



ABN: 32 115 131 667

ASX: CBO

Cobram Estate Olives Limited (“CBO” or “the Company”)

ASX Announcement – 23rd August 2024

CBO 2024 Annual Report

Cobram Estate Olives Limited (ASX: CBO) is pleased to present its 2024 Annual Report for the year ended 30 June 2024, which includes the Company’s full year financial statements. Also enclosed is the accompanying Appendix 4E.

For the purpose of ASX Listing Rule 15.5, CBO confirms that these documents have been authorised for release to the market by CBO’s Board of Directors.

For further information, please contact us at investors@cobramestateolives.com.

Kind regards

Sam Beaton

Joint-CEO and Executive Director

On behalf of the Board of Cobram Estate Olives Limited

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About Cobram Estate Olives Limited (“CBO”)

CBO is Australia’s largest vertically integrated olive farmer and marketer of premium quality extra virgin olive oil. The Company owns a portfolio of premium olive oil brands including Cobram Estate® and Red Island®. CBO’s olive farming assets include 2.6 million olive trees planted on 7,000 hectares of farmland in central and north-west Victoria and 493,000 olive trees planted on 752 hectares of long-term leased and freehold properties in California, USA. The Company also owns Australia’s largest olive tree nursery, three olive mills, two olive oil bottling and storage facilities, and the Modern Olives® laboratory. With operations in Australia and the USA, and export customers in 13 countries, CBO is firmly positioned as a leader in the Australian olive industry and a global leader in sustainable olive farming. For further information, please visit <https://cobramestateolives.com.au>.



Cobram Estate Olives Limited

Appendix 4E (Rule 4.3A)

ABN 32 115 131 667



Current Reporting Period:
Prior Corresponding Period:

1 July 2023 to 30 June 2024
1 July 2022 to 30 June 2023

Results for announcement to the market	Change	30 June 2024 A\$'000	30 June 2023 A\$'000
Revenue from ordinary activities	Up 34.8%	227,777	168,954
Profit from continuing ordinary activities after tax attributable to members	Up 140.1%	18,532	7,719
Net profit for the period attributable to members	Up 140.1%	18,532	7,719

Dividends	Amount per security	Franked amount per security at 30% tax	A\$'000	Franked %
Final dividend – paid during the year ended 30 June 2024 ¹	3.3 cents	2.31 cents	13,721	70%
Final dividend – paid during the year ended 30 June 2023	3.3 cents	2.31 cents	13,679	70%

¹ The Company offered shareholders a Dividend Reinvestment Plan (DRP). The record date for the final dividend was 24 November 2023. Dividend payment date was 13 December 2023.

Net tangible assets per security	30 June 2024 A\$	30 June 2023 A\$
Net tangible asset backing per ordinary security ²	0.75	0.68

² Includes Right-of-Use Assets and lease liabilities in accordance with AASB 16 Leases.

The Company advises that its 2024 Annual General Meeting will be held at 151 Broderick Road, Lara, Victoria, at 11:00am on Friday, 1 November 2024.

In accordance with the Company's constitution and ASX Listing Rule 3.13.1, notice is provided that the closing date for receipt of nominations of persons to be considered for election as a director at the AGM must be received at the Company's registered office no later than 5.00pm (Melbourne time) on Friday, 13 September 2024.

Further details relating to the meeting and how shareholders may participate will be advised in the Notice of Meeting, which will be made available to all shareholders and lodged with the ASX during September 2024.

Additional information

Additional Appendix 4E disclosure requirements and further details including commentary on the results and operations are included in the FY2024 Annual Report and accompanying Investor Results Presentation.

This report is based on the consolidated financial statements and notes which have been audited by Deloitte Touche Tohmatsu.

Further information regarding the company and its business activities can be obtained by visiting the company's website at www.cobramestateolives.com.au



Annual Report 2024

Cobram Estate Olives Limited
ABN: 32 115 131 667

Contents

02	About Cobram Estate Olives	08	Chair and Joint-CEOs' Report
03	Our Values	16	Divisional Overview FY2024
04	FY2024 Highlights	32	Key Brands
06	Our Global Business	34	Olive Farming and Commercial Property Asset Summary



Cobram Estate® 2024 limited release First Harvest extra virgin olive oil

147	Additional Securities Exchange Information
150	Corporate Directory



Olive harvest in California

36	Sustainability
67	Directors' Report
82	Auditor's Independence Declaration
83	Financial Statements



Cobram Estate® infused extra virgin olive oil



Cobram Estate® robust extra virgin olive oil

About Cobram Estate Olives

Cobram Estate Olives Limited (“Cobram Estate Olives” or “CBO” or “the Company” or “Group”) was established in 1998 by Paul Riordan and Rob McGavin. Over the past 26 years, CBO has emerged as the leading company in the Australian olive industry and a global leader in olive farming, with operations spanning Australia and the United States of America (“USA”). The Company is renowned for its top two homegrown olive oil brands, Cobram Estate® and Red Island®. Today, CBO’s extra virgin olive oils are celebrated for their world-class quality, having won 673 awards since 2003, and are distributed in 15 countries.

CBO’s Business Model and Competitive Advantages

1 Vertically integrated operations with strategically located, freehold-owned olive groves, and olive mills

CBO operates a fully integrated business model, with some of the world’s largest olive groves and olive mills enabling the Company to achieve efficiencies in olive growing, processing, and marketing. The Company owns 19,000 hectares of freehold farmland, of which 16,700 hectares is located in central and northwest Victoria and southwest New South Wales. In Australia, CBO is the largest olive farmer with 2.6 million olive trees planted on 7,000 hectares of freehold farmland. In the USA, the Company currently owns 493,000 olive trees planted on 752 hectares of freehold and leased properties in California¹.

The Company also owns and operates three olive mills (two in Australia and one in the USA) with over 176 tonnes per hour of combined milling capacity, enabling it to control the milling of every olive it grows. To complete its vertically integrated operations, CBO owns 30 olive harvesters, two bottling and storage facilities, 22.2 million litres of olive oil storage capacity, Australia’s largest olive tree nursery, and one of the world’s leading olive research, development, and testing laboratories – Modern Olives® – with labs in Australia and the USA.

2 Proprietary Oliv.iQ® Integrated Olive Production System

CBO’s exclusive and proprietary olive growing system, Oliv.iQ®, is the result of more than 25 years of practical experience, research and innovation carried out by the Company under the supervision of renowned olive expert and Joint-CEO, Leandro Ravetti. Oliv.iQ® allows CBO to grow more olives per tree, accumulate more oil in those olives, and extract more olive oil out of the olives at a higher quality and lower cost of production, than global benchmarks, as highlighted in a 2019 study by U.C. Davis, California USA. All the while using less water and less fertiliser per litre of olive oil produced than global averages.

3 Premium market-leading brands Cobram Estate® and Red Island®

CBO focuses on the sale of premium quality extra virgin olive oil products, primarily in proprietary brands, to optimise the selling price per litre for its annual olive oil crops and to minimise commodity and currency risk. The Company owns two leading olive oil brands, Cobram Estate® and Red Island®. Cobram Estate® is the #1 olive oil brand in Australia and #8 olive oil brand in the USA, and Red Island® is the #2 Australian olive oil brand (behind Cobram Estate®)².

In taking a ‘tree-to-table’ approach to olive growing and marketing, CBO manages all aspects of the olive life cycle and ensures that every bottle or tin of extra virgin olive oil produced by the Company meets its high standards.

4 Industry-leading sustainability initiatives and products

CBO has developed and adopted a group 2030 Sustainability Strategy (“How we extend the olive branch”), highlighting the Company’s sustainability achievements and its ambitions around continuous improvement. As part of CBO’s sustainability strategy, the Company continues to focus on upcycling the valuable by-products from extra virgin olive oil production and commercialising these through internal use and business to business sales.

Well positioned for future growth

With a steadfast commitment to superior quality, innovation, and customer satisfaction in every aspect of its business, CBO has earned a reputation as a leading force in the global olive industry. The Company is well-positioned for future growth thanks to its maturing Australian and USA olive groves which will provide additional extra virgin olive oil to support branded sales growth and increase profits and cash flow due to its relatively fixed production costs.

1. As at 23 August 2024. Includes 26 hectares planted in July 2024.

2. Sources: IRI scan data, Australian grocery weighted, total supermarket, Financial Year 2024; 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

Our Values

At Cobram Estate Olives, our core values are not intended to be feel-good catch phrases. All are of equal importance, and together they are embedded in the character of our organisation and anyone who represents us. They describe the collective behaviours of our company and what is important to us.

They are a lot more than just words on a page. Our core values represent who we are – not who we want to be.

Our values represent how we built this company, and they embody the day-to-day reality of how we do business.

HONESTY & INTEGRITY

Uphold honesty & integrity above all else

Always do what you say you are going to do and do what is right, no matter the circumstances. Our olive oil brands brought a breath of fresh air and integrity to a market dominated by adulteration, deceptive claims, and misleading labelling practices. The trust and respect we have earned from our customers by never compromising on honesty and integrity are some of our company's greatest assets. **We never compromise on quality.**

PASSION

Be passionate about what you do & genuinely care

We care and strive to be passionate about what we do, and we are committed in heart and mind. We are mad about the smell of freshly made extra virgin olive oil and the joy that it brings to our customers. We absolutely love helping people eat healthier, tastier, and more sustainable diets. It is the passion from all areas of the business which makes this possible. **We pursue excellence across our entire business, and we are committed to it.**

HUMILITY

Lead by being humble & modest

We know how good you are, and we encourage all employees to be modest with their achievements. Humility also allows people to be open to the possibility of making a mistake. It is an integral part of moral leadership. If you are lacking in humility, you are less likely to recognise the potential for errors or mistakes in your work or decisions.



FY2024 Highlights

Group olive oil sales

\$220.9m

↑ 34.6% (vs FY2023)

Net Profit after tax

\$18.5m

↑ 140.1% (vs FY2023)

EBITDA³

\$66.7m

↑ 63.4% (vs FY2023)

Record cash flow from operations

\$64.1m

↑ 18.4% (vs FY2023)

Assets of

\$856.5m

on 30 June 2024
↑ 17.0% (vs FY2023)⁴

Cash/undrawn bank facilities

\$42.9m

Global packaged goods sales

\$193.4m

↑ 38.4% (vs FY2023)

Australia packaged goods sales

\$142.9m

↑ 28.1% (vs FY2023)

USA packaged goods sales

\$50.5m

↑ 78.9% (vs FY2023)

Note: m = millions

³ Earnings before interest, tax, depreciation, and amortisation (EBITDA). This is a non-IFRS measure used by the Company and is relevant because it is consistent with measures used internally by management and by some people in the investment community to assess the operating performance of the business. The non-IFRS measures have not been subject to audit or review.

