

27 October 2020

The Australian Securities Exchange
Exchange Centre
20 Bridge Street,
Sydney NSW 2000

Blackmores Limited (BKL)
MARKET ANNOUNCEMENT: Blackmores Annual General Meeting

Blackmores Annual General Meeting (AGM) will be held today commencing at 11.00am (AEST) Tuesday, 27 October 2020.

Attached are:

1. Chairman's Address and;
2. Presentation Slides.

Detailed instructions about the online AGM are available on Blackmores website at www.blackmores.com.au/about-us/investor-centre/news-and-announcements

Yours sincerely,



Cecile Cooper
Company Secretary

This announcement has been authorised by the Company Secretary for release to the market.

27 October 2020

**CHAIRMAN'S ADDRESS
BY MR BRENT WALLACE
2020 ANNUAL GENERAL MEETING**

Good morning ladies and gentlemen. I'm Brent Wallace, Chairman of the Blackmores Board, and it is my pleasure to welcome you albeit virtually to the 2020 Annual General Meeting of Blackmores Limited. This our 58th AGM.

Ladies and gentlemen, we have a quorum, so I declare the Annual General Meeting of Blackmores Limited open.

Now, I would like to take a few moments to focus on Marcus Blackmore, following the announcement last Friday 23 October that he has stepped down from the Blackmores Board.

On behalf of the Board, I would like to acknowledge his significant contribution to the company.

Marcus has been a Director of the Company since 1973 and was Executive Chairman of the Board between 2009 and 2017 and, until last week, was an Executive Director.

We thank Marcus for his many years of passionate commitment to building the Company's global reputation in complementary medicines based on naturopathic principles.

During his career at Blackmores his achievements include being awarded an Honorary Doctorate from Southern Cross University for distinguished leadership in complementary medicines in Australia and an Honorary Doctorate of Letters from Western Sydney University for his distinguished services to business, charity and the broader community.

I am sure you all join me in wishing Marcus all the best for the future.

Marcus has asked if he could share some of his thoughts about the strength of the management team and business in this meeting. While not part of our formal business, as our largest shareholder and given the role he played in the Company, Marcus will be called on to make those remarks later in the meeting.

There's no doubt that the FY20 financial year was a disappointing one for Blackmores due to a confluence of factors including the impact of COVID, acquisition of our Braeside manufacturing facility, and new packaging as a result of Australian regulatory changes. The details and the impact of these will be addressed in our CFO Gunther Burghardt's presentation.

It has also been a year of significant transformation and progress for Blackmores with a new CEO and a new leadership team. We have a clear strategy and despite the challenges of the year, I firmly believe we are on the path to growth and sustainable profits over the long-term.

We remain market leaders in Australia and in many of our key Asian markets.

We firmly believe that our new CEO Alastair Symington has put the right team and structure in place to lead our strategic growth and he will say more about this shortly. As your Board, we are delighted with the strides your new leadership team have made.

This year we became an Australian manufacturer, making us a fully integrated business that presents great opportunity and competitive advantage for the Company giving us all the benefits of being in control of our quality and our destiny.

COVID has been a huge challenge for us all. The pandemic first impacted our business in China in January and over subsequent months spread to ANZ and other markets. While demand for our immunity products skyrocketed, demand for other popular ranges declined as consumers stayed home and buying patterns changed significantly. Now as individuals and as a business we are learning to live with COVID. We were very fortunate that our Production and Manufacturing sites have remained operational as an essential facility.

Just as we have undergone the renewal of our leadership team, we are also pushing forward with Board renewal. It has been a privilege for the past 15 years to sit on the Board of Blackmores during which time I have seen the Company experience extraordinary growth with new markets, new brands and transformative acquisitions.

However, as I flagged at the AGM last year it is time for me to retire from the Board and as Chair. I am pleased to announce effective tomorrow 28th October, Anne Templeman-Jones will be appointed Non-Executive Director and Chairman of Blackmores Limited.

Anne has had a 30-year career in executive leadership positions in corporate and private banking and is currently a Non-Executive Director of Commonwealth bank, Worley Limited, GUD holdings limited and Cyber-Security research centre limited.

Unfortunately, Anne couldn't be with us today, but has recorded a short video message.

Thank you, Anne. The Board renewal process will continue with the appointment of additional independent Non-Executive Directors in the coming months.

Finally, let me say that beyond the health and economic hardships associated with COVID-19, there have also been valuable learnings about the importance of health and wellbeing in a fragile and anxious world.

