

ASX RELEASE

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ORICA LIMITED 2024 ANNUAL GENERAL MEETING

Speeches by Malcolm Broomhead, Chairman and Sanjeev Gandhi, Managing Director and Chief Executive Officer

Malcolm Broomhead – Chairman

On behalf of the Board, it is an honour to address you as we celebrate 150 remarkable years of the Orica journey. From humble beginnings in the Victorian goldfields of 1874, we have grown to become a global leader in mining and infrastructure solutions.

It is a story of resilience, innovation, and unwavering commitment. I will talk about our rich history a little later.

Before we move on to the resolutions as outlined in the Notice of Meeting, I would like to cover some key topics important to Orica, and to you, our valued shareholders.

Safety and environment

Starting with safety, our most important priority at Orica, always.

Sadly this year, we reported a fatality as a result of a collision on a public road in India. The accident involved a third-party heavy haulage truck that struck an Orica mobile manufacturing unit from behind, leading to the death of one of our employees. We conducted a thorough investigation and implemented learnings across our operations.

Despite a continued reduction in our serious injury case rate and no significant environmental incidents across our global operations this year, we remain committed to ongoing fatality prevention and the prevention of harm.

Business performance

Moving now to performance.

Orica's ability to adapt as the world transitions is reflected in our achievements this year. We have delivered our strongest financial performance in a decade with \$806 million in earnings before interest and tax (EBIT), up by 15 per cent on the previous year.

Our continued quality of earnings and growth across all segments reflects the successful execution of our strategic initiatives, commercial discipline and the ongoing global demand for our premium products and technologies.

The final ordinary dividend of 28.0 cents per ordinary share, unfranked, brings the total dividend payout to 47.0 cents per share, reflecting a payout ratio of 56 per cent of full-year earnings.

Sanjeev will speak about performance in more detail shortly.

Sustainability

In addition to our strong financial performance, we have also recorded significant progress towards our sustainability targets.

Ahead of schedule, this year we completed the first phase of our decarbonisation strategy, accelerating the delivery of our climate change commitments, resulting in our net operational Scope 1 and Scope 2 emissions being 43 per cent below our 2019 restated baseline.

The Board and its Committees have an annual program in place that covers key strategic, operational, oversight and governance activities to enhance effectiveness in achieving our purpose and supporting strategic decision-making - this includes sustainability and climate resilience.

Your Board

It is with deep sadness that we announced the passing of former Non-executive Director of Orica and distinguished leader Mr Gene Tilbrook in August this year. Gene's leadership and contributions over his 10-year tenure left a lasting impact on the company. His legacy of integrity, mentorship, and advocacy for corporate responsibility will be fondly remembered.

Moving now to Board renewal and succession planning.

Board renewal and succession planning are critical to developing and supporting Orica's strategy, enabling it to discharge its responsibilities and create long-term stakeholder value.

The skills, knowledge, experiences and diversity of your Board are reviewed regularly to ensure they are aligned to achieving our strategic objectives.

In accordance with Orica practice, I would like to indicate my intention to leave the Orica Board once I have served 10 years which will be around this time next year

Orica's proud 150-year legacy

Let me finish with a summary of Orica's unique history.

Throughout history, Orica in its various corporate forms has undergone several significant transformations, but essentially, the company followed the Australian story, starting with and continuing with explosives for the mining industry. The company became involved in fertilisers, paint, chemicals, plastics and pharmaceuticals. Orica has therefore been an important part of the Australian manufacturing scene, creating products that have transformed everyday life.

Our story starts in 1874 at the height of the gold rush in Victoria, a small company named Jones, Scott and Company emerged to supply explosives to those who sought their fortune in Ballarat and Bendigo. The operations centred around Deer Park which you can still see if you take the Western Ring road on the way to the airport in Melbourne.

Quickly expanding, the company merged with Nobel Explosives, named after Alfred Nobel, the inventor of dynamite and whom the Nobel Prize is named after. In 1883 the Brownsburg plant in Canada was acquired, a crucial plant in our network today.

By 1937 Deer Park began manufacturing explosives for industrial and military purposes. In the 1940s the company diversified into chemicals.

Dulux meanwhile began supplying paint to the Australian market in 1918 as part of the BALM company which was partly purchased by ICI in 1928. ICI gained majority control in 1947 and 100% control of Dulux in 1986.

In 1958 the ICI ANZ Chair Sir Alexander Fleck opened Australia's first skyscraper in Melbourne, now known as Orica House - Our global headquarters today. Designed by Bates Smart, and although only 18 floors high, in 1958 it was the highest building in Australia and the southern hemisphere. In 1961 ICI ANZ was listed on the Australian Stock Exchange. By 1971, became ICI Australia and in 1988 acquired Burger and British paints and Selleys, cementing our leadership in the Australian decorative paint market. In 1989, the company commissioned our ammonium nitrate and cyanide plant in Yarwun, Queensland, remaining a critical asset today.