⁴ Trees and irrigation infrastructure are carried at cost, not fair value. This asset value includes \$166.4 million not included on the CBO balance sheet, representing the external valuation above the written down cost for trees and irrigation infrastructure (FY2023: \$121.3 million).

#1

Cobram Estate® Australia's 1 olive oil by value and volume⁵

13.3m

litres global olive oil production (Australia + USA)

37.9%

market share of olive oil sales in Australian supermarkets (Cobram Estate® + Red Island®)⁶

65%

only 65% of CBO's Australian olive groves are mature

11%

only 11% of CBO's USA olive groves are mature

Group EBITDA grew 63.4% to \$66.7 million in FY2024

⁵ Source: IRI scan data, Australian grocery weighted, total supermarket, Financial Year 2024.

⁶ Source: IRI scan data, Australian grocery weighted, total supermarket, Financial Year 2024.

Our Global Business ⁷

Export Markets

Cobram Estate® 	New Zealand
	United Kingdom
	Japan
	Singapore
	Malaysia
	Indonesia
	The Philippines
	Thailand
	Cambodia
	Hong Kong
	Taiwan

Red Island® 	New Zealand
	Malaysia
	Fiji
	Thailand
	Japan

Boundary Bend Estate® 	Thailand

United Arab Emirates

USA Olive Oil Operations

FY2024 Olive Oil Sales	A\$64.9 million
FY2024 EBITDA	A\$5.8 million
Freehold land	754 hectares
Company owned olive groves	752 hectares (freehold and leased)
Contracted olive groves	2,100 hectares
Milling capacity	64 tonnes per hour
Olive oil storage	4.5 million litres
Bottling capacity	3,500 bottles per hour
Olive oil awards	121
Supermarket accounts	18,429 ⁸
Employees	45



8. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

13.3m
LITRES GLOBAL OLIVE OIL PRODUCTION
IN FY2024 (AUSTRALIA + USA)

Australian Olive Oil Operations

FY2024 Olive Oil Sales	A\$156.0 million
FY2024 EBITDA	A\$60.1 million
Freehold land	16,700 hectares
Company owned olive groves	7,000 hectares
Contracted olive groves	1,000 hectares
Milling capacity	112 tonnes per hour
Olive oil storage	17.7 million litres
Bottling capacity	14,400 bottles per hour
Olive oil awards	552
Export markets	13 (not including USA)
Employees	114



ARGENTINA

Freehold land 1,500 hectares

Chair and Joint-CEOs' Report

Dear CBO shareholders,

On behalf of the Board of Cobram Estate Olives Limited ("Board"), it is our pleasure to provide you with our Annual Report and Financial Results for the year ending 30 June 2024 ("FY2024").

FY2024 was a pleasing year for the Company, characterised by the ongoing robust demand for our extra virgin olive oil ("EVOO"), as consumers continue to recognise its high quality and positive health attributes. During FY2024 the Company grew packaged goods sales in both the Australian and USA markets, with increased household penetration in Australia and growing distribution in the USA expected to strengthen our market position in future years, allowing us to capitalise on our growing olive oil supply from Company-owned and third-party olive groves.

Group olive oil sales grew 34.6% to \$220.9 million in FY2024. Our sales growth was driven by an increase in packaged goods sales in both Australia and the USA in line with our strategy. In FY2024 our global packaged goods sales totalled \$193.4 million, up 38.4% versus FY2023, accounting for 87.5% of group sales. This substantial growth was achieved despite a substantial decrease in in-store promotional activity and, at times, challenges keeping up with the strong demand resulting from a global shortage of olive oil. Consumer demand for EVOO remains very strong despite higher prices across the category, and we anticipate this will continue in FY2025.

We produced a total of 13.3 million litres of olive oil (Australia plus USA) in FY2024. Our USA crop of 3.2 million litres was our

largest ever and placed CBO as one of the largest olive oil producers in the USA. Our Australian production of 10.1 million litres⁹ was 3% higher than our last 'off-year' harvest in 2022 despite the removal and redevelopment of 100,000 mature trees and the impact of the shorter growing season in FY2023. We have sufficient stock of olive oil on hand to meet our sales programs until the next harvests in both Australia and the USA.

Pleasingly, our asset values continue to increase in line with growing demand for investment in agricultural production and food security. The Company had its olive groves, land and industrial properties valued by independent valuers at 30 June 2024, resulting in the land and buildings being written up by \$38.2 million. Our olive trees and irrigation are carried at cost, not at valuation, with the independent value being \$166.4 million higher than carrying value.

Overview of Financial Results

The Company reported Net Profit After Tax (NPAT) of \$18.5 million (FY2023: \$7.7 million profit), and EBITDA¹⁰ of \$66.7 million (FY2023: \$40.8 million), for the 12 months to 30 June 2024.

The Company reported record cashflow from operations of \$64.1 million, an 18.4% increase on the prior year (FY2023: \$54.1 million). Cashflow from operations after interest and tax was \$47.9 million, up from \$39.0 million in FY2023.

The key drivers of profit and cashflow growth were the strong trading results achieved throughout the year, the stabilisation of the majority of the Company's input costs, and the continued growth in profitability of the Company's USA operations.

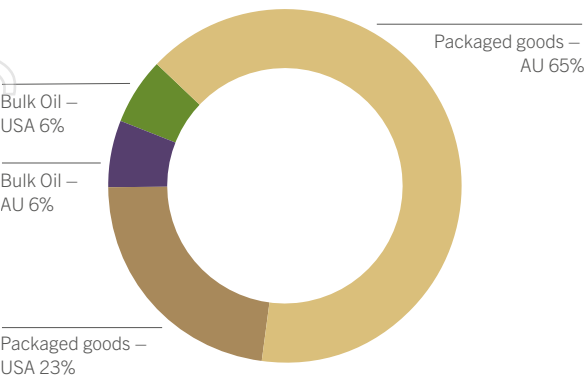
Division Financial Results

	AUSTRALIAN OLIVE OIL \$ MILLION		USA OLIVE OIL \$ MILLION		INNOVATION AND VALUE-ADD \$ MILLION		CORPORATE \$ MILLION		TOTAL \$ MILLION	
	FY2024	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024	FY2023
EBITDA	60.1	38.5	5.8	2.9	0.8	(0.8)	0.0	0.2	66.7	40.8
Less depreciation	—	—	—	—	—	—	—	—	(23.2)	(18.1)
Less Interest	—	—	—	—	—	—	—	—	(11.8)	(8.4)
EBT									31.7	14.3

9. Includes 9.4 million litres from the Company's own groves and 0.7 million litres from contracted third party growers where the Company mill and market the oil.

10. Earnings before interest, tax, depreciation, and amortisation (EBITDA). This is a non-IFRS measure used by the Company and is relevant because it is consistent with measures used internally by management and by some people in the investment community to assess the operating performance of the business. The non-IFRS measures have not been subject to audit or review.

Group olive oil sales by product type/country – FY2024



Australian Olive Oil Operations

Our Australian operations reported EBITDA of \$60.1 million in FY2024 (FY2023: \$38.5 million). The FY2024 EBITDA increase was driven by strong trading throughout the year, pricing increases, and the stabilisation of input costs.

Australian olive oil sales reached \$156.0 million in FY2024, a 28.3% increase from the previous year's sales of \$121.6 million. Key highlights include:

- Strong growth in Cobram Estate®, Red Island®, private label, and bulk sales.
- Packaged goods (Cobram Estate®, Red Island®, and private label) sales increased by 28.1% (versus FY2023) to \$142.9 million.



Joint-CEO Leandro Ravetti, Non-Executive Chair Rob McGavin, Joint-CEO Sam Beaton

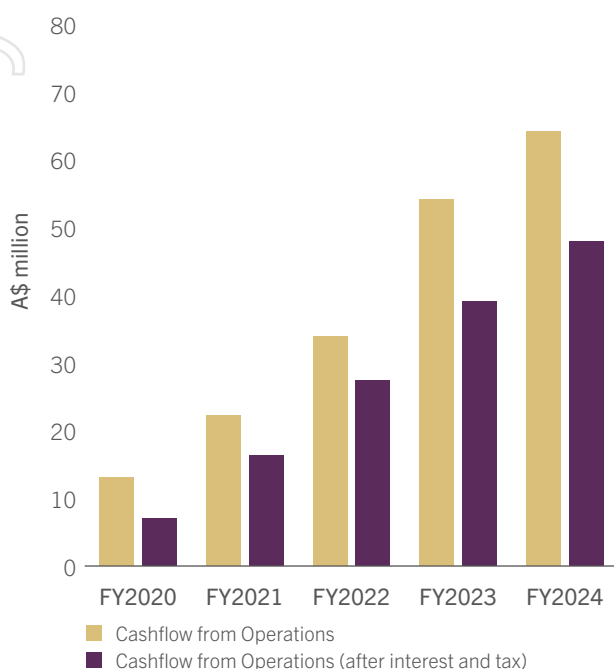
- Cobram Estate® further consolidated its position as the number one olive oil brand in Australian supermarkets, whilst Red Island® remains the third-largest olive oil brand and the second largest brand in the extra virgin olive oil sub-category. The combined FY2024 market share of these brands is 37.9% of total olive oil sales in Australian supermarkets by value and 39.4% by units¹¹.
- In-store promotional spend (price discounts) was down significantly versus prior years.

Whilst a shortage of imported olive oil and price inflation across the category supported the Company's sales results, we anticipate that a significant increase in household penetration, coupled with key marketing initiatives implemented by CBO, will further solidify our position in the Australian market and enable us to sustain our strong sales growth in FY2025.



Cobram Estate® premium ceramic bottle and refill packs

11. Source: IRI scan data, Australian grocery weighted, total supermarket, dollar sales, Financial Year 2024.

Figure 1: CBO cashflow from operations – FY2020-FY2024

Biennial production from the Australian crop

Olive trees naturally follow a biennial fruit-bearing cycle, producing a higher yield in one year (“on-year”) followed by a lower yield the next (“off-year”). This predictable two-year cycle is effectively managed by our business.

