

AACo celebrated 200 years of continuous operation during the year yet continues with poor profitability and not paying long suffering shareholders a dividend

Company/ASX Code	Australian Agricultural Company (AAC)
AGM date	Wednesday, 23 July 2025
Time and location	10.00am at Meeting Rooms 6 & 7 at Royal International Convention Centre, 600 Gregory Terrace, Bowen Hills, Brisbane, QLD 4006.
Registry	Link Market Services
Webcast	Yes - https://meetings.openbriefing.com/AAC2025 .
Poll or show of hands	Poll on all items
Monitor	Peter Cory (Attending)
Pre AGM Meeting?	No

The individuals involved in the preparation of this voting intention do not have a shareholding in this company.

1. How we intend to vote

No.	Resolution description	Proposed vote for open proxies
2	Remuneration Report	Against
3	Re-election of Director: Mr Anthony Abraham	Against
4	Re-election of Director: Mr Marc Blazer	Against
5	Re-election of Director: Ms Sarah Gentry	Against
6	Election of Director: Ms Nicole Sparshott	For

2. Summary of Issues and Voting Intentions for AGM/EGM

- Other than the Chair, AAC Board and Executive Officers lack any serious skin in the game. As such ASA intend to vote against the re-Election of 3 Directors who have less than one year's fees invested in the company's shares, and against the REM Report.
- While AACo's Board includes a diverse range of backgrounds and skills, based on the published biographies, direct agricultural and pastoral operations experience appears limited outside of the Chair and CEO. The company's Board Skills Matrix identifies four directors as having specialist expertise in this area, though individual attribution is not disclosed, making it difficult for shareholders to assess the depth and relevance of this experience.

- AAC is again not paying investors a dividend despite paying 9 directors a total of \$1.25 million for the year ended.

3. Matters Considered

- **Accounts and reports - No vote required**

AAC Resilient, but not spectacular FY25 result achieved

- Operating Profit increases 14%: \$58.4m vs \$50.5m
- Total Revenue increased 15%: \$ 387.9m vs \$336.1m
- Statutory Net Loss After Tax decreased: \$1.1m vs \$94.6m loss includes unrealised livestock revaluation as at 31 March 2025
- 21% higher meat sales volumes and 38% higher cattle sales volumes.

The table below shows measures of the Company's financial performance over the last five years.

Measure	2025	2024	2023	2022	2021
Operating profit (\$000)	58,413	50,458	67,385	49,886	24,360
Operating cash flow (\$000)	27,073	9,317	16,033	24,248	18,423
(Loss)/profit for the year attributable to owners (\$000)	(\$1,053)	(\$94,618)	4,611.0	136,930.0	45,474.0
Basic earnings/(loss) per share (cents)	(\$0.18)	(\$15.84)	0.770	22.940	7.620
Dividend payments (\$000)	0	0	0	0	0
Increase/(decrease) in share price (%)	6.62%	-12%	-6%	36%	5%

Summaries of 2024 and 2025 Livestock numbers, valuation and cattle sales are set as follows.

Livestock Numbers & Valuation

	2025	2024
Herd No's	455,852	453,968
Herd Val \$	565,800,000	611,300,000
Per Head \$	1,241.19	1,346.57

Sales

	2025	2024
Meat sales revenue-\$mil	293.9	268.7
Meat kg sold -mil kg CW	16.5	13.6
Meat sold-\$/kg CW	17.85	19.85
Cattle Revenue -\$mil	94	67.4
Cattle sales -mil kg LW	33.3	24.1

Herd value and values per head, along with meat sales per kg Carcass Weight (CW) above have decreased from FY 24 and FY 25 shown above, despite the increased Australian cattle prices as shown in the Eastern Young Cattle Index (EYCI) and Australian & New Zealand Beef Prices as shown in the Appendix.

Governance and culture

The Board states that it is committed to increasing shareholder value, and during the period has completed a review of the Company's strategic direction. Whilst AAC will remain focused on maximizing earnings and value creation from its premium branded beef operations including its extensive global distribution network, the strategy development includes various alternative areas for value generation, through unlocking the value of its vast asset base and skill sets while furthering sustainability initiatives, and further advises that

- There have been no significant changes in the state of affairs of the Company during the financial year.
- There have been no significant events after the balance sheet date which require disclosure in the financial report

Northern Australian Beef Limited (NABL), a wholly-owned subsidiary of the Company, owns the Livingstone Beef Processing Facility and land at Livingstone Farm, Noonamah, Stuart Highway, Northern Territory, which remains mothballed.

Total Recordable Injury Frequency Rate (TRIFR) of 85.4 increased 7% year over year, following an increase of 18% the prior year.

4. Explanation of Voting Intentions

Election or re-election of directors

- Vote against re-election of Mr Anthony Abrahams who was initially appointed 7th Sep 2014, and as such has served 11 years as a director but only holds 30,000 shares which is equivalent to 28% of his annual fees.