We are fortunate to be a Company with a genuine commitment to connecting people to the healing power of nature. This is a good time to be in the healthcare industry. Together we are making a difference.

I will now hand over to Blackmores CEO and Managing Director, Alastair Symington.

A woman with long dark hair, wearing a light pink sweater and olive green trousers, is sitting on a thick tree branch. She is looking upwards with a smile. The background is a lush green forest with a small waterfall visible in the distance. The scene is captured in a cinematic style with soft lighting.

BLACKMORES
| GROUP

Welcome to the 58th Annual General Meeting

Blackmores Ltd

27 October 2020

Chairman's Welcome

Brent Wallace
Chairman



BLACKMORES
| GROUP

Board



**Brent
Wallace**

Chairman



**David
Ansell**

Non-Executive
Director



**Christine
Holman**

Non-Executive
Director



**Alastair
Symington**

CEO &
Managing Director



Resolutions

1



**Adoption of
Remuneration
Report**

2



**Re-election of
Mr David Ansell
as Director**

3



**Grant of STI Award
to Mr Alastair
Symington**

4



**Grant of LTI Award
to Mr Alastair
Symington**

Agenda

Chairman's Welcome	Brent Wallace Chairman
CEO's Address	Alastair Symington Chief Executive Officer
Year in Review	Gunther Burghardt Chief Financial Officer
Formal Business	Brent Wallace Chairman
A Message From	Marcus Blackmore Chairman
Questions	All
Closing Remarks	Alastair Symington Chief Executive Officer



Introducing our New Chair

Anne Templeman-Jones

Experienced listed company director and currently a Non-Executive Director of Commonwealth Bank, G.U.D. Holdings Limited and Worley Limited

30 years of leadership positions in corporate and private banking with domestic and offshore banks including Westpac Banking Corporation, Australia and New Zealand Banking Group Ltd and Bank of Singapore

Former Chairman of Commonwealth Bank's financial advice companies

Served on boards of The Citadel Group Ltd, Cuscal Ltd., HT&E Limited, Pioneer Credit Ltd, TAL Superannuation Fund and HBF's private and general insurance companies

Director of Cyber Security Research Centre Ltd and a member of Cyber Security Research Committee



CEO's Address

Alastair Symington
Chief Executive Officer



BLACKMORES
| GROUP

Welcome – Your Blackmores Leadership



**Alastair
Symington**

Chief Executive
Officer



**Gunther
Burghardt**

Chief Financial Officer
& Enterprise Services



**Cecile
Cooper**

Chief Governance
Officer



**Lesley
Braun**

Director,
Blackmores Institute



**Jeremy
Cowan**

Chief Operations
Officer



**Jane
Franks**

Chief People
Officer



**Joanne
Smith**

Chief Marketing &
Innovation Officer



**Ayumi
Uyeda**

Managing Director,
Australia & Nz



**Kitty
Liu**

Managing Director,
China



**Dean
Garvey**

Managing Director,
International



**Raffaele
D'Alisa**

Director,
Communications &
Corporate Citizenship



**Mike
Charter**

Director,
Ventures & Strategy

Playing our Part

during the COVID-19 pandemic



**Our
People**



**Local
Communities**



**Health
Education**



**Immunity
Products**

Strategic Update and Outlook

In February we laid out a clear Strategic Agenda

1

**Build a
world-class
organisation**



Leverage our heritage

Strong engagement
despite COVID

Braeside
manufacturing

2

**Win with the
modern career
woman in China**



Launch of premium line

China Innovation
Centre

3

**Rejuvenate
Blackmores
Australia**



Q1 Market share flat

Channel growth

Pricing / gross margin

4

**Deliver
new growth**



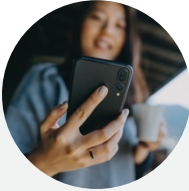
Indonesia growth

New market expansion

B(More)

Our Strategy Underpins Key Global Trends

Technology Proliferation

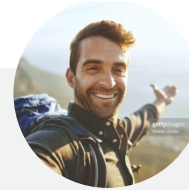


Desire for targeted, customised, individualised solutions

Growing Demand for Self-Care

Government pressure on health costs and greater need for prevention over cure

Ethical Living



Increasingly a pre-requisite for purchase decisions

Urbanisation and Global Warming

Growing concerns around mobility and mental health

Personal

Always on – connected

Consumer health data

Offer unique brand experiences with fast and tailored solutions

Digitally transforming what people buy and how they buy it

Shift from medicines to variety of natural, wellness, tech and behavioural options

