



Elders

Home Grown – Agriculture Conference Bell Potter

14 June 2023

Presented by
Mark Allison
Managing Director and CEO

Agenda

Business Model

Sustainable Growth

Eight Point Plan







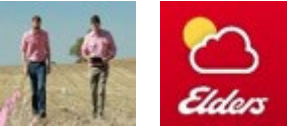
Growth Pillars and Projects

Questions



Business Model

Diversification by product, service, market segment and geography

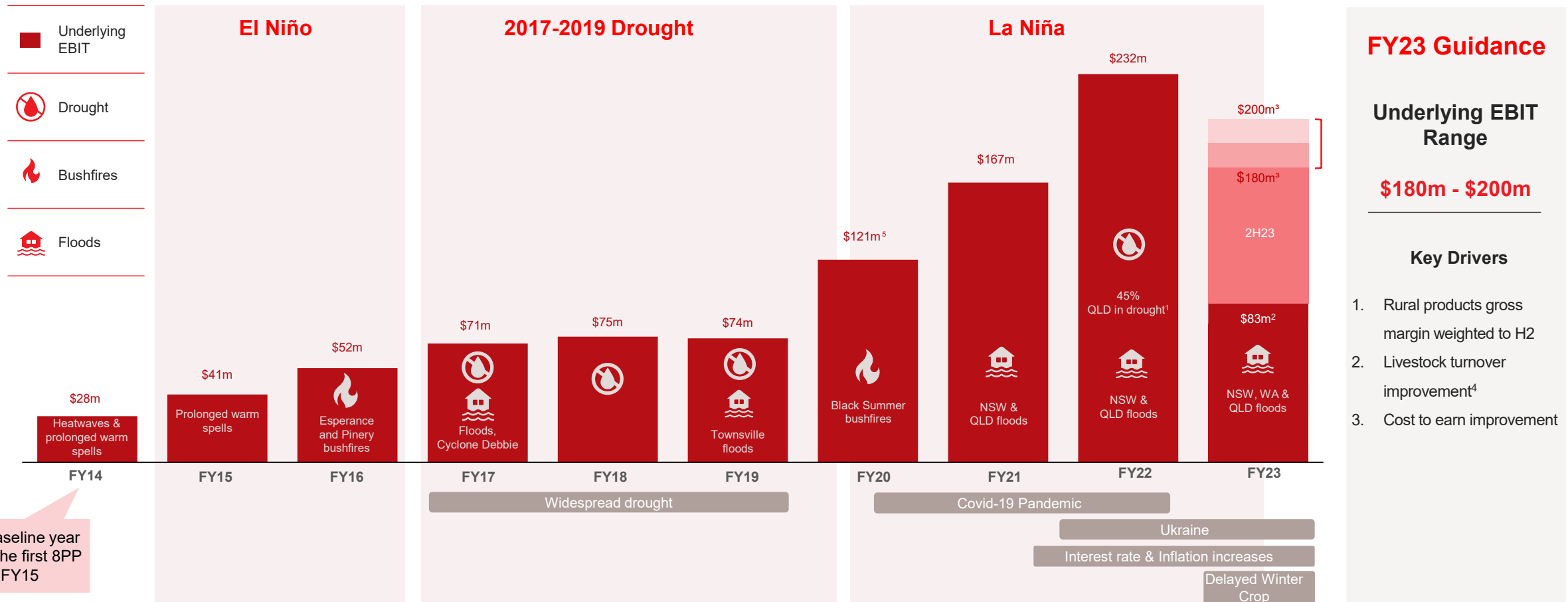
RURAL PRODUCTS		AGENCY SERVICES	REAL ESTATE SERVICES	FINANCIAL SERVICES	FEED & PROCESSING SERVICES	DIGITAL AND TECHNICAL SERVICES
RETAIL PRODUCTS	WHOLESALE PRODUCTS					
						
Rural Products	Rural Products	Livestock	Broadacre	Agri Finance	Killara Feedlot	Fee for Service (200 agronomists)
Fertiliser	Pet Supplies	Wool	Residential	Elders Insurance (20%)		AuctionsPlus (50%)
Agcrest (33%)		Grain	Property Management	LIT Delivery Warranty and Livestock Funding Products		Elders Weather
			Franchise			Clear Grain Exchange (30%)

Key metrics						
\$2.5b retail sales	\$0.4b wholesale sales	9.0m head sheep	\$2.5b broadacre sales	\$3.0b loan book \$1.5b deposit book \$29.9m livestock funding \$120.0m StockCo book	67k Killara Feedlot cattle head	AuctionsPlus 126k head cattle 1.2m head sheep
232 stores	372 member stores	1.4m head cattle	\$1.8b residential sales	\$1.0b GWP	\$12m China sales	9.6m Elders Weather users
435 APVMA registrations		360k wool bales	10.6k properties under management	41% LIT penetration rate		CGX 0.2m tonnes
1.0m tonnes fertiliser						
Gross margin						
\$310.0m	\$73.1m	\$147.0m	\$61.6m	\$44.2m	\$16.8m	Included in products
Working capital						
\$401.9m	\$99.9m	\$58.7m	\$0.4m	\$9.4m	\$83.4m	Other – (\$28.8m)