1998 was transformative, ICI decided strategically to specialise in pharmaceuticals, floating their majority share of what became known as Orica on the ASX, a new independent company.

Orica owned the largest global explosives business having bought the offshore business from their ICI parent. We were now the market leaders in Australia in paint, cyanide for the gold industry, chlorination of water supplies, fertiliser, polyethylene, PVC, and general chemicals among other things. A remarkably strong collection of leading assets and brands.

In 2003, we merged our Incitec fertilisers business with Pivot which was listed on the ASX. In 2005, we purchased many of the Dyno Nobel assets outside of Australia to secure our position as the global leader.

Later in the 2000s we rationalised, selling Qenos, divesting Incitec Pivot and demerging Dulux, and finally, selling our chemical business in 2014, now known as Ixom. This allowed Orica to narrow its focus on the core mining services business.

In 2018, Orica acquired GroundProbe, kickstarting our entry into the digital mining technology area, pivotal to our strategy for growth today.

Since then, we have continued to pursue growth, expanding our footprint and embracing new categories, businesses, capabilities, end markets, and geographies to a multi-billion-dollar global organisation.

That seems like a great deal of changes, but remember they occurred over 150 years.

In 2001, I began my journey with Orica as CEO and later returned as Chairman in 2016.

I suspect everyone would have the same view of the company. We have always attracted wonderful talent and have led innovation in this country.

Our commitment to safety, the environment, and community engagement has been pivotal to our success, complementing the value we deliver to our customers.

Orica operates across 400 sites, servicing over 100 countries daily. This global reach and impact is possible because we empower our employees to make decisions aligned with our core values. These values - safety, respect, collaboration, integrity, and excellence - guide performance targets and behaviours, fostering a sense of ownership among all employees.

I have been very fortunate to be a small part of the Orica story and to be surrounded by such a group of talented and committed individuals.

Conclusion

Before I invite Sanjeev to speak, I would like to thank you.

On behalf of the Orica Board, we would like to thank the entire Orica team for their ongoing dedication and commitment to what has been a successful and busy year. Importantly, we thank our shareholders, customers, and industry partners, for your continued support and investment in Orica.

It has been a significant year for Orica – one in which we celebrated 150 years of operations and one that will transform the company and unlock greater long-term value for our shareholders.

I now welcome your Managing Director and Chief Executive Officer, Sanjeev Gandhi, to address you.

Sanjeev Gandhi - Managing Director and Chief Executive Officer

Thank you, Chairman, and thank you to our shareholders for joining us today.

Safety

Let me start with safety. Safety and the prevention of harm is the number one priority at Orica.

As Malcolm mentioned, sadly we reported a fatality as a result of a collision on a public road in India. We conducted a thorough investigation and implemented learnings across our operations, and we must continue to do everything in our power to make sure everyone returns home safely every day.

Over the past five years, our serious injury case-rate has improved, with the rate of serious injuries decreasing from 0.220 in FY2019 to 0.117 in FY2024. Despite improvements, our key focus remains fatality prevention and the prevention of harm.

People and culture

Moving now to people and culture.

Our people are the foundation of our company and our most-valued asset. Today we are a global and diverse team of more than 14,000 people, servicing customers in over 100 countries.

The dedication and capabilities of our people to face challenges and remain true to our promises ensure Orica's legacy as a global leader continues and we deliver long-term value to our customers, communities and shareholders.

Orica has a unique workplace culture, fostering innovation and inclusion, and encouraging the potential of people.

This year we invited our employees to share their insights about working at Orica through our employee engagement survey, 'Our say'. We received our highest ever response rate of 69 per cent and the results revealed an employee engagement score well-above comparable industry benchmarks at 89 per cent. Around the world, our people feel highly engaged and proud to work at Orica.

As a global organisation with people from more than 90 cultural backgrounds, we are committed to diversity. We continue to develop our women in leadership programs and remain focused on increasing the number of female senior leaders throughout our organisation.

Last year we launched our diversity, equity and inclusion strategy, and while we have achieved some of our targets in FY2024, we recognise that for Orica to continue to be a great place to work, and for us to keep attracting and retaining the best people, there is more we can do.

Business performance

Moving now to our performance.

This year, we continued to successfully execute our strategy and delivered another year of high quality earnings and strong financial performance. Through our strategic acquisitions, we have positioned Orica for growth beyond blasting, becoming the global leader in each of our business segments.

Increased uptake of premium products, blasting technology, digital solutions and contributions from our recent acquisitions have underpinned our FY2024 performance.