Increasing need for “Help me: self-diagnose, monitor, prevent and self-manage”

Community

Bold brand values and purpose are winning with consumers



Affected by stress and sedentary lifestyles

Alternative channels on the rise, with shifts to e-commerce

Focus on 5 Consumer Growth Pillars



Superior
consumer experience

Core



Immunity

Vegetarian

Cultural Customisation

Digestive health

Move



Joint

Muscle

Circulation

Modern Parenting



Pre-conception

Mothers Health

Infant Health

Mental Wellbeing



Sleep

Cognition

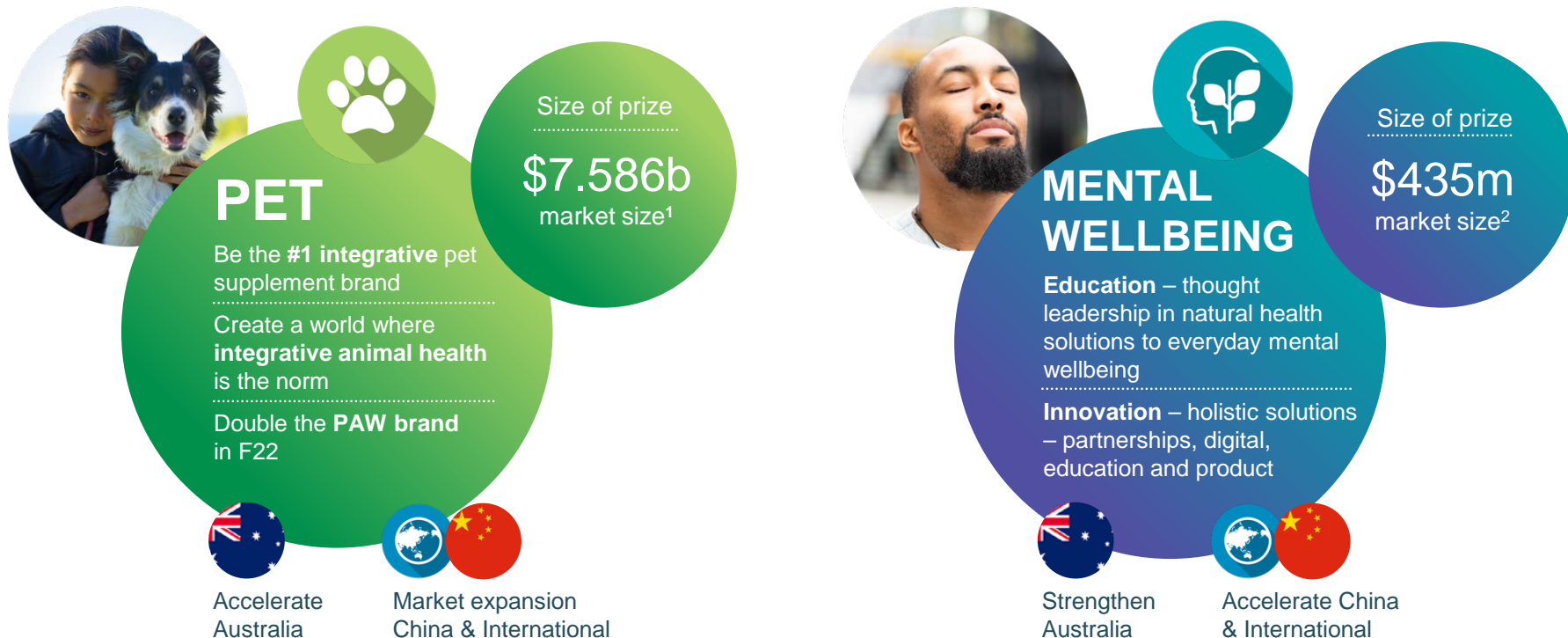
Stress & Anxiety

Pet Supplements



Strategic Growth Opportunities

Consumer Growth Platform – Pet and Mental Wellbeing



¹ Euromonitor 2020 (pet products = total pet – food – services) for Australia, China, South Korea, Thailand, India, Singapore, Malaysia and Indonesia

² Hilary Project 2019, includes Australia, China, Thailand and Indonesia

Strategic Growth Opportunities - China

Establish Blackmores as the go-to natural health solution
for the post-90s Modern Career Woman



MODERN PARENTING

Modern Parenting as point of market entry

Restore our position in Modern Parenting by helping women across their **pregnancy and parenting journey**