Statistics and financial information based on FY22 full year

Earnings Growth and Resilience Despite Seasonal Variability

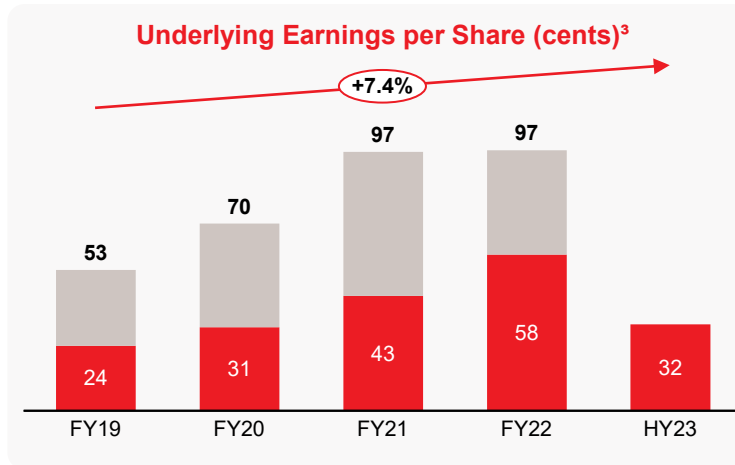
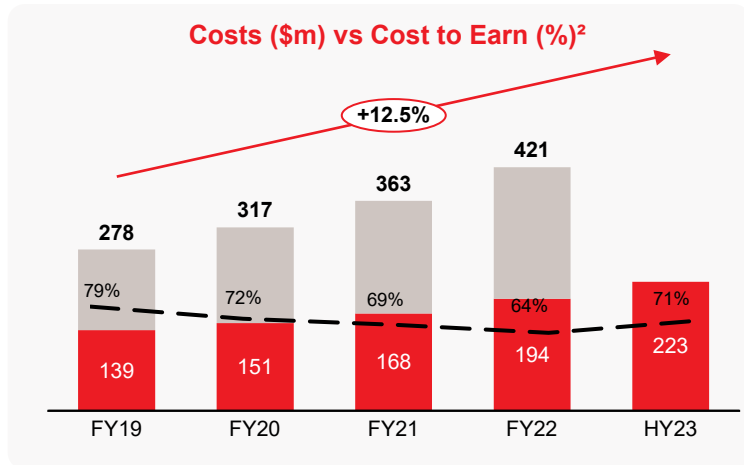
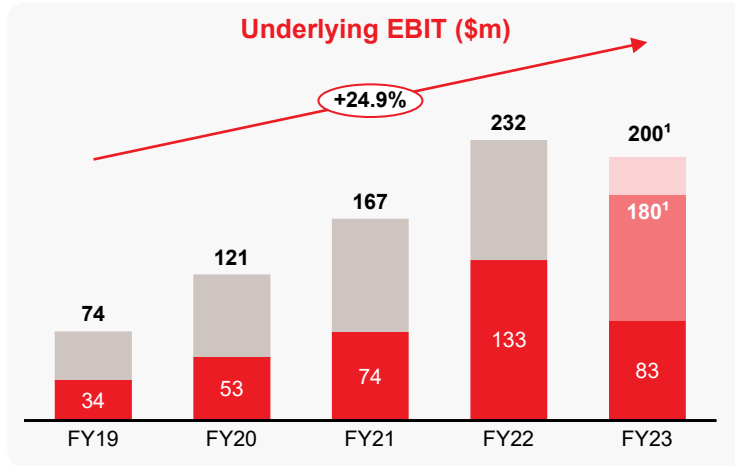
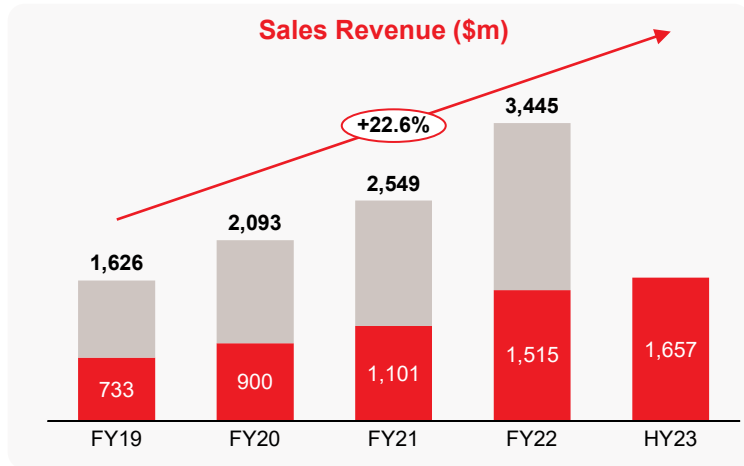
Resilient earnings growth with geographical, product and service diversity insulating against severe weather events