Olive oil from on-years (e.g. FY2021, FY2023) is sold over a 14–16-month period, while olive oil from off-years (e.g. FY2022, FY2024) is sold over an 8-10-month period.

CBO's annual Australian olive harvest occurs from April to June, typically concluding by 30 June. As required by Australian Accounting Standards, we calculate the estimated market value of the olive oil produced, known as the “fair value”, at the end of June. The difference between this fair value and the actual production cost is recorded as a fair value gain or loss in the profit and loss statement for the harvest year.

Once valued, the olive oil is listed on CBO's balance sheet at fair value until sold, at which point it is expensed as a cost of sale.

Considering the biennial production cycle of olive trees and the impact of Australian accounting standards on CBO's statutory profits, we encourage investors to also assess the Company's performance on its reported cashflow from operations. As highlighted in Figure 1 alongside, group operating cashflow has grown strongly over the past five years, reflecting the Company's growing olive oil supply and the strength of our brands.

FY2024 Two-Year Rolling Average EBITDA

Alternatively, the Company's profit results can be evaluated using a two-year rolling average. This approach, which we refer to as “Two-Year Rolling Average EBITDA” (normalised for water costs and adjusted for non-recurring expenses), accounts for both off-years like FY2024 and on-years like FY2023.

CBO's Two-Year Rolling Average EBITDA normalised for water costs, increased to \$51.7 million (FY2024 and FY2023), up from \$30.1 million (FY2023 and FY2022), as detailed in Figure 2 below.

Figure 2: Group Two-Year Rolling Average EBITDA (normalised)¹²

A\$ million	EBITDA (GROUP)					
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Group Reported EBITDA	33.2	(19.7)	72.9	25.1	40.8	66.7
Adjusting for water costs to long term average*	9.8	14.8	(0.3)	(2.8)	(3.0)	(1.1)
Adjusting for ASX listing costs	—	—	0.8	—	—	—
Group EBITDA (normalised)	43.0	(4.9)	73.4	22.3	37.8	65.5
Two-Year Rolling Average Group EBITDA – normalised		19.1	34.3	47.9	30.1	51.7
Change (%)			79.8%	39.7%	(37.2%)	71.8%

* From FY2007 to FY2024.

For further details on our Australian olive oil operations, see pages 16-21 of this report.

12. Earnings before interest, tax, depreciation, and amortisation (EBITDA). This is a non IFRS measure used by the Company and is relevant because it is consistent with measures used internally by management and by some people in the investment community to assess the operating performance of the business. The non IFRS measures have not been subject to audit or review.

USA Olive Oil Operations

Our USA operations reported EBITDA of \$5.8 million, up from \$2.9 million in FY2023. The FY2024 EBITDA increase was driven by the growth in higher margin packaged goods sales.

We achieved significant growth in USA olive oil sales, reporting sales of A\$64.9 million, a 52.5% increase from the previous year's A\$42.6 million (FY2023).

- Cobram Estate® branded sales increased 19.0% to \$21.0 million (FY2023: \$17.7 million).
- Sales of private label products to key strategic partners grew strongly as a result of the increased supply of Californian olive oil.
- Bulk olive oil sales were flat at \$14.4 million.

Pleasingly, our Cobram Estate® brand was the second fastest growing olive oil brand in retail dollar sales and the fastest growing brand in retail unit sales in USA supermarkets for the 12-months to 16 June 2024.¹³

The Company's sales growth was bolstered by robust demand for Californian olive oil and the successful implementation of strategic marketing initiatives in the USA. We expect this momentum to carry into FY2025, further supported by a forthcoming price increase across the Cobram Estate® USA range, effective from September 1, 2024.

For further details on our USA olive oil operations, see pages 22-29 of this report.

Innovation and Value-Add

We continue to improve the performance of our Innovation and Value-Add division, with EBITDA improving from a loss of \$0.8 million in FY2023, to an EBITDA profit of \$0.8 million in FY2024.

Further details on our innovation and value-add activities are provided on page 30 of this report.

Capital Expenditure

We invested \$66.2 million in capital expenditure in FY2024, most of which related to large-scale growth projects across our Australian and USA businesses. Major projects completed in FY2024 include:

- A 271-hectare redevelopment of the Wemen grove in northwest Victoria.
- 179 hectares of greenfield olive groves developed in California.
- A significant expansion of our Woodland, California olive mill, doubling processing capacity from 32 to 64 tonnes per hour and olive oil storage from 2.9 million to 4.5 million litres.
- The purchase of 156 hectares of plantable land in California.

Future capital projects for the Group are expected to focus on olive grove expansion in California to deliver an increasing supply of Californian olive oil.

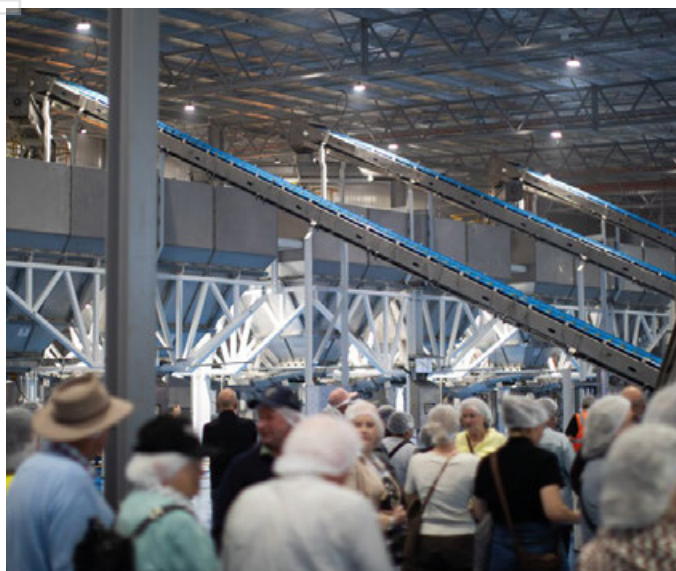
Balance Sheet Strength

The Company's adjusted asset value increased to \$845.1 million at 30 June 2024 (30 June 2023: \$718.1 million), as highlighted in Figure 3 on the following page. The increase in adjusted asset value was reflected in an independent valuation of the Group's Australian and USA assets in June 2024¹⁴.

At the same time, adjusted borrowings increased to \$214.0 million (30 June 2023: \$177.8 million) as the Company drew on existing debt facilities and a new USA debt facility of US\$15.0 million to invest in capital projects.

13. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

14. Trees and irrigation infrastructure are carried at cost, not fair value. This adjusted asset value includes \$166.4 million not included on the CBO balance sheet, representing the external valuation above the written down cost for trees and irrigation infrastructure (FY2023: \$121.3 million).



CBO shareholders touring the new Boort olive mill

USA olive oil sales grew 52.5% to A\$64.9 million, and divisional EBITDA grew 100% to \$5.8 million.

Figure 3: Adjusted asset value (excluding cash) of \$845.1 million, against adjusted borrowings of \$214.0 million

A\$ MILLION	FY2024	FY2023	FY2022	FY2021
Assets				
Total Assets per CBO Balance Sheet	690.1	610.5	550.6	451.1
<i>add:</i>				
External valuation, not on CBO Balance Sheet*	166.4	121.3	121.3	0.0
Assets including external valuation	856.5	731.8	671.9	451.1
<i>less:</i>				
Cash	(11.3)	(13.7)	(5.9)	(1.2)
Adjusted Asset Value	845.1	718.1	666.0	449.9
Borrowings	225.3	191.5	141.1	165.6
<i>less:</i>				
Cash	(11.3)	(13.7)	(5.9)	(1.2)
Adjusted Borrowings	214.0	177.8	135.2	164.4
Borrowings/Adjusted Asset Value	25.3%	24.8%	20.3%	36.5%

* Externally valued at 30 June 2024. Trees and irrigation infrastructure are carried at cost, not fair value. The \$166.4 million represents the value above written down cost, as assessed at 30 June 2024.

As of 30 June 2024, the Company has available cash and unused debt facilities totalling \$42.9 million, and is well positioned to fund growth capex through a combination of operating cashflow and available debt facilities.



Chef Neil Perry

The outlook for olive oil sales remains positive heading into FY2025 both in Australia and the USA, benefitting from a global shortage of olive oil and our growing supply.

Sales Outlook

The outlook for olive oil sales both in Australia and the USA remains positive heading into FY2025, benefitting from a global shortage of olive oil and our growing supply. Whilst we expect a return to more normal olive crops in the Mediterranean region in FY2025, which will likely improve olive oil stock levels in all markets over next 6-12 months, we anticipate that any price response will take some time to flow through due to negotiated price contracts and transport lead times.

The Company will have sufficient olive oil to meet its packaged goods sales plan through to the next harvests. Despite being an off-year for most of the industry, CBO's USA crop to be harvested in October/November 2024 is expected to be similar to or above our 2023 harvest on-year, and significantly higher than our previous off-year in 2022. This will result in increased olive oil availability for the Company's USA operations, which is expected to continue to drive sales growth.

Dividend

The Board anticipates paying a fully franked dividend of 3.3 cents per share in December 2024 (FY2024: 3.3 cents per share paid in December 2023, 70% franked). Full details, including the level of franking and payment dates, will be disclosed during CBO's upcoming Annual General Meeting on Friday, November 1, 2024, as per our usual practice.

For further information on the Group's financial results, see pages 83-141 of this report.



Olive harvest at CBO's Boort olive grove

Growth Strategy Update

The Company's growth strategies are clearly defined and revolve around four key pillars. Our progress in FY2024 across each of these pillars is summarised below.

1 Increasing supply from our Australian olive groves

CBO has prioritised enhancing productivity from its Australian groves as part of its strategy to boost olive oil supply. A crucial component of this productivity initiative has been the planting of superior olive varieties in our groves. In FY2024 we concluded a 14-year replanting project by redeveloping 271 hectares at our Wemen grove in northwest Victoria, replacing the last blocks of the underperforming Barnea variety with higher-yielding alternatives. Our Australian groves are now well placed with high-performing varieties across all sites, with our youngest trees expected to reach maturity by 2032.

In addition to grove redevelopment, we are committed to improving both the efficiency and speed of our harvest operations. Successful trials of the new Optimus harvester from 2021 to 2024 have led to the deployment of three machines, with plans for further development and adoption of this advanced equipment in the future.

