

## Chair's Address: 2023 Annual General Meeting

As is the case with most years, 2023 was not without its challenges for the Australian agricultural sector. Following an exceptional year in 2022, there were significant changes to market and seasonal conditions posing significant challenges for producers, and for Elders. Despite this Elders reported strong earnings, the second highest underlying EBIT in the past 10 years, allowing us to declare dividends totalling 46 cents per share.

Our diverse geographic, product and service portfolio has mitigated against weather and commodity price variability, resulting in overall solid earnings, and showing the value of a strategy that prioritises diversification in a sector prone to the effects of external fluctuations in commodities and climate.

Led by a talented and passionate team of individuals with a shared vision for the success of the company and sector, Elders is investing in initiatives that will benefit investors, clients, and the more than 2,700 employees who proudly wear the pink shirt. This requires that Elders offers a best-in-class value proposition for current and future employees across all levels of the organisation, particularly in relation to promoting equity, diversity and inclusion.

As you may know, in FY21 we reviewed and began work to address our gender pay gap to ensure that employees with similar skills, knowledge, qualifications, experience and performance are paid equally for the same or comparable work. In FY23 this process continued. To improve further, we are extending our analysis and reporting to quarterly reviews of pay decisions arising from recruitment, promotion and out-of-cycle requests to ensure any systemic biases are identified and corrected.

We continue to strive for our diversity targets. By 30 September 2025, we intend to lift the representation of women in senior positions to 25%, from the current 20%, and reach 40% of women in Senior Executive positions, which was at 37.5% at FY23. Pleasingly, the representation of women in Non-Executive Director roles remains above our target of 40% or above. It is our ambition to increase the overall diversity of the Elders workforce generally and in FY23 sponsored a range of diversity leadership programs and women in agriculture initiatives to help support greater industry representation.

We are committed to creating a workplace that allows our people to thrive by attracting, developing and retaining the best people in agriculture. We are championing youth and women in our workforce whilst investing in learning and development programs, remuneration and reward frameworks and succession and retention models.

This year we again conducted our annual Employee Effectiveness Survey. This showed that Elders is either equal to, or above the high performing benchmark, compared to other companies globally.

Looking ahead, Elders is well placed to take advantage of conditions in agriculture and pursue opportunities for growth and diversification. In our sector, climatic conditions and commodity prices will always fluctuate through the cycles; our response remains to stay focused on the controllables and delivering value for stakeholders with a strategically diversified business model.

Resilience is not a new concept for farmers or Elders. It is an attribute we are proud to possess and it's why we are optimistic when assessing fluctuations in commodity markets, unexpected weather patterns, or changes to policy.

The business fundamentals of consistent, methodical growth are always present in our decision making, and Elders continues to deliver resilient results, remaining true to our goal of making great returns in good years and good returns in average years.

This year we made some key changes to the executive team and Board.

More details can be found in the annual report, but I would like to welcome our newest members, Executive General Manager Strategy, Sustainability and Innovation, Anna Bennett, Executive General Manager Wholesale, Pete Lourey, and Executive General Manager Rural Products, Nick Fazekas.

I also welcome our newest Non-Executive Director, John Lloyd, who stands for election today. John will be a valuable addition with extensive experience and deep insights in agribusiness.

I now turn to concerns we have heard from Shareholders and Proxy Advisors around the increase in remuneration and the type of benefits offered to our Managing Director and Chief Executive Officer, Mark Allison. We understand the concerns raised, but I would like to take a few moments to explain how we reached these decisions.

In November last year, Mark announced his intention to retire from Elders Limited. After conducting an extensive search for a successor, in May the Board decided to determine if Mark would contemplate continuing in his role as Managing Director and CEO.

It was considered delivery of Elders' systems modernisation and supply chain optimisation projects may have been jeopardised by a change of leadership at this critical stage. In addition, delays in the appointment of a successor would continue to create uncertainty in the market at a time when El Nino and broader economic conditions were beginning to impact our customer purchasing patterns and business outlook.

In the process of determining a successor for Mr Allison, it was also clear that the candidate pool and market generally had moved in relation to remuneration expectations. The Board felt it was appropriate to adjust Mark's remuneration arrangements and to put in place a package that has been assessed for market competitiveness, to ensure that his services were retained beyond his planned retirement. The Board believes this is in the best interests of the Company and its Shareholders.

A number of you have asked about the CEO succession process. It is ongoing. It will continue to focus on the further development of suitable internal candidates, and the addition of new talent to the executive leadership team to complement the existing skill base. This is in addition to the external search process.

On behalf of all shareholders, I would like to thank Mark for his continuing commitment to the Elders business and his exceptional stewardship over what has been almost ten years now.

Thank you to my fellow Directors here today for your contribution. And thank you to our shareholders for your continuing support.