1. As at 1 August 2022 [Drought Declarations | LongPaddock | Queensland Government](#)
 2. HY23 EBIT
 3. FY23 EBIT Guidance
 4. Supported by the USA import beef price improvement
 5. FY20 AIRR Acquisition

HY23 Financial Performance: Summary

FY23 EBIT guidance between \$180m - \$200m

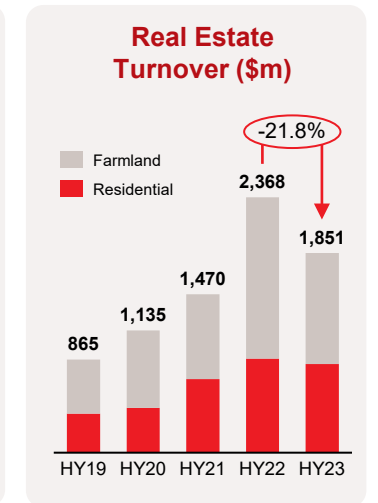
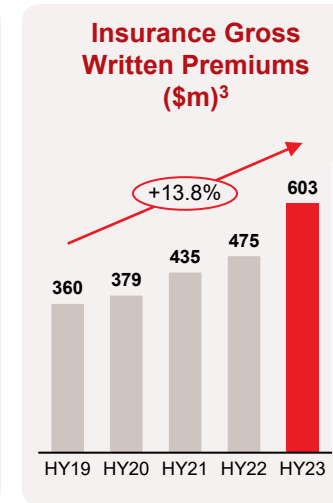
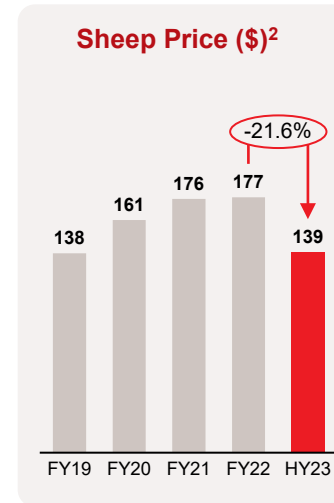
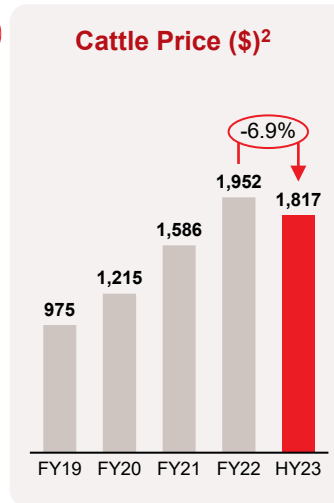
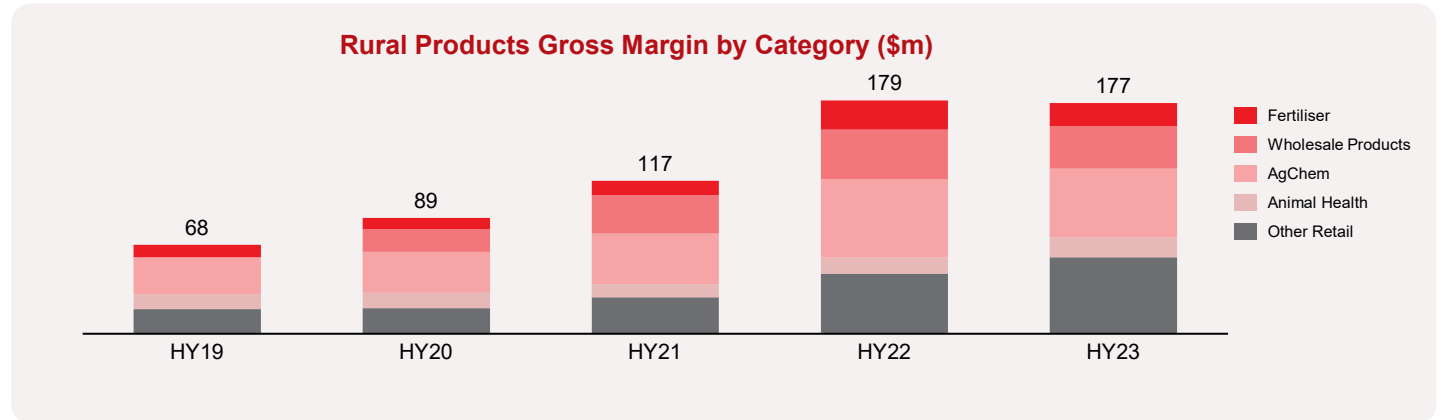
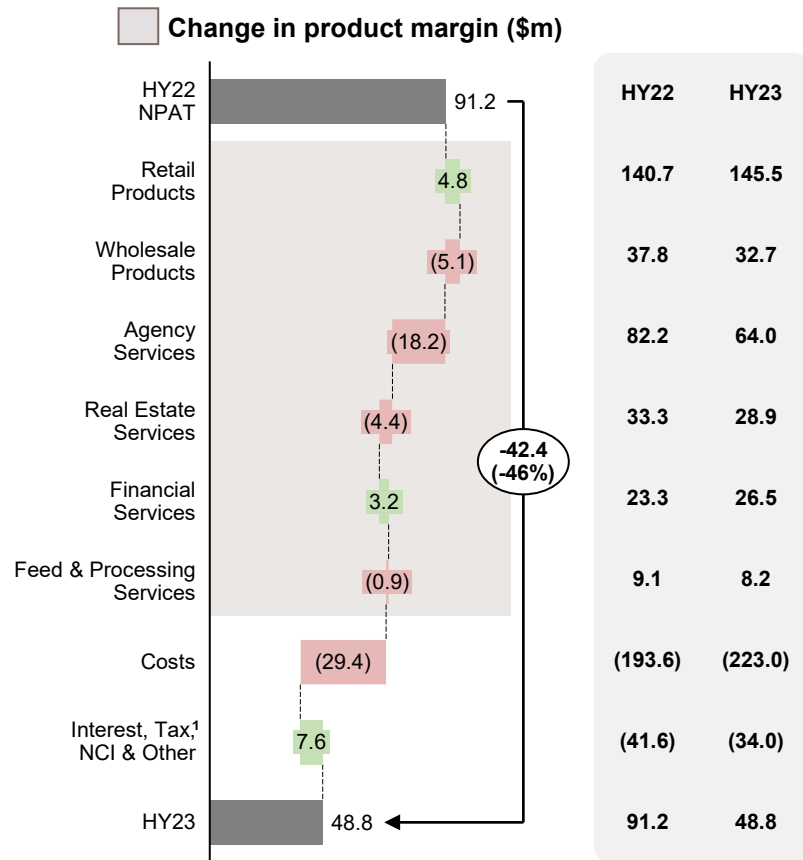