2 Growing our USA business

Our USA business continues to grow, both in terms of production and sales. In FY2024, we expanded our USA grove footprint, planting 179 hectares of greenfield olive groves, taking our total grove area in the USA to 752 hectares. We completed our olive mill expansion, increasing our olive milling capacity from 32 to 64 tonnes per hour and our olive oil storage from 2.9 million to 4.5 million litres. In FY2024 we also achieved our largest ever USA olive harvest, producing a total of 3.2 million litres, resulting in CBO becoming one of the largest producers of olive oil in the USA. And as previously mentioned, we achieved 52.5% sales growth, taking our total annual olive oil sales to \$64.9 million.

With our maturing USA groves, the purchase of additional land for new plantings in FY2025, strong demand for Californian olive oil, and the installation of a new bottling line to support packaged goods sales growth, our USA business remains well positioned for growth in FY2025 and beyond.

3 Increasing our return per litre

We remain committed to enhancing the return per litre of olive oil sold, thereby increasing our margins, through growing sales of higher-margin packaged goods, particularly branded products, and achieving incremental growth through the introduction of higher-value items across grocery and online sales channels. In FY2024 packaged goods accounted for 87.5% of the Company's olive oil sales, up from 85.1% in FY2023. During the year we launched our Cobram Estate® ultra-premium range in Coles nationally, and our Artisan Collection of infused oils in the USA. Our team remains committed on delivering sustainable packaged goods growth, supported by our new product strategy and marketing initiatives.

4 Our sustainability and value-add pillar

As part of its zero-waste strategy, CBO continues to add value to the by-products of olive farming and olive oil production. In FY2024 we completed the commissioning of our olive pomace management project at Boundary Bend, undertaken in partnership with Sustainability Victoria, that will give us access to increasing amounts of high-quality olive biomass. Our focus continues to be on the internal use and external sale of olive biomass products to food manufacturers, agricultural operations, hospitals, and nurseries, for use as a renewable energy source for heat and electricity production and as an organic soil amendment. A total of 11.4 million kilograms of olive biomass (mainly olive pit and dried olive pomace) was sold to external parties in FY2024.

Sustainability

Olive growing benefits the planet and society due to the resilience and tolerance of olive trees, their contribution as an evergreen tree to sequestering carbon, and the health advantages of consuming their fruit and oils. As a business, we are focused on enhancing our sustainability footprint and prioritise generating positive social, environmental, and economic returns.

In FY2024 we made significant progress on our sustainability objectives, as detailed on pages 36-65 of this report. Highlights include:

- Development and adoption of our new 2030 Sustainability Strategy “How we extend the olive branch”.
- Continued recognition of our sustainability achievements with the following awards:
 - 2024 Australian Financial Review Sustainability Leader – Agriculture Category.
 - 2023 Planet Ark Circular Economy Award Winner – Reimagining Waste Category.
 - 2023 Coles Sustainability Partner of the Year.
 - The Company also received the Woolworths Better Tomorrow Award for Sustainability in 2022.
- Establishing a new Malleefowl conservation project at our Boundary Bend grove with our partners, the Victorian Malleefowl Recovery Group and National Malleefowl Recovery Group.
- Planting 40,000 mixed native-species trees at our Boundary Bend Reforestation Project.
- Improving our water and climate resilience with a new pipeline in California, and a licence to use up to 5 gigalitres of groundwater per year at Boundary Bend.
- Achieving certification under the Leading Harvest Farmland Management Standard for our USA groves. Leading Harvest is a farmland sustainability program that aims to promote sustainability in environmental, social, and management aspects of primary production.

Our inaugural sustainability strategy will shine a light on our Company's achievements and importantly our ambitions around continuous improvement. We know that sustainability is important to our stakeholders and this strategy will ensure accountability and transparency around our ongoing



Boort open day



performance, plus identify opportunities for improvement. As mandatory sustainability disclosures are on the horizon, this strategy is an important step in ensuring we are ready for these emerging compliance requirements.

Boort Open Day

On Sunday, April 28, 2024, CBO hosted an open day at its Boort olive grove in central-west Victoria. The event drew around 500 attendees, including shareholders, staff, families, and guests, and included the official opening and naming of our new olive mill, the ‘Tim Jonas Mill’, in honour of our long-serving Director Tim Jonas, who retired from the CBO Board in 2023 (further details below). Additionally, we unveiled the Jonathan West “thinking chair”, dedicated to our esteemed former Non-Executive Director who passed away in July 2024. The thinking chair will be placed on top of a hill overlooking the recently developed ‘Jonathan’s Grove’. After the ceremony, guests had the opportunity to tour both our olive grove and olive mill, concluding with a lunch provided by the Company. We extend our thanks to all who attended and contributed to making this a special day.



Tim Jonas, former CBO Non-Executive Director

Retirement of Tim Jonas, CBO Non-Executive Director 2005-2023

Long-serving Non-Executive Director Tim Jonas retired from the CBO Board at our annual general meeting in November 2023. Tim was involved with CBO from its inception, both as an investor in the Company's first olive grove developments, and as a member of the Company's advisory board. When the Company corporatised in 2005, Tim was appointed as a Non-Executive Director and held the role of Chair of the Audit and Risk Committee from that time.

Tim made an enormous contribution to CBO over his 25-plus years of involvement with the Company. He was a passionate supporter of, and mentor to, the co-founders and executive directors. His strategic input and sound judgement at Board level, particularly in the areas of finance and risk management, not only helped the Company prosper, but also helped guide the business through challenging times including during the global financial crisis. He provided ongoing support to the accounting team and was a strong supporter of the Company's vertical integration and USA expansion.

We sincerely thank Tim for his dedication and outstanding service to the Company and wish Tim and his family all the best for the future.

Our People

On behalf of the Board, we would like to express our sincere appreciation to our team members in Australia and the USA for their daily dedication to our business. Over the past year, we've experienced dynamic growth in sales alongside significant challenges associated with limited olive oil supply. We commend our entire team for their outstanding work ethic, unwavering commitment to quality and safety, and the excellent culture they have fostered throughout FY2024.

Looking Forward

The CBO Board is highly positive about the Company's future. As our existing groves in Australia and the USA increase in maturity and our olive grove footprint expands in California, we anticipate a significant increase in our olive oil supply in the coming years. This increasing supply will support continued growth in our packaged goods sales, bolstered by our industry-leading sustainability efforts and robust consumer demand for extra virgin olive oil.

With our strong brands driving robust margins and sales growth, anticipated higher crop yields in FY2025, and ongoing expansion of our operations in the USA, CBO is well-positioned to meet its goals and achieve substantial growth in the coming years. We project strong EBITDA growth for FY2025, driven by these factors.

We sincerely thank our shareholders and loyal customers for their continued confidence in the Company and our products. We look forward to a successful FY2025.

Yours sincerely,



Rob McGavin Non-Executive Chair	Sam Beaton Joint-CEO (Finance & Commercial)	Leandro Ravetti Joint-CEO (Technical & Production)
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Divisional Overview FY2024

AUSTRALIAN OLIVE OIL OPERATIONS

- Boundary Bend olive grove**
Over 1 million olive trees
On-site olive mill and oil storage
- Boort olive grove**
1.2 million olive trees
On-site olive mill and oil storage
- Wemen olive grove**
300,000 olive trees
- Woorlong Station (Gol Gol)**
Potential for development of an olive grove up to 3,000 hectares
- Lara Bottling, Storage, Laboratory and R&D**
20,000 square metre warehouse
11 million litres of olive oil storage
Bottling, quality assurance, laboratory, R&D & technical
Olive tree nursery
- Melbourne commercial office**
National & export sales teams
Marketing, new product development & innovation teams



Australian sales results

For the 12-month period to 30 June 2024, Australian olive oil sales totalled \$156.0 million, an increase of 28.3% on the prior year (FY2023: \$121.6 million). This result was driven by growth in all sales channels.

The Company continues to focus on the sale of packaged goods, generating sales of \$142.9 million in FY2024 across branded and private label products. This 28.1% growth in sales delivered the Company a 1.1 million litre increase in the volume of olive oil sold through packaged goods at a higher net return than in FY2023. The evolution of CBO's Australian packaged goods sales is portrayed in Figure 4.

Figure 4: Australian olive oil operations – packaged goods sales (\$) – FY2015-FY2024



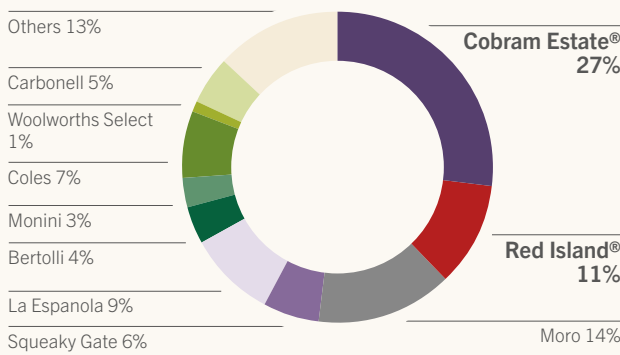
CBO continues to focus on the sale of packaged goods, generating sales of \$142.9 million in FY2024 across branded and private label products.

Retail sales performance

The Company's Cobram Estate® and Red Island® brands recorded strong retail sales growth in FY2024, finishing the year up 31.6% in value terms and 13.4% in units sold, versus the prior year. As noted in the Chair and CEOs' Report, a shortage of imported olive oil and significant increases in the price of imported products contributed to the results, which saw overall olive oil category sales up 21.0% in dollar terms but unit sales down slightly (4.2%) over the period. CBO's significant growth in sales was achieved despite the challenges associated with strong demand and limited supply, which at times impacted stock levels on shelf.

The Company achieved combined brand share (Cobram Estate® plus Red Island®) of 37.9% of total olive oil retail sales by value in FY2024, up 8.8% versus FY2023 (FY2023: 34.8%). CBO's unit (volume) share also grew in FY2024, up 18.4% versus FY2023, reflecting strong consumer demand and brand loyalty despite significant increases in price. The increase in unit sales, and a related increase in household penetration particularly amongst traditional buyers of imported olive oils, are expected to deliver long-term benefits to CBO.

Figure 5: Olive oil supermarket sales – value share by brand for FY2024¹⁵



15. Source: IRI scan data, Australian grocery weighted, total supermarket, dollar sales, Financial Year 2024.

Australian marketing activity highlights

CBO uses a variety of marketing tools and activities to highlight the health benefits, usage, and superior quality of its extra virgin olive oils. A summary of key Australian marketing initiatives from FY2024 follows.