- Vote against re-election of Mr Marc Blazer who was initially appointed 31st July 2019, and as such has served 6 years as a director but only holds 29,000 shares which is equivalent to 21% of his annual fees.
- Vote against re-election of Ms Sarah Gentry was initially appointed 24th Oct 2022, and as such has served 2.5 years as a director but holds 9,261 shares which is equivalent to 10% of her annual fees
- Vote for re-election of Ms Nicole Sparshott appointed by AAC as their 9th Director on the 13th May 2025 and is asking the meeting to confirm her position. Given she is listed as a global change agent in her bio.

Adoption of Remuneration Report and approval of equity grants to Managing Director/CEO

Over the past 3 years operating profit and earnings per share have been declining and are now negative. However, the Board has received a 13% total remuneration increase during this period and key management has received a 57% increase in total remuneration. Unsurprisingly shareholder returns are down about 30% during the last 3 years mostly likely due to the lacklustre profit performance of the company. How does AAC reconcile the difference between shareholder vs management returns in recent years?

Remuneration framework detail

The table below shows measures of the Company's financial performance over the last five years. There may not always be a direct correlation between other statutory performance measures and the variable remuneration awarded

Financial performance comparison




(As at FYE) 31st March	2025	2024	2023	2022	2021
NPAT (\$m)	(\$1.05)	(\$94.62)	4.611	136.930	45.475
Share price (\$)	1.450	1.360	1.540	1.630	1.200
Dividend (cents)	0.000	0.000	0.000	0.000	0.000
Simple TSR (%)	6.618	(11.69)	(5.52)	35.833	9.589
EPS (cents)	(\$0.18)	(\$15.84)	0.770	22.920	7.620
CEO total remuneration, actual (\$m)	1.52	1.43	1.23		

The table below shows the relative proportions of remuneration that were linked to performance and those that were fixed, based on the amounts disclosed as statutory remuneration expense

	Fixed Remuneration		At Risk- STI- Cash		At Risk- STI- DEA		At Risk- STI- LTI	
	2025	2024	2025	2024	2025	2024	2025	2024
Executive KMP								
D Harris (Managing Director and Chief Executive Officer)	57%	64%	21%	19%	10%	9%	12%	8%
A O'Brien (Chief Commercial Officer)	62%	66%	18%	17%	10%	10%	10%	7%
J Huntington (Executive General Manager - Corporate Services)	56%	61%	21%	19%	11%	12%	12%	8%
G Steedman (Chief Financial Officer)	57%	64%	24%	23%	6%	3%	13%	10%
E Bird (Company Secretary/General Counsel)	62%	96%	27%	0%	4%	0%	7%	4%

Assessment of Company Scorecard relative to FY25 goals

The Board's assessment of the Company's overall performance against business objectives for the year ended 31 March 2025 is detailed below, which sets a baseline for the STI opportunity which can be awarded to individuals. Performance against role-based objectives is also assessed by the Board to determine the appropriate STI amount awarded to the MD/CEO, with the MD/CEO assessing other executives against their goals for the performance year.

Category	Targets	Weighting	Performance			
			Not Achieved	Partially Achieved	Achieved	Exceeded
Financial	Sustainable profitable growth	40%				
Strategic	Deliver FY25 priority commitments	45%				
Safety	Deliver our 1AA Safety Strategy	15%				

2,256,466 performance rights under the LTI plan and 414,945 DEA performance rights were granted during the twelve months to 31 March 2025 (31 March 2024: 2,348,776 performance rights under the LTI plan and 294,189 DEA performance rights).

208,451 shares were distributed to Key Management Personnel during the year ended 31 March 2025, as a result of exercising vested performance rights (31 March 2024: 145,070 shares distributed as a result of exercising performance rights).