■ 2H ■ HY

1. FY23 guidance
 2. Cost to earn is calculated on a rolling 12 months
 3. FY19 – FY21 did not include tax expense in underlying NPAT; Adjusted Underlying NPAT HY23: 76.3cps
 **CAGR calculated on HY performance

HY23 Product Performance

Mixed results across the product portfolio compared to strong market conditions in HY22

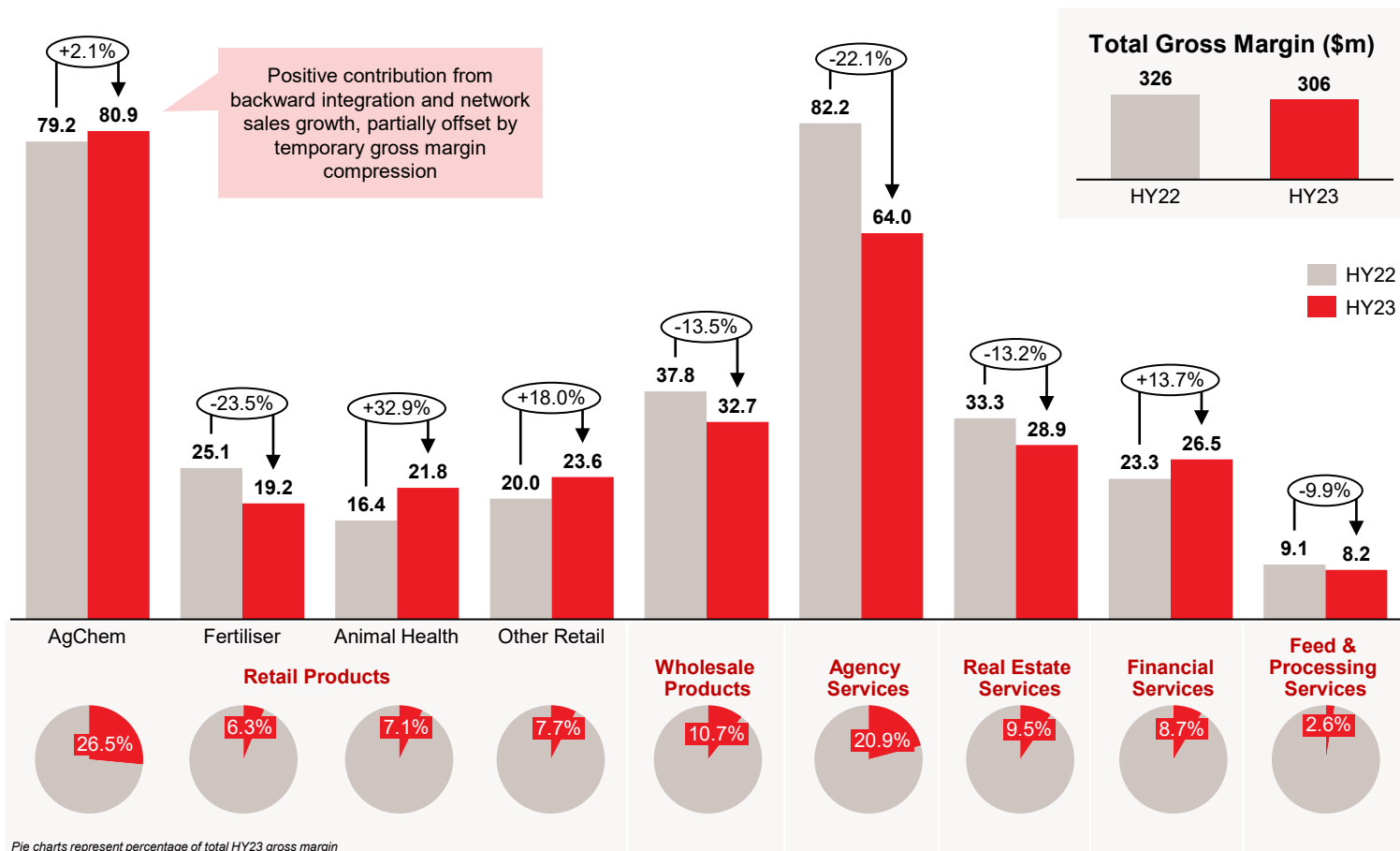