Melbourne Mavericks principal partnership

Melbourne Mavericks principal partnership

CBO commenced a three-year principal partnership with Melbourne Mavericks, a professional netball team competing in the Suncorp Super netball competition, commencing for the 2024 season. The partnership sees the Cobram Estate® logo represented on Maverick's apparel on and off court, signage at home games, and integrated social media activity. As part of the partnership, CBO and the Mavericks also collaborated on the Mavs Cobram Estate Community Roots initiative, providing local netball clubs the opportunity to win one of twenty \$2,500 grants to assist with fundraising, volunteer recruitment, and player retention. Additionally, these twenty winners will score \$5,000 worth of ticketing to Melbourne Mavericks home games to help reciprocate the support of players, families, and volunteers who have stood by their clubs through recent times.

Other key sponsorships

The Company continues to support and sponsor a number of other businesses, people, and projects that align with CBO's goals. Key sponsorships in FY2024 include the following:

- Sports Entertainment Network partnership, which includes sponsorship of the Good Oil news segment and The Ramble.
- Producey sponsorship across the Producey podcast suite (commenced in May 2024).
- Shameless Book Club podcast sponsorship (commenced in June 2024).
- Sponsorship of world champion swimmer Kaylee McKeown showcasing healthy cooking.
- Continued sponsorships of Nick Riewoldt and Neil Perry.



Kaylee McKeown sponsorship

Harvest visits

As part of its annual harvest visit program, CBO hosted a number of key influencers, retailers, distributors, and other key partners, on full-day visits to its Boundary Bend grove. Occurring daily for a three-week period, the harvest visits provide a unique opportunity for guests to experience the scale of CBO's vertically integrated operations, learn about olive oil production and tasting, and see some of the Company's industry-leading sustainability initiatives first-hand.



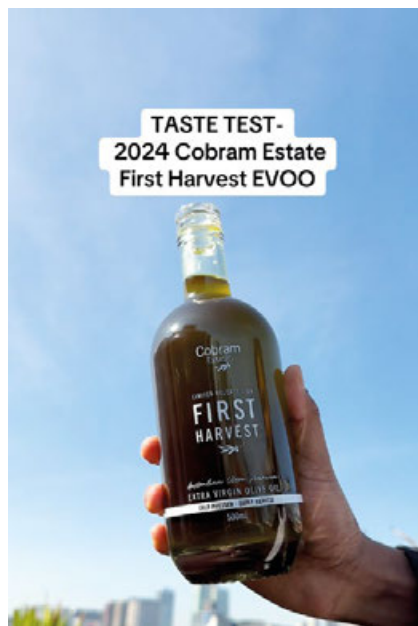
Harvest visits at Boundary Bend

Ultra-premium range launch in Coles

In FY2024, CBO launched its ultra-premium product range in Coles nationally. To support the launch, the Company activated a campaign including trade marketing activity, paid social and digital activity, and two media and influencer events (Melbourne and Sydney).



Example Tik Tok activity in FY2024



Tik Tok campaign

To support a focus on educating younger consumers on the benefits of, and how to use, the Company's extra virgin olive oils, the Company partnered with a renowned Tik Tok Agency with a focus on growing the Cobram Estate® and Red Island® Tik Tok communities through strategic channel development and content creation.

Label update to meet ARL Kerbside

CBO recently rolled out new labelling for its Cobram Estate® 'Everyday Essentials' range to meet Australasian Recycling Label ("ARL") Kerbside recycling requirements, providing instructions to users on the recyclability of various components of the products packaging.

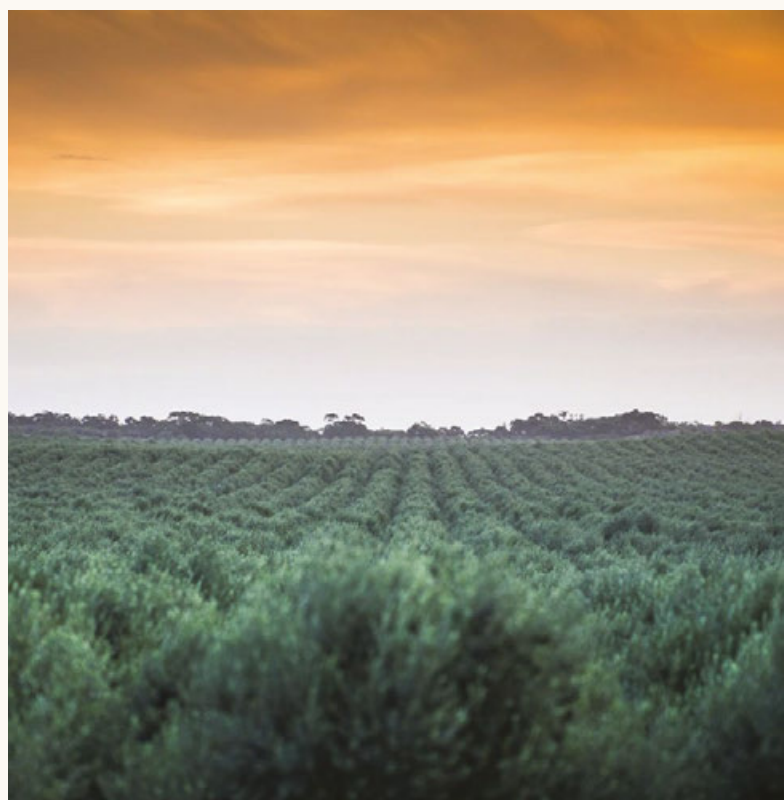
Australian grove operations update

2024 crop result

CBO's 2024 Australian olive harvest yielded 55,333 tonnes of olives, resulting in the production of 10.1 million litres of olive oil. The Company's production from olives harvested from its own groves was 9.4 million litres. A further 0.7 million litres of third-party olive oil was produced by CBO and will be marketed by the Company.

Due to the natural biennial cycle of olive oil yields, 2024 was, as expected, an off-year on CBO's Australian olive groves. The colder and shorter than average growing season in FY2023 had a widespread negative impact on the Australian olive industry's 2024 harvest, particularly on the eastern seaboard, where this year's production (excluding CBO's) was approximately 54% lower than last year and 43% lower than in 2022. Despite this, CBO's total production (including third-party processed olive oil) was 3% higher than the Company's last off-year harvest in 2022. This result was pleasing given the short-term reduction of yields associated with the completion of the Company's replanting program, with nearly 100,000 mature trees removed and replaced with more productive varieties.

Whilst yields were down, the quality of the olive oil produced was very good. The Company will have sufficient supply to meet the requirements of its packaged goods sales plan through to the 2025 harvest.



Dawn at CBO's Boundary Bend olive grove

2025 crop outlook

2025 is an on-year for CBO's Australian olive groves. The Company's Australian olive trees are in good condition, with expectations for the crop to be significantly higher than in 2024, subject to the usual risks associated with agricultural production. The Company will provide further updates on the 2025 crop outlook as the season progresses.

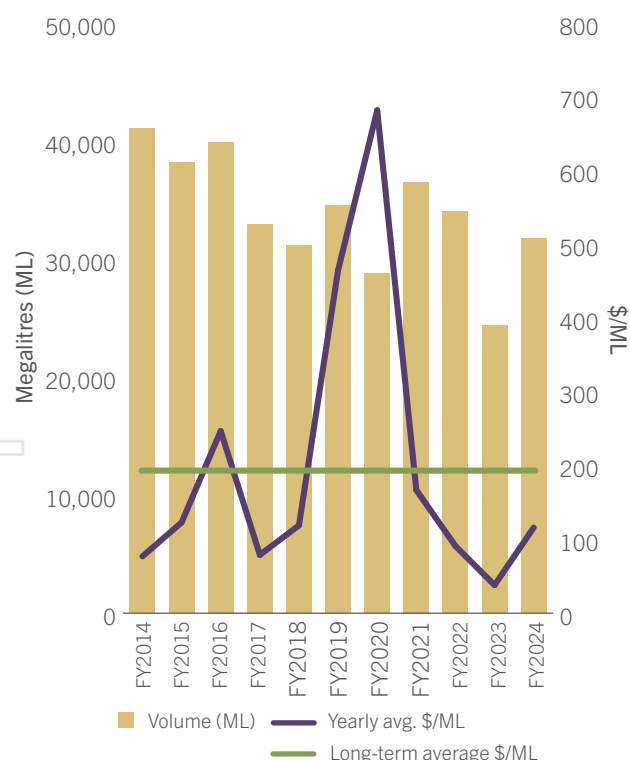
Australian water price and outlook

In FY2024 CBO sourced almost all the water required for its Australian groves by procuring temporary water.

The Company's full year FY2024 temporary water purchases cost a weighted average of \$116 per megalitre (FY2023: \$38 per megalitre), as highlighted in Figure 6 below. Whilst water prices rose in FY2024 in response to concerns relating to an El Nino weather event, prices remained well below CBO's long-term weighted average price of \$197 per megalitre.

With high levels of water in storage, management currently anticipate water prices to remain below long-term averages in FY2025. As at 14 August 2024, storage levels in the Southern Murray Darling Basine were 83% full (16 August 2023 – 93% full).¹⁶

Figure 6: CBO's temporary water volume and purchase price per megalitre – FY2014-FY2024

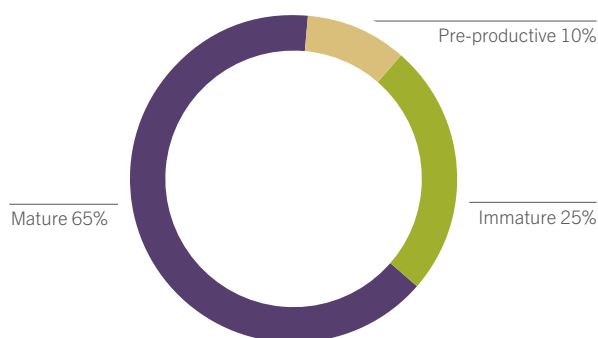


Australian grove maturity and projected mature hectares

CBO continues to invest in its future supply of Australian extra virgin olive oil by expanding and redeveloping its Australian olive groves. As olive trees generally produce their first 'harvestable' crop at three years of age and reach 'mature' yields at eight, CBO's maturing groves are anticipated to yield increasing amounts over the coming years as the trees approach maturity. This growth in yields is expected to generate incremental profit and cash flow, given that production costs remain relatively fixed.