This year, EBIT of \$806 million equates to an increase of 15 per cent on the previous year. Net profit after tax (NPAT) was \$525 million, including \$115 million in profit from significant items. We achieved a return on net operating assets (RONA) of 12.8 per cent, up from 12.6 per cent last year, driven by our improved earnings performance, the execution of our strategy and strong market demand.

Orica's business-segment reporting model changed this year to provide transparency across our three key segments:

- 1) **Blasting Solutions** includes Orica's core blasting and quarry and construction operations in Australia Pacific and Asia, North America, Latin America and Europe, Middle East and Africa. The segment contributed \$755 million EBIT, up 13 per cent on the previous year driven by commercial discipline and increased customer adoption of premium products and blasting technology including WebGen™ and 4D™.
- 2) **Specialty Mining Chemicals** includes Orica's existing sodium cyanide and emulsifiers businesses and the newly acquired Cyanco business, positioning Orica as the world's leading and largest producer of sodium cyanide. The segment achieved 36 per cent earnings growth on the previous period and contributed \$69 million EBIT driven by the integration and delivery of the investment case for the Cyanco acquisition.
- 3) **Digital Solutions** comprises Orebody Intelligence, Blast Design and Execution solutions, and Geosolutions – which includes GroundProbe and Terra Insights, industry leading brands which have established Orica as the global leader in geotechnical and structural monitoring in mining

and civil infrastructure. The segment achieved 29 per cent earnings growth on the prior period, and contributed \$70 million EBIT, driven by strong customer demand, integration of Axis and Terra Insights and an improvement in segment performance measures, notably annual recurring revenue (ARR) and churn rate.

Our prudent balance sheet is well positioned to provide resilience in a volatile external environment. We have continued our disciplined approach towards capital expenditure as we supported the core business, pursued opportunities for growth and expansion, and delivered our sustainability goals.

Sustainability

Moving now to sustainability.

Climate change and decarbonisation are among the biggest challenges and opportunities impacting our industry. As a global leader, we are committed to achieving our ambition of net zero emissions by 2050.

As Malcolm mentioned earlier, this year we completed the first phase of our decarbonisation strategy ahead of schedule. The installation of two emissions abatement reactors at our Yarwun site is forecast to reduce its total Scope 1 and Scope 2 emissions by 50 per cent. The installation has accelerated the delivery of our climate change commitments, resulting in our net operational Scope 1 and Scope 2 emissions reducing by 43 per cent from our 2019 restated baseline.

We are in a strong position to continue driving further emissions reductions across our value chain while creating more sustainable operational outcomes and offering our customers solutions that support their sustainability commitments.

As we look ahead, our climate goals will be achievable with support and partnerships with governments, suppliers and partners as we work towards a lower carbon future together. Access to competitive renewable electricity, recycled water and natural gas is essential for the transition.

Turnarounds

I would like to call out our manufacturing turnaround team as part of our overall performance for the year.

This year represented one of our most significant years in terms of planned turnarounds at our Kooragang Island, Yarwun and Carseland manufacturing plants. The turnarounds were all completed safely and successfully which is a testament to the team's capability and delivery.

This critical maintenance activity will ensure safe, efficient and reliable manufacturing operations into the future and the security of supply for our customers.

Community and relationships

Now turning to community and relationships.

It is important to us that we continue to build positive and transparent relationships with people in the communities we work in. Through our key areas of focus – education, environment, health, wellbeing

and social welfare – we aim to contribute lasting positive outcomes for the people and environments within our host communities.

This year, our community investment of \$4 million places us on track to exceed our corporate community investment goal of \$15 million by FY2025.

Through our work in host communities, our people have benefitted significantly from the deeper cultural understandings and stronger ties formed with First Nations people, especially those in Australia and Canada.

Outlook

While we continue to make great progress in executing our strategy and delivering continued high-quality earnings growth, we remain deeply committed to continually improving our performance across each area of our business.

We have had a good start to the new financial year. We expect the demand for our blasting technology, specialty mining chemicals and digital solutions to continue to grow as we partner with our customers to satisfy their strong appetite for new technology and digital solutions.

While inflationary pressures, higher energy costs and increasing geopolitical risks remain an ongoing challenge, our performance demonstrates our resilience and ability to adapt and mitigate ongoing macro-economic and geopolitical challenges.

Conclusion

In our historic 150th year, we have transformed Orica from being the global leader in blasting solutions, with our recent acquisitions, to also becoming the global leader in geotechnical and structural monitoring for mining and civil infrastructure and the global leader in specialty mining chemicals, supporting the gold mining industry and efficient mineral extraction.

On behalf of our Board and the Executive Committee, we thank the entire Orica team for their ongoing commitment and dedication to delivering on our strategy and purpose.

We also thank our shareholders, customers and industry partners. We look forward to continuing our collaborative partnerships with you and remain in a strong position to continue our momentum and deliver on our strategy for growth.

I invite the Chairman to begin the formal items of business.