1. NCI – Non controlling interests; Other – includes \$1.7m non-recurring expense
 2. Cattle and Sheep prices are internal averages, not externally verifiable
 3. Principal positions are held by Elders Insurance Underwriting Agency (Elders 20% equity investment)



HY23 Gross Margin Diversification

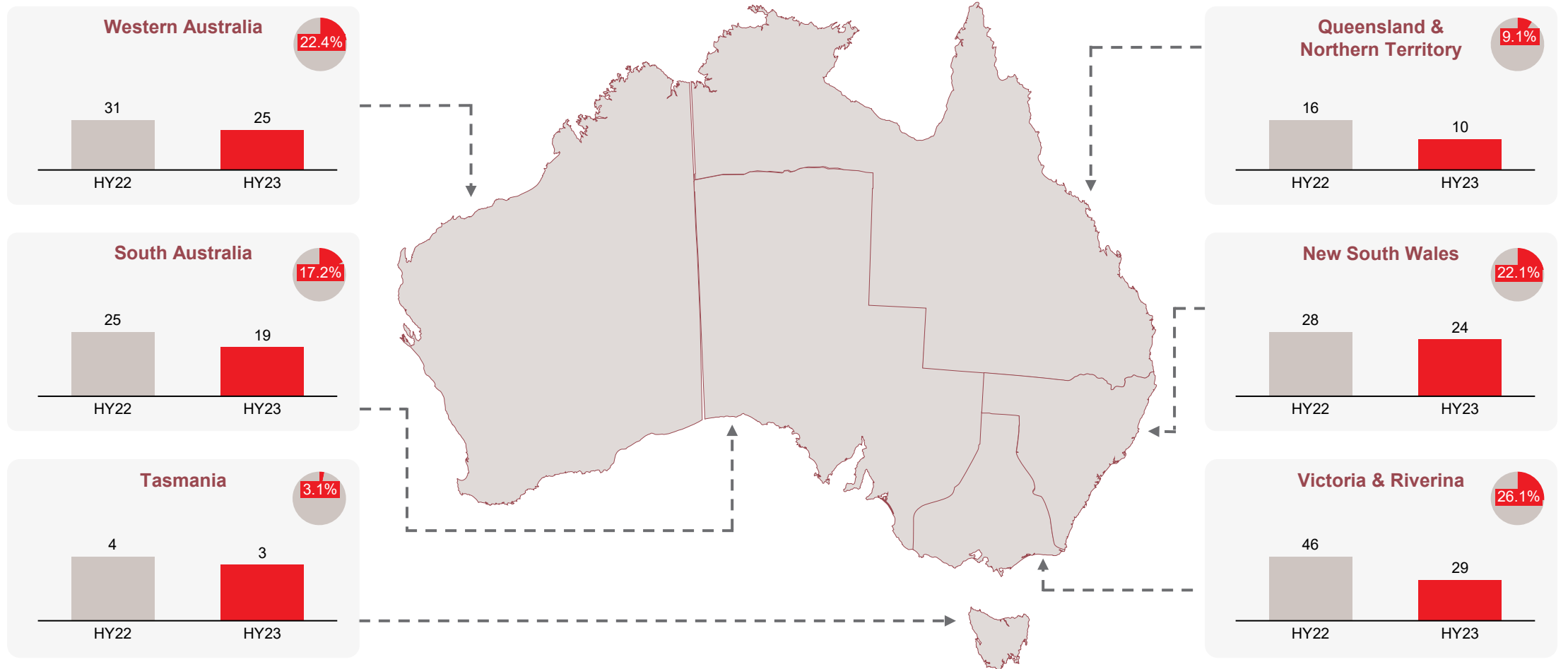
A diversified business model provides earnings resilience