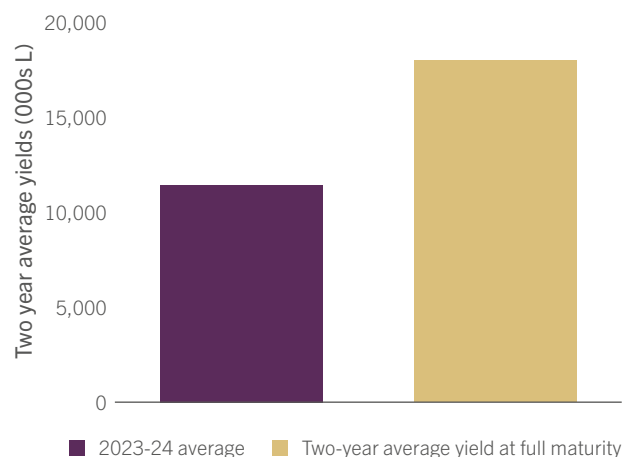
The tree age profile on CBO's Australian groves can be categorised into pre-productive, immature, and mature phases as highlighted in Figure 7 below. As at 30 June 2024, only 4,570 hectares (65%) of CBO's 7,000 hectares of Australian groves are mature, with 1,750 hectares (25%) of CBO's Australian groves yet to achieve mature yields and 680 hectares (10%) yet to produce a harvestable crop. Over the next eight years, CBO's mature groves in Australia will increase by 53% from 4,570 hectares to 7,000 hectares.

Figure 7: Maturity phase of CBO's Australian olive groves



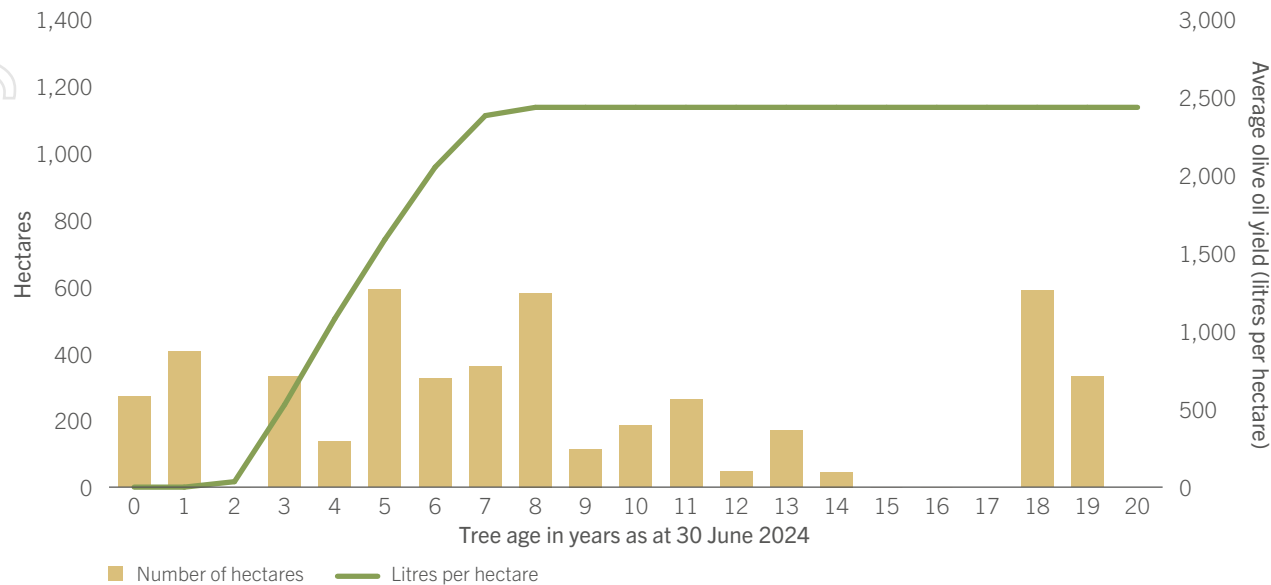
The current age of CBO's olive trees, alongside the average olive oil yield by year of age, are highlighted in Figure 9 on the following page. As these trees reach mature yields reflected in chart 8 below, CBO's Australian groves are expected to deliver increasing supply to support future sales growth in Australia and export markets (including the USA).

Figure 8: Current yields (2023-2024 ave.) vs. theoretical full maturity yields (AUS) (excluding third-party contracted supply)



16. Source: <https://www.mdba.gov.au/publications-and-data/data-and-dashboards/current-basin-water-storage-report>.

Figure 9: Age profile of CBO’s Australian owned groves (excluding third-party groves)



In addition to its existing groves, CBO purchased the Woorlong Station property near Gol Gol in New South Wales in 2017 as a potential location for future plantings. Woorlong Station is a 5,423-hectare property with an estimated 3,000 hectares plantable to olives. The Company has no immediate plans to develop Woorlong Station but will continue to review this opportunity.

Australian capital projects update

Wemen grove redevelopment

In Autumn 2024, the Company completed the 271-hectare redevelopment of its Wemen grove in northwest Victoria. The focus of the redevelopment was on replacing the last blocks of Barnea olive trees, concluding a 14-year replanting program. Key varieties planted were Arbequina, Picual, Coratina, Koroneiki, and Hojiblanca.

Renewable energy projects

CBO continues to work with a third-party on two potential large-scale renewable energy projects in Australia. Both projects are at the early stages and are highly uncertain. The potential projects, if successfully implemented, will be funded, operated and developed by third parties on CBO's vacant land.

The proposed projects are strategically located close to transmission lines, electricity substations, and away from high-density living. If successful, CBO will generate income through long-term leases.

Updates on these projects will be provided as developments occur.



Wemen grove redevelopment



In Autumn 2024, CBO completed the 271-hectare redevelopment of its Wemen grove in northwest Victoria.

USA OLIVE OIL OPERATIONS



Cobram Estate® Select California Extra Virgin Olive Oil

Cobram Estate® retail scan sales performance

The Company's flagship Cobram Estate® brand has delivered another strong year of retail sales growth in the USA. Capitalising on the strong demand for local produce and the shortages of European-origin olive oil, the Company has been able to significantly increase its market penetration and sales frequency, resulting in strong dollar value and unit sales growth. **The Cobram Estate® brand finished the twelve-month period as the second fastest growing olive oil brand in dollar sales and the fastest growing brand in unit sales in USA supermarkets¹⁸.**

Over the period, the Cobram Estate® brand rose from the number nine to the number eight ranked olive oil in USA supermarkets (excluding private label) by sales value and unit volume and grew from the third to the second largest olive oil brand overall in the natural food channel¹⁹.

Cobram Estate® remains the number two brand of 100% California extra virgin olive oil (excluding private label) in USA supermarkets and is well positioned for future growth with current ranging in 18,429 stores, an increase of 6.6% versus the prior period²⁰.

CBO's rapidly expanding, vertically integrated olive business in the USA offers an excellent platform for future growth. The Company is now one of the largest olive oil producers and marketers of Californian olive oil in the USA, having successfully established olive milling and growing operations in California and created a high-value, branded sales channel for its Californian olive oils. Significantly, a large part of the Company's success comes from leveraging key learnings and management expertise from its world-class Australian operations, including growing, milling, and marketing, and applying this to the emerging California olive industry.



Cobram Estate® Select California Extra Virgin Olive Oil

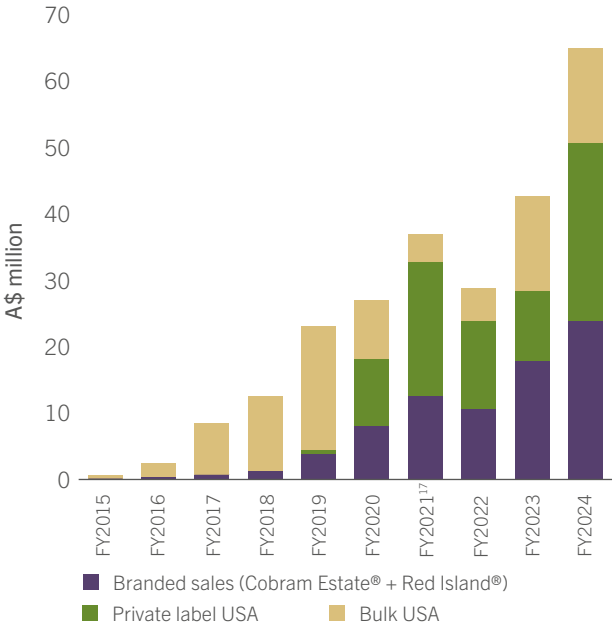
USA sales results

For the 12-month period, USA olive oil ex-factory sales totalled \$64.9 million in FY2024, an increase of 52.5% on the prior year (FY2023: \$42.6 million). Packaged goods sales continued their positive trajectory in FY2024, increasing by 78.9% over the period to \$50.5 million (FY2023: \$28.2 million). The Company's flagship Cobram Estate® brand accounted for 32.4% of sales in FY2024, private label products (41.2%), bulk olive oil (22.2%) and a small Red Island® trial (4.3%). The growth in private label, was driven by commitments to strategic private label partners. The Company is forecasting Cobram Estate® branded product sales to be a higher percentage of sales in FY2025.

The Company's primary sales focus in the USA is on building long-term sales of packaged goods in supermarkets, both via our Cobram Estate® brand and through private label partnerships. With long-term growth in mind, the Company continues to focus allocations of available Californian olive oil towards sales of Cobram Estate® products to core supermarket and natural food store customers, and to maintaining key private label contracts. USA sales of Cobram Estate® products totalled \$21.0 million in FY2024, up from \$17.7 million in FY2023.

The Company remains enthusiastic about the opportunity for future growth in USA sales, aligned with the increasing olive oil supply anticipated from maturing olive groves and new plantings, both owned by the Company and contracted third parties.

Figure 10: Total USA olive oil sales — FY2015-FY2024¹⁷



17. Bulk olive oil sourced on the spot market from third-party producers accounted for circa 29% of CBO's total supply in FY2021, resulting in a spike in sales in the same year. The Company was unable to source this oil in FY2022 and in subsequent years. The absence of this oil in FY2022 created a deficit in CBO's supply, limiting CBO's sales in FY2022.

18. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

19. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

20. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).