Premium natural health solutions targeted to all stages



**Double our
China
business
by 2023**

New Products

1. Products designed for post-90s MCW
2. Drive trade up from classic core to more premium offerings

Marketing

1. Reinforce brand quality and trust
2. Step change awareness
3. 100% digital

Media & Communication

1. Drive sustained and targeted reach to post-90s MCW
2. Deliver insightful engagement to drive point of difference and relevancy

Education

1. Blackmores Institute
2. Simple consumer language built in at all consumer touchpoints

Designing for the Modern Parent in China



Launched **premium range** of vitamins and dietary supplements specifically designed for modern parenting – China as lead market from September 2020

Restore Blackmores' position in Modern Parenting by helping women across their **pregnancy and parenting journey**

Specifically design product formulations meeting consumer needs from...



Pre-conception



Conception



Pregnancy



Birth & recovery



Breastfeeding



Aged 0–3



Aged 4–7



BLACKMORES
| GROUP

China Activations

Leading up to Double 11



Social Media

Tik Tok and Little Red Book



想要宝宝聪明怎么办？有必要补充宝宝DHA吗

像我们当父母的，除了希望孩子能健康成长外，还希望自己的孩子能聪明机灵，赢在起跑线上~



儿童DHA您选对了吗？选错了=白补~

保健DHA可是人生赢家~两个聪明的小宝贝~让张姐更幸福~孩子约成长就十分重要~将一个孩子不仅是让他吃饱穿暖就足够了~还要给他约成长提供呢~所以一直很注重补充宝宝DHA呢

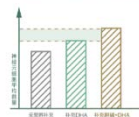
E-commerce Experience

Alibaba TMALL Flagship Store

Natural Formulation



Benefits



Origin & Authenticity

产品展示



澳洲88年口碑品牌
行业标杆品质保证



BLACKMORES
| GROUP

Strategic Growth Opportunities

Cultural customisation

- ✓ Indonesia has the world's **highest Muslim population**
- ✓ Research shows **97% of Muslim consumers state certification is important** and 95% are more likely to purchase if halal accredited
- ✓ Capitalise on Braeside registrations
- ✓ **Test and learn** in Singapore before rollout to Malaysia and Indonesia

Size of prize

\$130m
market size



BLACKMORES
| GROUP



Progressing Our Sustainable Development



Net Zero Carbon Emissions by 2030
Commitment



Non-manufacturing emissions down by
29%, reflecting increased use of
renewable energy and reduced travel



Progressed program to assess and
address human rights risk in supply chain



Progressing our Sustainable Development



Aligned incentives, new policies, integration of sustainability goals into core processes



Net Zero Emissions by 2030 Commitment
Development of Climate Resilience Action Plan



Partnering with suppliers and industry to assess and address human rights risk



Sustainable packaging focus



Innovation driving efficiencies, eliminating single use and problematic materials, reducing emissions



Learn more at
blackmoressustainability.com.au

TOWARDS
ZERO CARBON
BLACKMORES
| GROUP



Our Focus

3 BRANDS

BLACKMORES[®]

BioCeuticals

paw Pure Animal Wellbeing
by BLACKMORES



Our Goals

1. CONSUMERS

To be the most loved, trusted and chosen brand in the categories we play

2. GROWTH

Consumption ahead of the market, sustained profit performance

3. OUR PEOPLE

Ranked #1 employer of choice in the health industry

4. SUSTAINABILITY

Towards carbon neutral

5. VALUE

Shareholder return ahead of the market (EPS)

6. EDUCATION

#1 Thought leader in natural health

3 MARKETS

China

Indonesia

Australia

5

CONSUMER GROWTH PILLARS



Core



Mental Wellbeing



Move



Modern Parenting



Pet

BLACKMORES[®]
| GROUP

Progress at the end of the First Quarter

In FY20 We Stabilised the Business

- ✓ Restructuring completed and **set to deliver \$15m of Gross Annualised savings** starting from H2
- ✓ **Initiated Leading Value Position (LVP)** savings program which will contribute to COGS savings of \$10m in F21
- ✓ **Kicked off reorganisation of global business** to align resources to strategic and market priorities
- ✓ Strong improvements in our company-wide Integrated **Business Planning processes (IBP)**
- ✓ China **Innovation Centre** established
- ✓ **SKU Rationalisation program** kicked off and well underway to reduce complexity
- ✓ Started build of our **Strategic Revenue Management** capability