Pie charts represent percentage of total HY23 gross margin

HY23 Geographical Diversification

Geographical diversification mitigates the impact of events like the East coast floods

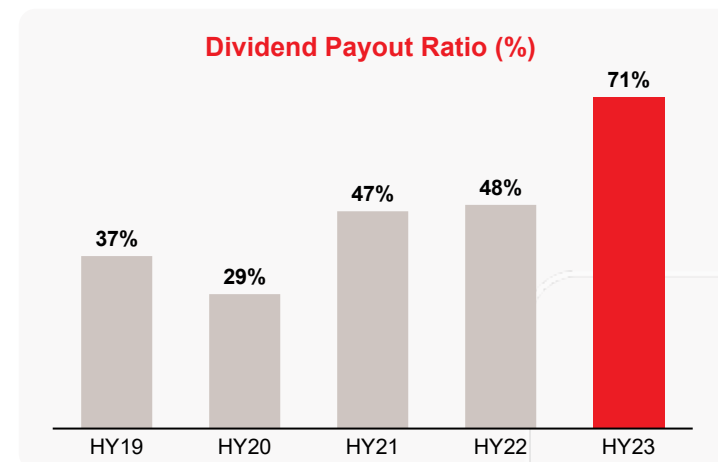
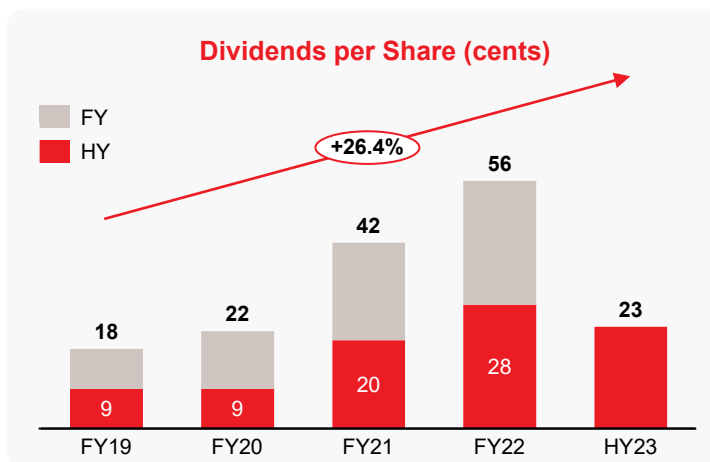
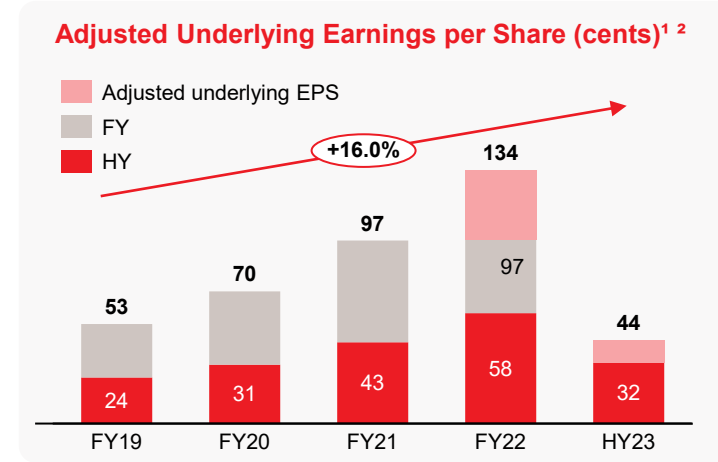
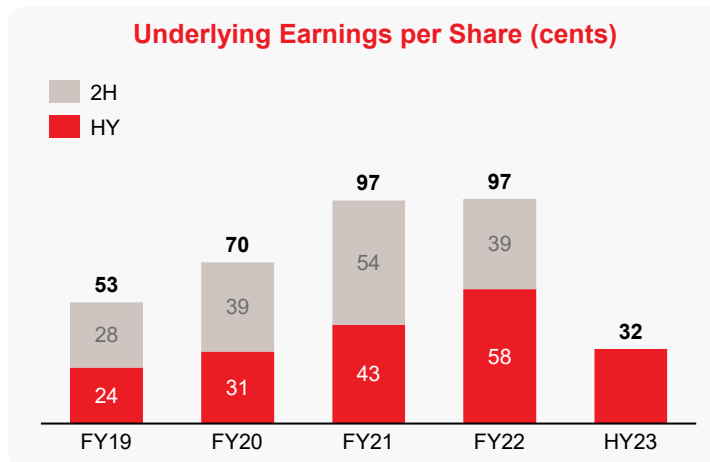


