% respectively, with barley production down 26%



- Negative summer crop outlook as Queensland and northern New South Wales experienced below average rainfall
- Dryland crops may be impacted by lower soil moisture levels
- Total summer crop production remains above the long-term average, however there is a potential for El Niño conditions

- 1. Department of Agriculture, Fisheries and Forestry, ABARES Agricultural forecasts and outlook: September edition
- 2. Department of Agriculture, Fisheries and Forestry, ABARES Australian Crop Report: September edition

ELDERS LIMITED OUTLOOK

Market Outlook

Favourable cropping outlook with expectations of reduced volatility from livestock and cropping input prices



RURAL PRODUCTS

- Dry and El Niño outlook expected to see more caution from growers and potential decrease in crop plantings
- Improving margin predictability as the volatile commodity price environment normalises
- Acquisition of Eureka! will enhance our toll formulation capabilities and income diversification
- Demand for summer crop inputs is expected to remain strong



AGENCY SERVICES

- Cattle and sheep volumes are expected to remain strong underpinned by currently high herd and flock numbers
- Livestock prices are expected to remain under pressure as a result of higher volumes
- Wool prices are expected to remain steady



REAL ESTATE

- Interest rate pressures may see potential for subdued demand for regional residential properties
- Broadacre turnover is expected to soften due to livestock market headwinds
- Earnings to benefit from a full 12-months of earnings from Emms Mooney



FINANCIAL SERVICES

- Favourable market conditions support demand for Insurance and other Agri Finance offerings
- Continued uptake of livestock funding product forecast to provide margin upside



FEED AND PROCESSING SERVICES

- Margin improvement benefiting from lower cattle prices
- Supply chain supported by backgrounding operations
- Expansion in grass operations via additional land acquisition



COSTS AND CAPITAL

- Maintain unflinching financial discipline for cost and capital efficiency
- Cost savings expected to mitigate interest rate and inflationary pressures
- Continued investment spend on acquisition growth and on our transformational initiatives

- 1. Eastern States Young Cattle Indicator, National Livestock Reporting Service, (MLA.com)
- 2. National Mutton Indicator, National Livestock Reporting Service, (MLA.com)





ELDERS LIMITED APPENDIX

Business Model

Geographic and product diversification mitigate impact of individual market volatility

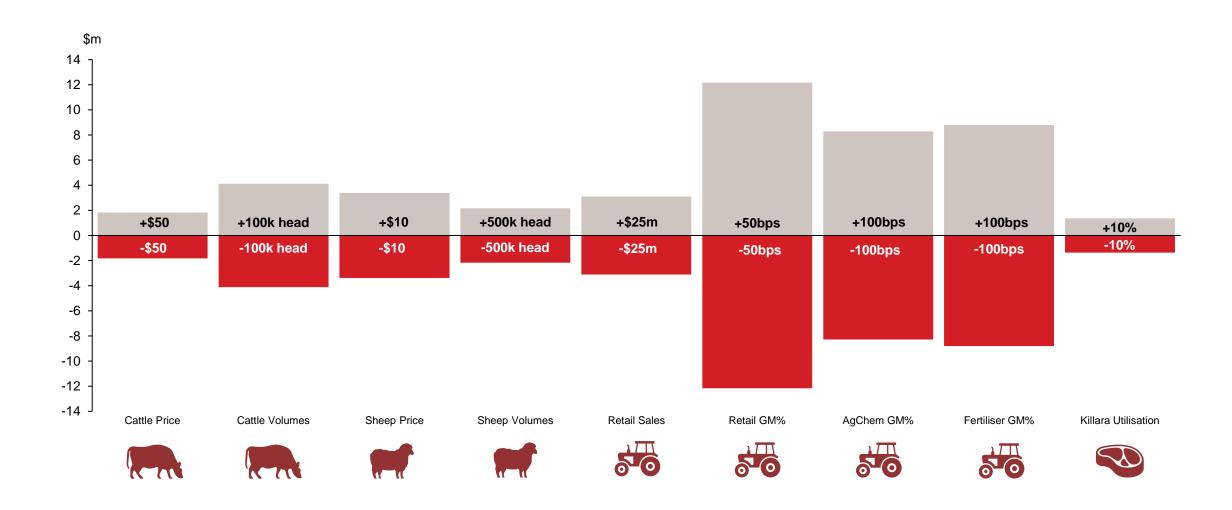
	Rural F	Products Wholesale	Agency Services	Real Estate Services	Financial Services	Feed and Processing Services	Digital and Technical Services
Product and service offerings	Rural Products	Rural Products	Livestock	Broadacre	Agri Finance	Killara Feedlot	Fee for Service (256 agronomists)
	Fertiliser	Pet Supplies	Wool	Residential	Elders Insurance (20%)		AuctionsPlus (50%)
	Agcrest (33%)		Grain	Property Management	LIT Delivery Warranty and Livestock Funding Products		Elders Weather
				Franchise	Home and Commercial Finance		Clear Grain Exchange (30%)
Key metrics	\$2.4b retail sales	\$0.5b wholesale sales	9.8m head sheep	\$2.0b broadacre sales	\$3.1b loan book \$1.4b deposit book \$42.2m own balance sheet lending \$108.0m StockCo book	57k Killara Feedlot cattle head exited	AuctionsPlus 104k head cattle 841k head sheep
	242 stores	382 member stores	1.3m head Cattle	\$1.7b residential sales	\$1.2b insurance gross written premiums		7.8m Elders Weather unique visitors
	>450 A registr	APVMA rations	350k wool bales	13.6k properties under management	44% LIT penetration rate		0.8m CGX tonnes influenced
	1.1m tonnes fertiliser						
Gross margin	\$306.9m	\$71.1m	\$113.7m	\$59.5m	\$53.5m	\$13.7m	Included in products
Working capital	\$463.8m	\$116.1m	\$40.8m	\$1.3m	\$10.4m	\$54.5m	Other – (\$54.1m)