- ✓ **Ongoing growth and optimisation** of manufacturing product mix and product development through our Braeside Factory
- ✓ Consolidation of our warehousing and distribution in Australia to **reduce our logistics footprint** – completed August 2020



Our Strategies are Taking Hold

We will track our progress and report back to you during FY21

Comprehensive suite of metrics acts as a 'dashboard' for business performance in FY21



#	KPI	Description	Q1 Score
1	Net sales	Net sales	●
2	Net sales per unit	Net sales per unit	●
3	GM%	Gross margin % of net sales	▲
4	EBIT	Earnings Before Interest and Tax	●
5	Net working capital	Average monthly NWC / net sales (%)	●
6	Innovation	Portfolio innovation quantity	●
7	Out of stocks	#SKUs – Total #SKUs – A Class	▲
8	Market share growth %	Market share growth % value	▲
9	Environment	CO2 Emissions - Group	●
10	Diversity and inclusion	Gender diversity of ET and senior leadership	●

Key Messages



Our transformation is underway and already yielding results



Strategic clarity built around consumers and growth segments



Investment in talent will make the difference



Our culture will be both purpose led and performance driven



We will exercise stronger financial discipline and improved returns



Solutions must be sustainable for the planet and society



Year in Review

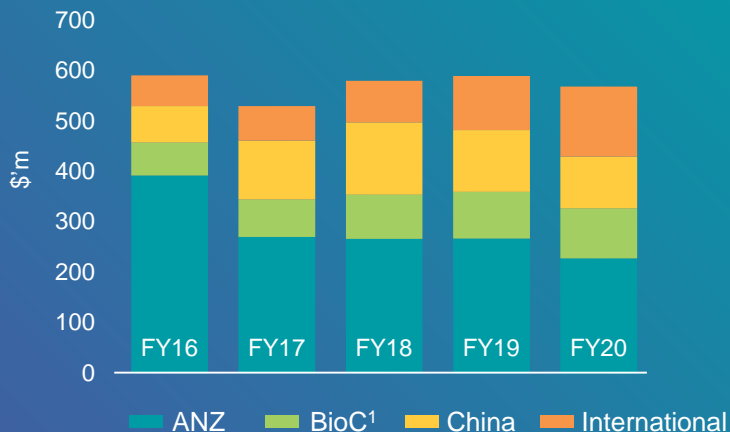
Gunther Burghardt
Chief Financial Officer



BLACKMORES
| GROUP

F20 Overview

REVENUE 5 YEARS



1. Excludes Global Therapeutics FY20 as it is a discontinued operation
2. Operating cashflow prior to interest and taxes
3. Annualised savings by 2023 compared to the 2020 base year.

Strong growth in International and BioCeuticals offset by softness in Australia and China

Full year FY20 revenue down **3%** on prior year **\$568m**

Full year FY20 underlying NPAT of **\$18.7m**

Strong cash flow of **\$76m² up 46%** on prior year

\$50m annualised savings by 2023

Cost efficiency program to enhance margins substantially by FY23³

Capital Management

Placement and SPP results

\$92m

raised from our

institutional shareholders with overwhelming support

Our retail shareholders also showed tremendous support and purchased

\$49m of our shares*

\$141m

Total capital raised

*Share Purchase Plan completed July 2020



Capital Management

Proceeds from the raise



Accelerating **GROWTH** in Asia

'Modern Parenting' innovation centre for product development in China

Step up investments in IT and in-store product advisers in Indonesia and other International markets

Invest in digital capability across Asia

Working capital in India

Progressing Halal in Indonesia



INVESTMENT in efficiency program

Efficiency investments in our Supply & Logistics operations

Streamlining our go-to market model to best serve our customers

SKU rationalisation and product reformulation

½ of these benefits will be reinvested in key areas of focus including Asia



Position balance sheet for **GROWTH**

Strong cash position to ensure Blackmores Group can navigate the uncertain world in which we are operating