Excludes Wholesale Products, International and Corporate Overheads
Values refer to Underlying EBIT (\$m)



HY23 Dividend and Earnings Per Share












Growth drivers delivering compelling returns through the cycles



1. Adjusted for underlying tax expense recognized from 1 October 2021. HY23 Adjusted underlying earnings per share is 76 cents per share, up 31% on HY22.
 2. Adjusted Underlying EPS CAGR is based on H1 numbers
 FY19 and FY 20 dividends were fully franked, FY21 was partially franked at 20%, FY22 and HY23 dividends were partially franked at 30%
 CAGR calculated on HY performance



EIGHT POINT PLAN

<p>OUR AMBITION</p>	<p>Compelling shareholder returns 5-10% EBIT and EPS growth through the cycles at minimum 15% ROC</p>	<p>Industry leading sustainability outcomes across health and safety, community, environment and governance</p>	<p>Most trusted Agribusiness brand in rural and regional Australia</p>			
<p>OUR BUSINESS UNITS</p>	 RURAL PRODUCTS	 AGENCY SERVICES	 REAL ESTATE SERVICES	 FINANCIAL SERVICES	 TECHNICAL SERVICES	 FEED AND PROCESSING
<p>OUR STRATEGIC PRIORITIES</p>	<p>1 Deepen customer relationships for mutually beneficial outcomes</p>		<p>2 Balanced growth of products, services, geographies and channels</p>	<p>3 Enhance margin through value chain efficiencies and integration</p>	<p>4 Lead sustainability and productivity to benefit our customers, communities, industry, people and shareholders</p>	
<p>OUR ENABLERS</p>	<p>5 People – Invest in our teams to ensure we have the right people in the right places who are set up for success</p>	<p>6 Streamline supply chain to fully optimise all parts of our integrated value chain</p>	<p>7 Systems Modernisation – Invest in and deploy leading technology solutions that improve customer experience, drive efficiencies, and better accommodate change</p>	<p>8 Maintain unflinching financial discipline and commitment to cost and capital efficiency</p>		
<p>OUR VALUES</p>	 CUSTOMER FOCUSED	 INNOVATION	 TEAM WORK	 INTEGRITY	 ACCOUNTABILITY	

Growth Pillars

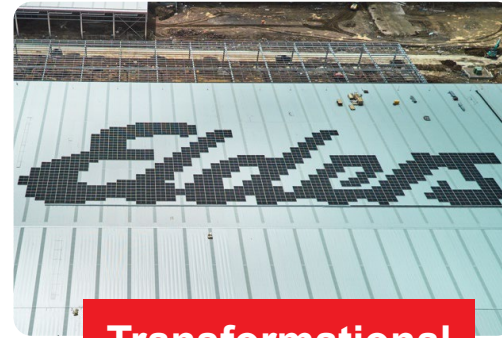
Multi-Faceted strategy to drive growth through the cycles to FY26



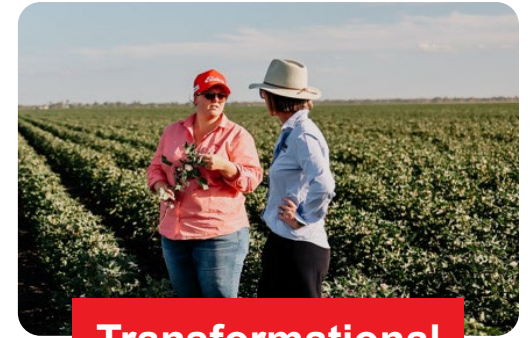
Geographic Expansion



Backward Integration



Transformational Projects



Transformational Investment

Market Share

- Strong pipeline of **bolt on acquisitions** to expand our geographic reach
- Considered pathway to explore **greenfield locations** where market share growth opportunities exists
- **Investment in client** and service offerings to attract member growth in our wholesale business

Gross Margin Capture

- Increasing share of the addressable market in both **crop protection** and **animal health** own brand products through brand awareness and client engagement
- Continued investment in our **new product pipeline** across the portfolio

Cost and Capital Efficiency

- Investment in systems modernisation will **unlock efficiencies** through enhanced analytics and technology
- Multi year supply chain optimisation project to deliver significant value through **improved planning, sourcing and reduction in safety stock**
- Expansion of service offering to include **wool handling**

New Channels to Market

- Recent strategic investment provides entry into **chemical formulation supply chains**
- Historical examples include **Titan AG** and **AIRR**

Investing Now for Future Growth

Transformational projects to drive benefits through FY26 and beyond from cost and capital efficiencies



Benefits

- **Investment in sourcing** capability will unlock significant value across our portfolio
 - **Streamlined processes** across our vertically integrated channels to market
 - **Gross margin benefits** through enhanced reporting and processes
-
- Wave 1 to be completed during FY23 with **successful implementation** of key financial and people foundations
 - Design workshops for **Wave 2** underway, to implement best practice business processes
 - **EBIT level benefits** anticipated to be recognised from FY24 onwards
-
- **EBIT benefits** through economies of scale via a partially automated handling facility
 - Provide a **modern, efficient and scalable** investment
 - **Greater control** over the quality, standard and compliance of Elders wool handling operations
 - **Differentiated service offering** to our existing and new client base through enhanced additional logistics and warehouse capability