USA marketing activity highlights

CBO aims to supply consumers with the highest quality extra virgin olive oil and the best value for money. The Company's key marketing focus is to highlight the high quality of its extra virgin olive oils, and the integrity of the Cobram Estate® brand.

In FY2024, CBO's USA marketing strategy focussed on robust in-store execution at retailers, combined with strong social and digital marketing to boost sales, enhance brand recognition, and educate consumers. The team employed a variety of marketing tools and activities to promote and educate consumers about the high quality of Californian olive oil and, in particular, CBO's single-origin extra virgin olive oils.



Cobram Estate® USA everyday essentials range

Brand refresh

CBO's USA brand refresh focused on aligning the Cobram Estate® Australian and Californian brand identities, bringing them closer together whilst maintaining the unique aspects to appeal to the USA market. To effectively convey this message, CBO USA undertook a website overhaul and refreshed brand content, along with redesigning product labels.

The Company released its updated Cobram Estate® 'everyday essentials' range labels in FY2024. The label refresh strongly supported CBO's strategy to stand out on shelf, create differentiation between flavour profiles, and highlight the brand's quality as a single origin producer.



Harvest lunch in California

New flavoured olive oil launch

In March 2024, the Cobram Estate® 'Artisan Collection' of infused olive oils was launched, aimed at capturing a fresh audience and meeting the changing preferences of extra virgin olive oil consumers. Building on successful growth in Australia, CBO USA made strategic investments in product development tailored specifically to the demands of the USA market. The initial launch includes garlic, onion, lemon, chilli, and truffle-infused olive oils.



Cobram Estate® USA artisan infused range



Curtis Stone on HSN

Campaign with Curtis Stone and HSN (home shopping network)

In April 2024 CBO USA launched its partnership with Curtis Stone and America's second-largest home shopping network, HSN, with a unique Curtis Stone brand two-pack offering of 500ml Australian and Californian single origin olive oils. Curtis is a well-known celebrity chef, TV host, New York Times best-selling author, leader in fresh food cooking, and a recipes ambassador with Coles since 2010. He has a great presence in the USA having hosted on American television shows for over 25 years, adding cookbooks and cookware to his profile along the way. CBO USA aims to further develop this partnership in FY2025 alongside the continued support on HSN.

Trade marketing

CBO USA aligned its trade (in-store) marketing activities with its brand strategy for driving California quality and single origin olive oil, whilst supporting the new label refresh, in addition to running campaigns that focused on the pop-up pourer which is a unique selling identifier for all Cobram Estate® products. The Company utilised a number of different channels, including point of sale signage, displays, demos, digital, social media, and nutritional partnerships, to support promotional activations on shelf.



Public relations (PR) and brand communications

PR and brand communications remain integral components of CBO's marketing initiatives in the USA. In July, CBO USA premiered on Americas Heartland Show and Public Broadcasting Stations, showcasing the journey of California farmers and producers, and educating viewers on the significance of supporting local agriculture. GoodDay Sacramento, a prominent local news station, visited CBO's groves and facilities, discussing the business's capital growth and highlighting the Cobram Estate® brand's pivotal role in the industry, spotlighting the successful launch of our Artisan Collection.



CBO featured on America's Heartland Show



Harvest visitors, USA

Harvest tours

In October 2023 during our USA harvest season, the CBO USA team held a number of harvest visits and dinners, hosting retailers, brokers, and Cobram Estate® USA partners. These events are paramount to building an understanding of the Company's vertical operations and scale, educating partners on CBO's products, and creating a memorable experience for all attendees.



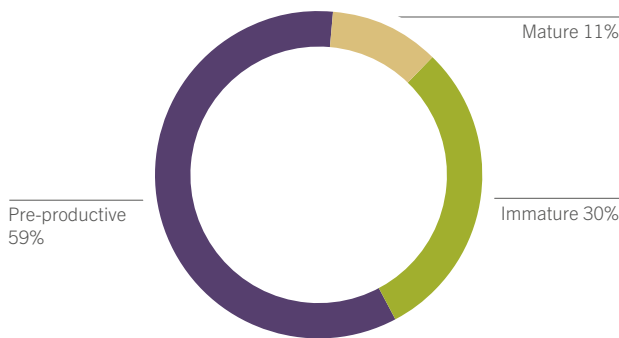
CBO stand at Natural Products Expo West

Trade shows

CBO USA attended 15 shows in FY2024, with diverse objectives such as product sales, expanding distribution channels, enhancing brand visibility, and successfully launching new products. Expo West, the largest food show in America, attracted 65,000 attendees over three days, and amplified CBO's industry presence. Participation in the distributor's shows facilitated successful trading and opened new distribution channels with both larger and independent retailers. At these events, CBO hosted booth stands, offering in-person tastings and educational opportunities.

The tree age profile on CBO's Californian groves can be categorised into pre-productive, immature, and mature phases as highlighted in Figure 11 below. Including grove developments scheduled for October-November 2024, only 11% of the Company's groves are considered mature (eight-plus years of age) and producing mature yields, whilst 30% are immature (3-7 years of age) and 59% are pre-productive (0-2 years of age). Over the next eight years, CBO's mature groves in California will increase from 99 hectares to 930 hectares (without considering additional developments or grove acquisitions).

Figure 11: Maturity phase of CBO's Californian olive groves²¹



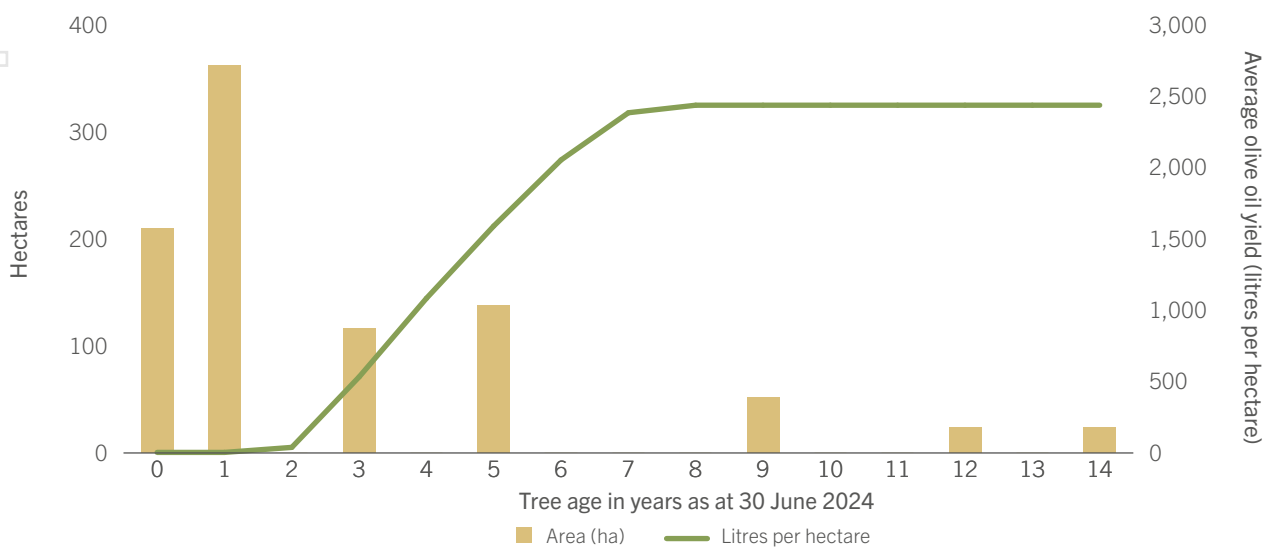
The current age of CBO's Californian olive trees, alongside the average olive oil yield by year of age, is highlighted in Figure 12 below. As the Company's Californian olive trees reach mature yields, CBO's Californian groves are expected to deliver increasing supply of extra virgin olive oil to support future sales growth in the USA.



Olive trees in California

Over the next eight years, CBO's mature groves in California will increase from 99 hectares to 930 hectares (without considering additional developments or grove acquisitions).

Figure 12: Age profile of CBO's Californian owned groves (excluding third-party groves)²²



21. Includes the 178-hectare development scheduled for October-November 2024.

22. Includes the 178-hectare development scheduled for October-November 2024.

USA grove operations update

CBO continues to expand its USA grove operations, driven by the opportunity to satisfy the shortfall in supply of Californian olive oil relative to consumer demand. Having first produced olive oil in California in 2014 and planted its first Californian olive grove in 2015, the Company's USA operations today include six olive groves and an integrated olive milling, oil storage, and bottling facility at Woodland.

As of 23 August 2024, the Company's planted Californian olive grove portfolio totalled 752 hectares. An additional 178-hectare development is scheduled for planting in October-November 2024 and once completed, the Company's planted area in California will total 930 hectares. A summary of CBO's grove portfolio, including the scheduled October-November 2024 planting, is detailed in Figure 13 alongside.

Figure 13: CBO's Californian olive grove portfolio²³

	AREA (HECTARES)	TREE NUMBERS
Freehold planted	441	308,190
Freehold to be planted	178	87,120
Leased planted	310	184,825
TOTAL	930	580,135

23. Includes the 178-hectare development scheduled for planting in October-November 2024.

FY2024 Californian harvest results

The FY2024 Californian harvest yielded 3.2 million litres of olive oil (89% higher than FY2023 and 48% higher than FY2022 – the previous high yielding crop year). This growth in production was driven by the larger area under supply contract from third-party olive growers, combined with the maturing profile of the Company's groves in California, and was in line with expectations. The result placed CBO as one of the largest olive oil producers in the USA.