2025 CEO Remuneration

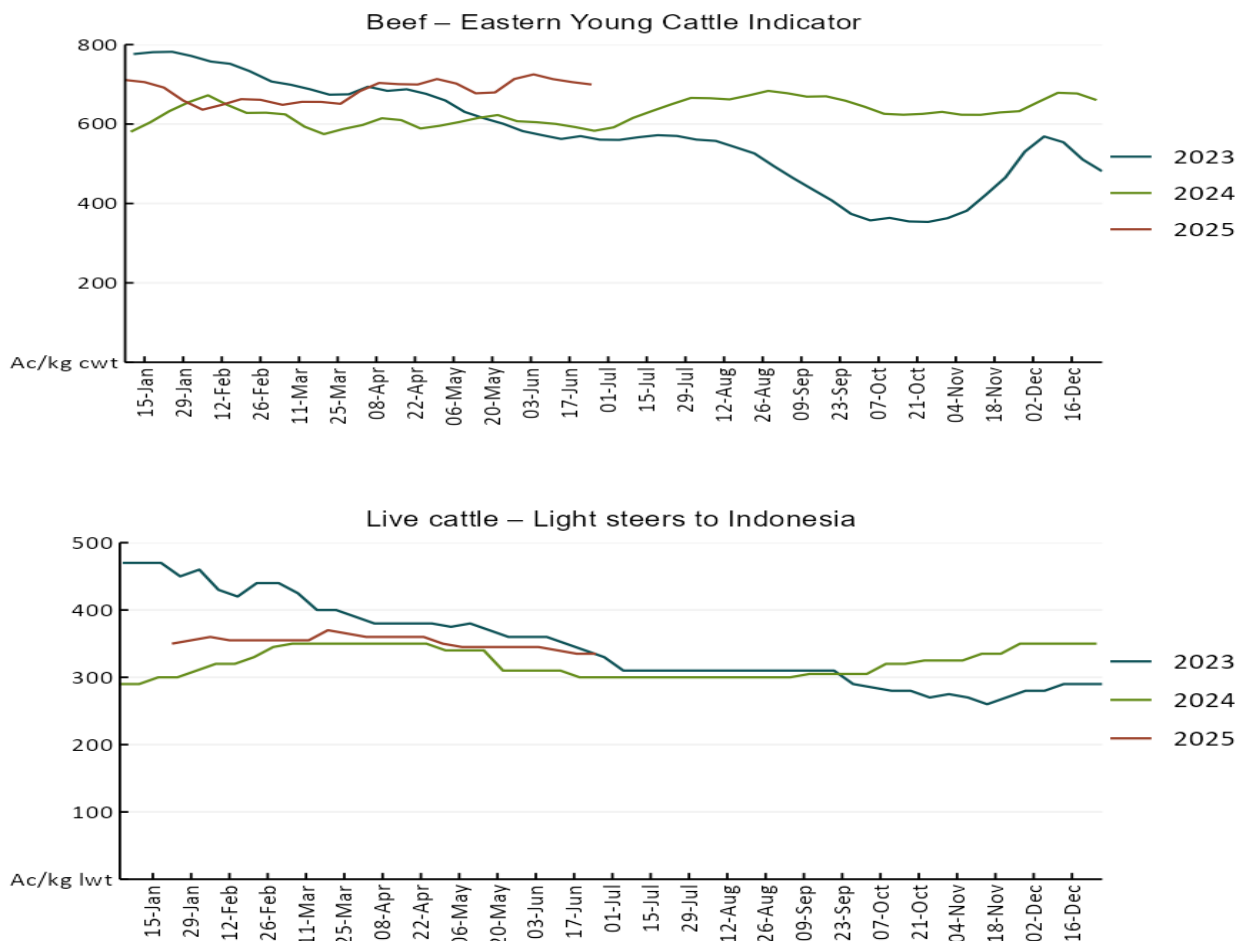
CEO rem. Framework for FY25	Target \$	% of Total	Actual Received	% of Total
Fixed Remuneration	\$772,500	63%	\$826,066	54%
STI - Cash	\$386,250	31%	\$146,444	10%
STI - Deferred	\$73,222	6%		0%
LTI		0%	\$181,518	12%
Super & Other		0%	\$44,962	3%
Other		0%	\$324,450	21%
Total	\$1,231,972	100%	\$1,523,440	100%

For 2025, the CEO's total actual remuneration of \$ 1.52 million was **14.94** the Australian Full time Adult Average Weekly Total of \$1,973.70 from data from the [Average Weekly Earnings, Australia, November 2024 | Australian Bureau of Statistics](#)

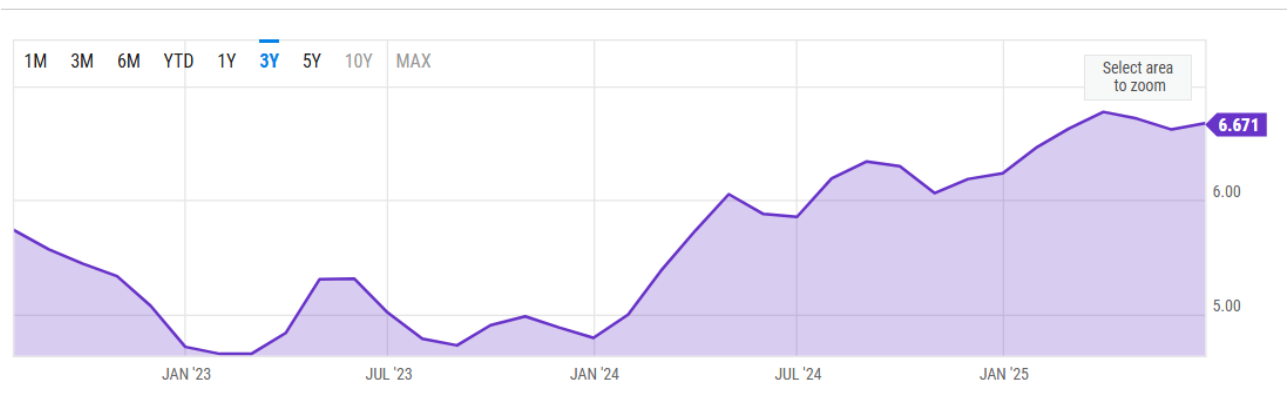
We note that the AGM report has removed making AAC a great place to work, as one of the measures in the CEO's short-term incentive this year. Is this no longer a priority and if it is, why reduce the CEO accountability for it?

Appendix

Australian Cattle & Beef Prices



[Australian agricultural prices - DAFF](#)



[Australia/New Zealand Beef Price - Real-Time & Historical T...](#)

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