Estimated Benefits to Flow



RURAL PRODUCTS SUPPLY CHAIN OPTIMISATION

Improved planning, sourcing and supply chain models with fit for purpose sales and operational platforms designed to deliver improved gross margin and a reduction in safety stock across Rural Products

SYSTEMS MODERNISATION

Generational investment in modernisation of our platforms to deliver more efficient business processes and an enhanced client experience

WOOL SUPPLY CHAIN OPTIMISATION

World first automated wool handling model will provide a modern, efficient and scalable investment

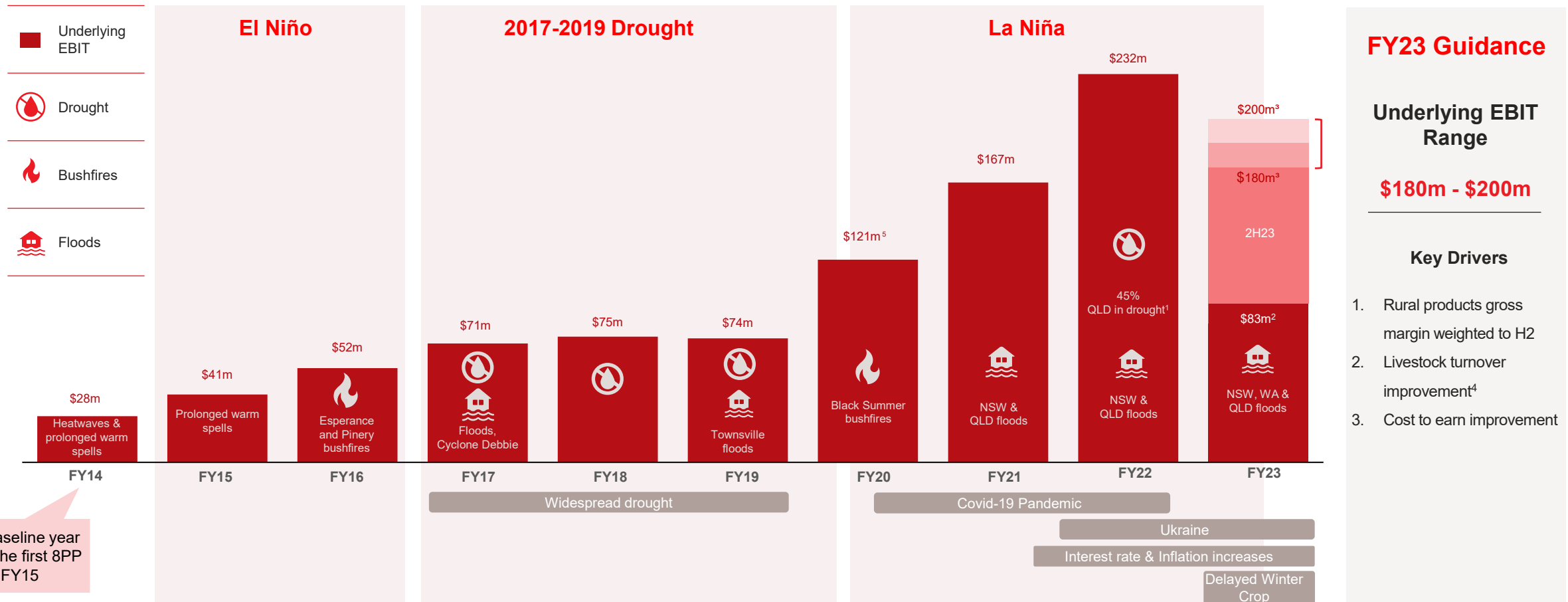
Notes:

Systems Modernisation and wool supply chain expected to deliver returns in excess of 15% ROC

Rural Products supply chain optimisation estimated to deliver EBIT of \$10-\$18m and capital release of \$5-\$8m (source external consultant September 2022)

Earnings Growth and Resilience Despite Seasonal Variability

Resilient earnings growth with geographical, product and service diversity insulating against severe weather events



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- HY23 EBIT
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A man and two women are walking through a field of dry grass. The man on the left is wearing a light-colored cowboy hat, a pink long-sleeved shirt, and blue jeans. The two women on the right are also wearing pink long-sleeved shirts and jeans, with one wearing a light-colored cowboy hat. They are all smiling and looking towards each other. In the background, there are several black cows behind a wire fence, a utility pole, and rolling hills under a cloudy sky. A young tree in a wire cage stands on the right side of the frame. A red rectangular box with the word "Elders" in white cursive font is overlaid on the left side of the image.

Elders