Statistics and financial information based on FY23 full year

ELDERS LIMITED APPENDIX

Gross Margin Sensitivity

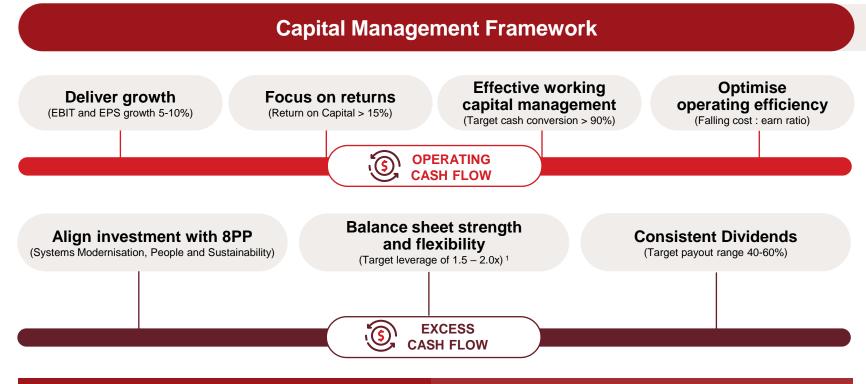
Geographic and product diversification mitigates the impact of individual market volatility



ELDERS LIMITED APPENDIX

Elders Capital Management Framework

Elders Eight Point Plan aspires to deliver Total Shareholder Return (TSR) in the top quartile of ASX200 companies at investment grade risk



Capital Management

Buy-backs

Acquisitions

Divestments

EPS accretive pre-synergies basis

To reallocate capital on a risk, return

Value Creation

Customer focused with new expanded service offerings, winning market share and backward integration

Investment in organic growth

Distribution of excess cash, assessed when appropriate

Additional dividends

Higher payout ratio considered where capital required to fund EPS growth is low

Debt reduction

As required to maintain balance sheet strength and flexibility

Key Features

of our capital management framework

Compelling Total Shareholder Return (TSR)

- Our Eight Point Plan (8PP) commits to deliver compelling returns to our shareholders with EBIT and EPS growth of 5-10% through the cycles at 15% ROC
- Reward our shareholders with consistent dividends in the range of 40-60%

Financial discipline

We strive to maintain unflinching financial discipline by managing working capital effectively with a target cash conversion of 90% and striving to deliver a falling cost: earnings ratio each year

Investment aligned with our 8PP strategy

- Deliver Systems Modernisation Program to improve customer experience, people engagement and drive process and administration efficiency to better accommodate change
- Commitment to Sustainability targets
- Excess cash is invested in value creation to support EPS growth, only when Elders strict investment hurdles are met

Balance sheet strength and flexibility

- Achieve investment grade risk, delivering low cost of funding, while providing flexibility for value creation opportunities
- Capital Management options are considered when opportunities to deploy free cash flow, pursuant to Elders strict investment hurdles, are limited

Excluding AASB 16 Leases