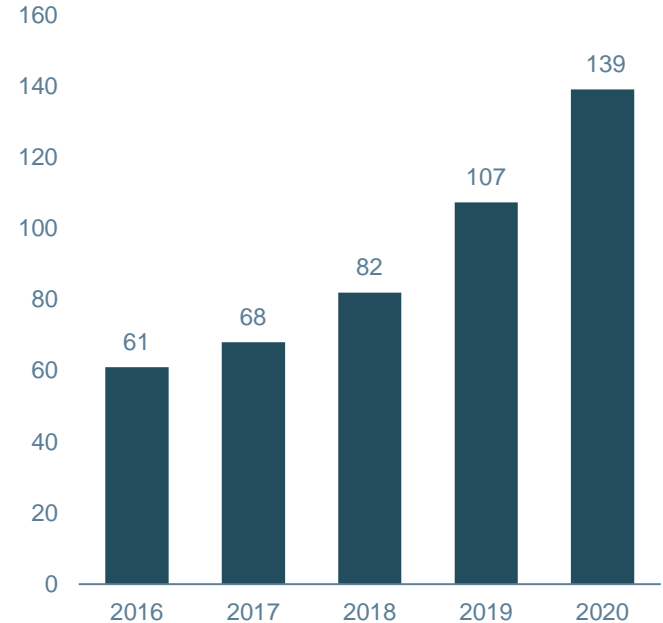
FY20 International

Doubled the business in 5 years

- ✓ Revenue across International **grew 30% compared to prior corresponding period**, EBIT for reported **International segment up 92%**
- ✓ **Double-digit growth** in Malaysia, Singapore and Indonesia
- ✓ **Continued** growth in Indonesia enabled by strong partnership with Kalbe Farma
- ✓ **Infant formula** sales growth in Vietnam with revenue of \$20m



Revenue 5 Years



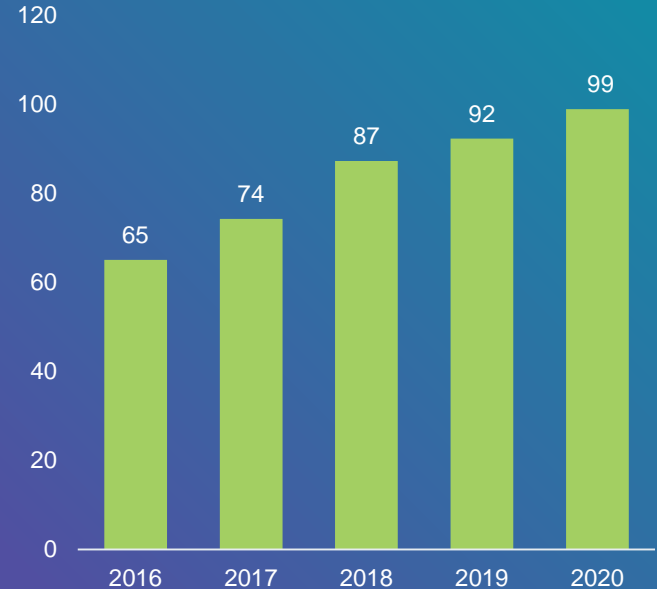
FY20 BioCeuticals

Consecutive growth

- ✓ BioCeuticals brand **revenue up 7%** with increased focus on immunity boosting sales in the second half
- ✓ **BioCeuticals is now #1 SKU** in the immunity segment¹ with ArmaForce sales at record high



Revenue 5 Years



1. Source: Nielsen & IQVIA, RMS/Sell Out service, Cold & Flu Vitamins & Dietary Supplements, Australia Grocery & Pharmacy, Total VMS Sales, Fiscal Year 2020.

*Global Therapeutics excluded as it is held for sale.

FY20 Australia & New Zealand

Stablising the business for future growth

- ✓ Blackmores ANZ revenue of \$227m, **down 15% on prior corresponding period**; EBIT of \$25.6m (down 49%)
- ✓ Regulatory change in China continued to **impact revenue in Australia**
- ✓ **COVID-19 shifted consumer** buying patterns away from non-immunity health
- ✓ **New Strategic Revenue program** kicked off, removing heavily discounted year end bulk sales
- ✓ **EBIT down as raw material costs increased**, additional obsolescence provisions and transition to Braeside Manufacturing



Revenue 5 Years



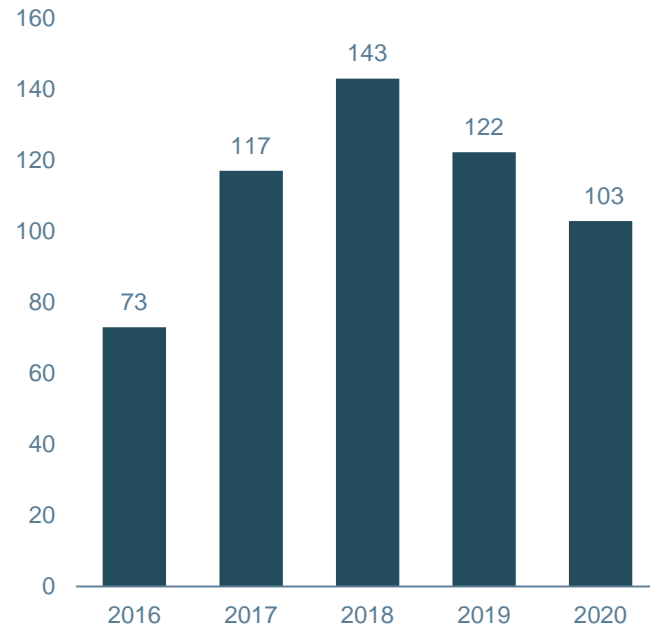
FY20 China

Positioning for future growth

- ✓ Revenue in the China segment (key export accounts and in-country sales) was \$103m, **down 16% on prior corresponding period**
- ✓ China in-country sales **impacted heavily by COVID-19** and label transition in market, while the export market continues to **decline due to regulatory changes**
- ✓ **Negligible EBIT** in the year as the business continued to invest in capabilities and brand in China despite COVID-19 and the label transition
- ✓ Positive signs of recovery seen in May and June trading



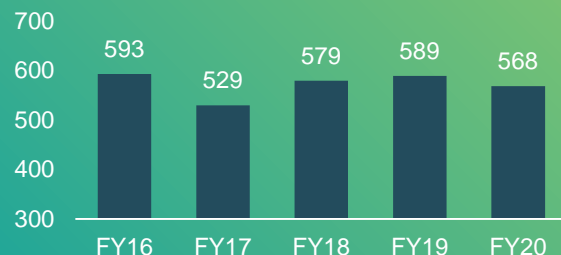
China Revenue FY20



Full Year FY20

- ✓ FY20 revenue of \$568m, down 3% on prior corresponding period (pcp)
- ✓ Reported net profit after tax (NPAT) of \$18.1m, down 66% on pcp
- ✓ Acquisition of Braeside manufacturing plant completed in October
- ✓ Increased material/packing costs and operational expenses impacted result
- ✓ The contingent asset disclosed at year end for Job Keeper will be recognised in H1 F21
- ✓ The Director's resolved on 24 August 2020 to not pay a final dividend in respect of the period ending 30 June 2020

Group Revenue³



Year ended 30 June 2020	FY20	FY19	% var to pcp
Sales Revenue	568.4	588.9	(3%)
Revenue and other income	571.9	593.5	(4%)
Cost of raw materials and consumables used	235.9	235.3	0%
Expenses	304.6	279.4	9%
EBIT	31.4	78.8	(60%)
<i>Reported EBIT</i>	<i>29.4</i>	<i>76.6</i>	<i>(62%)</i>
Interest and Tax	14.8	26.5	(44%)
NPAT from discontinued operation	3.0	2.9	3%
Underlying NPAT⁴	18.7	55.0	(66%)
<i>Adjust for Significant items:</i>			
Gain on acquisition of Braeside (net of costs)	(3.5)		
Job Keeper	(0.8)		
Redundancies and transformation costs	3.6	1.5	
Other	1.3		
Reported NPAT	18.1	53.5	(66%)

1. Nielsen & IQVIA, RMS/Sell Out service, Vitamins and Dietary Supplements, Australia Grocery Pharmacy, Total Retail Sales, FY2020

2. Nielsen & IQVIA, RMS/Sell Out service, Vitamins and Dietary Supplements, Australia Pharmacy, Total Practitioner Sales, FY2020

3. Excludes Global Therapeutics FY20 sales as it is a discontinued operation

4. Adjusted for non-controlling interest

Cash Flow / Net Debt

- ✓ Cash generated from operations \$75.9m, **up 46% on prior corresponding period (pcp)**
- ✓ Includes the benefit of **\$8m** from reclass due to AASB 16 leases
- ✓ Investing activities includes the \$56.5m payment to Catalent for Braeside Manufacturing plant
- ✓ Financing activity includes \$92m proceeds from Capital Raise offset by repayments of \$34m borrowings
- ✓ **Cash conversion ratio of 150%** compared to 59% in pcp due to effective working capital management and additional obsolescence provisions in FY20
- ✓ Net Debt of \$37.3m **down 60.5% on pcp**
- ✓ **Gearing at 10.9%, down 20.4 ppts** from pcp



A\$M	Jun '20	Jun '19	\$ CHG	% CHG
Cash generated from operations	75.9	51.8	24.1	46%
Interest and taxes	(13.8)	(32.0)	18.2	(57%)
Net Cash from Operating Activities	62.1	19.8	42.2	213%
Net Cash used in Investing Activities	(79.5)	(27.1)	(52.4)	193%
Net Cash from Financing Activities	40.4	(6.6)	47.1	(709%)
Net Increase in Cash / Cash Equivalents	23.0	(14.0)	37.0	(265%)
Cash and cash equivalents at start of year	24.5	36.5	(12.0)	(33%)
Effects of FX	0.1	2.0	(1.9)	(93%)
Cash and cash equivalents at end of year	47.7	24.5	23.1	94%
<i>EBITDA</i> ¹	50.7	87.3	(36.6)	(42%)
Cash Conversion %	150%	59%		91ppts

1. Excludes Global Therapeutics FY20 sales as it is a discontinued operation.

F21 Outlook

- ✓ **We anticipate full year profit growth in FY21**, despite additional cost variances arising from Braeside manufacturing ownership in the first half of FY21
- ✓ **Profit growth** will come predominantly from the **second half of the fiscal year**
- ✓ Due to current global uncertainty, **no specific full year profit outlook for FY21**
- ✓ **Confidence in our renewed strategy** to put the company back on the path to sustainable, profitable growth and ambition to restore future dividends



Formal Business

Brent Wallace
Chairman



BLACKMORES
| GROUP

Resolutions

1



**Adoption of
Remuneration
Report**

2



**Re-election of
Mr David Ansell
as Director**

3



**Grant of STI Award
to Mr Alastair
Symington**

4



**Grant of LTI Award
to Mr Alastair
Symington**



Resolution 1

Adoption of Remuneration Report

PROXY VOTE TYPE	VOTED	% OF VOTED	% OF ALL SECURITIES
For	7,554,452	96.27	39.05
Against	160,037	2.04	0.83
Open-usable – refer below	132,708	1.69	0.69
Total	7,847,197	100	40.6
Open-Useable Breakdown:			
Chairman appointed as proxy	42,514	0.54	0.22
Others appointed as proxy	90,194	1.15	0.47

01

“

That the Remuneration Report, as contained in the Directors' Report of the Company, for the year ended 30 June 2020, be adopted.”



Resolutions

1



**Adoption of
Remuneration
Report**

2



**Re-election of
Mr David Ansell
as Director**

3



**Grant of STI Award
to Mr Alastair
Symington**

4



**Grant of LTI Award
to Mr Alastair
Symington**

David Ansell
Director



BLACKMORES
| GROUP



Resolution 2

Re-election of Mr David Ansell as Director

PROXY VOTE TYPE	VOTED	% OF VOTED
For	7,657,889	97.16
Against	90,590	1.15
Open-usable	132,693	1.69
Total	7,881,172	100

02

“

That Mr David Ansell who retires as a Director pursuant to Clauses 89 and 94 of the Constitution and being eligible, offers himself for re-election, be elected a Director of the Company.”



Resolutions

1



**Adoption of
Remuneration
Report**

2



**Re-election of
Mr David Ansell
as Director**

3



**Grant of STI Award
to Mr Alastair
Symington**

4



**Grant of LTI Award
to Mr Alastair
Symington**



Resolution 3

Grant of STI Award to Mr Alastair Symington

03

PROXY VOTE TYPE	VOTED	% OF VOTED
For	7,542,675	95.66
Against	213,752	2.71
Open-usable – Refer Below	128,410	1.63
Total	7,884,837	100

“

“That for the purpose of Listing Rule 10.14 and for all other purposes, the acquisition of up to the number of Shares equivalent to the maximum STI award by Mr Alastair Symington (CEO and Managing Director of the Company) under the ESP on the terms and conditions set out in the Explanatory Statement, is approved.”





Resolution 4

Grant of LTI Award to Mr Alastair Symington

04

PROXY VOTE TYPE	VOTED	% OF VOTED
For	7,546,624	95.72
Against	207,736	2.64
Open-usable	129,574	1.64
Total	7,883,934	100

“

“That for the purpose of Listing Rule 10.14 and for all other purposes, the acquisition of up to the number of Shares equivalent to the maximum STI award by Mr Alastair Symington (CEO and Managing Director of the Company) under the ESP on the terms and conditions set out in the Explanatory Statement, is approved.”



Conclusion of Formal Business & Final Questions

Brent Wallace
Chair



BLACKMORES
| GROUP

Closing Remarks

Alastair Symington
Chief Executive Officer



BLACKMORES
| GROUP

Thank
you