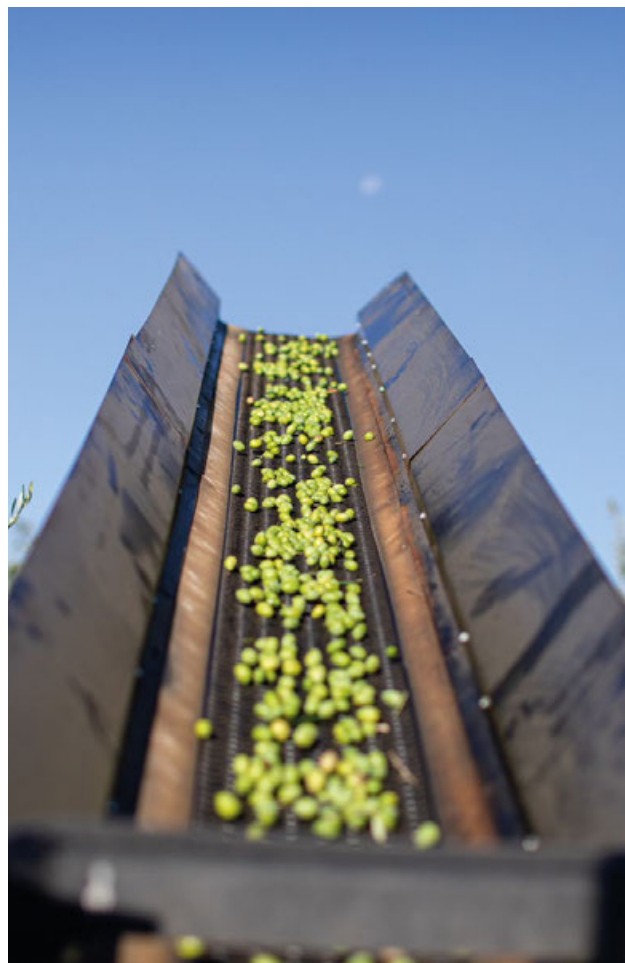
The Company's own groves contributed 11% of CBO's FY2024 total olive crop, a lower level than FY2023 (16%) but a significant increase compared to the previous on-year (FY2022: 8%). We expect this percentage of own production to continue to grow over the coming years.

USA water outlook

The Company's USA groves have experienced excellent weather conditions since the FY2024 harvest. Total rainfall for the winter season (2023/2024) was 548mm, which is above average and, combined with back-to-back above average rainfall seasons.

FY2025 Californian crop outlook

Flowering for the FY2025 crop commenced early in May on most Californian groves, with full bloom on CBO's groves occurring during the second and third week of that month. Winter and spring weather conditions were favourable for flower induction and fruit set and pleasingly the Company expects its FY2025 crop, an 'off-year', to be similar to or above its FY2024 harvest 'on-year' (FY2024: 3.2 million litres of olive oil produced). This result is primarily driven by the maturing profile of CBO's groves combined with an excellent flowering and fruit set. Of course, final yields are subject to the normal risks associated with agricultural production.



Freshly picked Californian olives

Third-party olive growers

An important part of CBO’s USA olive oil supply comes from third-party growers. The Company currently has over 2,100 hectares of third-party olive groves under contract, forming a critical component of CBO’s Californian olive oil supply chain. The Company’s USA team is continually seeking new olive fruit supply agreements with third-party growers and collaborating with existing growers to increase CBO’s share of their olive crop and support planting more olive trees where opportunities exist.



CBO’s Woodland olive oil mill



CBO’s Woodland site

USA capital projects update

Woodland site expansion

The first phase of the Woodland site expansion was completed in time for the FY2024 California harvest. Olive milling capacity was doubled from 32 to 64 tonnes per hour, and olive oil storage increased from 2.9 million to 4.5 million litres. The Company has commenced a project to increase bottling and packing capacity and expand its finished goods warehouse, in response to growing demand for its packaged olive oil products. This is expected to increase the Company’s bottling capacity from 3,500 to ~14,000 bottles per hour, similar to its Australian operations.



CBO’s Woodland olive oil storage



Olive trees in California

Dunnigan Hills Ranch development (phase two)

In November 2023 the Company completed phase two of its Dunnigan Hills Ranch development. Phase two involved the planting of 153 hectares of olives on company-owned land, bringing the total Dunnigan Hills Ranch plantings to 344 hectares.

USA grove expansion and land acquisitions

The Company is continuing to expand its USA grove operations in response to strong demand for its California olive oils.

In July 2024, the Company completed the planting of a 26-hectare greenfield olive grove at its Hungry Hollow Ranch. Further, CBO is preparing to plant approximately 178 hectares of greenfield groves in October-November 2024, alongside its existing Dunnigan Hills and Esparto South ranches. These developments will allow for a larger scale and more efficient management practices across these sites. All of these new grove developments have secure water supply with additional wells and access to district water, together with the new properties bringing additional housing and/or workshops that add to the value and functionality of the overall developments.

As a result of these developments, the Company’s planted area in California will increase by 28% to 930 hectares.

The Company has a strong pipeline of new properties for acquisition and development and will make announcements on additional land and grove acquisitions as they arise.



Dunnigan Hills phase two development

INNOVATION AND VALUE-ADD

As part of its zero-waste strategy and its circular economy approach, CBO continues to explore and implement opportunities to add-value to the by-products of olive farming and olive oil production.

A key focus is on the internal use and external sale of olive biomass, including olive pit and dry olive pomace. This includes pomace dried using CBO's new olive pomace waste management system at its Boundary Bend grove (see images on page 35).

In FY2024, a total of 11.4 million kilograms of olive biomass was sold to external parties, including olive pit sold to food manufacturers, hospitals, and nurseries as a renewable energy source for heat and electricity production, and dried olive pomace sold as a renewable energy source for heat and electricity production or for use on orchards as a soil amendment.

The Company continues to sell its Stone and Grove® olive leaf teas in Australia through online and specialty channels.



Olive pit.



CBO's olive pomace waste management system.



Dried olive pomace biomass.

Key Brands



Cobram Estate®

CBO's flagship retail brand, Cobram Estate®, was purchased by the Company in 2006. In FY2024, Cobram Estate® global sales totalled \$104.2 million. The brand is well positioned as the **number 1 olive oil in Australian supermarkets** in FY2024 by sales value and volume²⁴, and the **number 8 olive oil brand in USA supermarkets** by sales value (excluding private label)²⁵. Cobram Estate® is also exported to a further 13 countries including New Zealand, the United Kingdom, Japan, Singapore, Taiwan, and Malaysia, and is amongst the world's most awarded olive oil brands, winning over 635 awards including Best in Class trophies and Gold Medals at the New York International Extra Virgin Olive Oil Competition.



Red Island®

Red Island® was purchased by CBO in 2012 and is the **second-highest selling brand of Australian extra virgin olive oil** (behind Cobram Estate®)²⁶ with sales of \$40.9 million in FY2024. Red Island® has received multiple awards for excellence in quality and taste and is distributed nationally throughout Australian supermarkets and exported to New Zealand, Japan, Malaysia, Fiji, and Thailand. Red Island® is positioned to attract a more price-conscious shopper to the Australian extra virgin olive oil category, complementing the Company's premium Cobram Estate® brand.



Modern Olives®

Modern Olives® is a leading provider of technical services to the olive industry. With accredited laboratories in Australia and the USA, Modern Olives® offers a wide range of chemical tests, sensory analysis and blending advice, and undertakes research projects relating to olive oil and olive products, and holds IOC, AOCS (American Oil Chemists' Society), NATA, ISO (International Organisation for Standardisation), and TGA (Therapeutic Goods Association) accreditations. Modern Olives® also operates a specialist olive tree nursery in Australia, supplying commercial growers as well as wholesaling olive trees to retail chain stores and other nurseries.



Oliv.iQ®

Oliv.iQ® is the Company's exclusive and proprietary integrated olive oil production system and is the result of more than 25 years of practical experience, research, and innovation carried out under the supervision of renowned expert and CBO's Joint-CEO, Leandro Ravetti. Oliv.iQ® is a proven integrated production system that combines the most modern technology with sound horticultural and scientific knowledge to customise the best solution for each unique olive growing environment.



Olive Wellness Institute®

Olive Wellness Institute®

The Olive Wellness Institute® is a science repository on the nutrition, health and wellness benefits of olives and olive products, which is all subject to extensive peer review. The institute is guided by scientific experts that specialise in the nutrition, health and wellness benefits related to olive products. See: <https://olivewellnessinstitute.org/>.

24. IRI scan data, Australian grocery weighted, total supermarket, Financial Year 2024.
25. Source: 52 Weeks Ending 16 June 2024, Single Serve Culinary Olive Oil, Total IRI & Spins (MULO, Natural & Regional Independents). (Note: excludes Club stores (e.g. Costco) and select retailers (HEB, Whole Foods)).
26. Source: IRI scan data, Australian grocery weighted, total supermarket, Financial Year 2024.



Olive Farming and Commercial Property Asset Summary²⁷



Australian olive groves

Australian olive groves located at Boundary Bend, Boort, and Wemen in Victoria, totalling 11,300 hectares of freehold land. These groves contain 2.6 million olive trees planted on 7,000 hectares. CBO's Australian groves have been progressively planted, with the oldest trees planted in 2004 and the most recent planting occurring in Autumn 2024.



USA olive groves

USA olive groves totalling over 493,000 trees planted on 752 hectares of freehold and leased properties. Cobram Estate Olives planted its first olive grove in the USA in 2015 with subsequent plantings in 2019, 2021, 2023, and 2024. The Company plans to develop a further 178 hectares in October-November 2024 and has a strong pipeline of new properties for development.



Australian olive mills

Two olive mills for processing olives and extracting olive oil, located on-site at the Company's Boundary Bend and Boort groves, with combined processing capacity of 112 tonnes of olive fruit per hour and on-site olive oil storage totalling 6.8 million litres.



Australian olive oil storage, bottling, and warehousing facility

A nine-hectare industrial facility at Lara near Geelong which serves as the Company's head office and includes nursery operations, bottling operations, laboratory services, 11 million litres of olive oil storage and warehouses covering approximately 20,000m². This includes Australia's largest olive oil filling and packaging operation, capable of producing up to 14,400 bottles per hour.



USA olive mill, olive oil storage, bottling, warehousing, and nursery facility

A 3.6-hectare industrial property in Woodland, California, which serves as the Company's USA head office together with milling capacity of 64 tonnes of olive fruit per hour, 4.5 million litres of olive oil storage, bottling operations (3,500 per hour bottling capacity) and warehouses covering approximately 5,000m².



Olive tree nursery

The Modern Olives® olive tree nursery. A large scale, specialist olive nursery supplying olive trees to commercial growers, wholesalers, retail nurseries and national chain stores. The nursery is the largest of its kind in Australia and maintains a collection of over 20 olive varieties.



Olive harvesters

30 olive harvesters, including 24 purpose-built Colossus® mechanical over-the-row harvesters and three Optimus® mechanical over-the-row harvesters developed in conjunction with Maqtec Argentina.



Undeveloped freehold land suitable for olives

AUSTRALIA: 5,423 hectares of freehold land near Gol Gol (near Mildura) in New South Wales with the potential to plant approximately 3,000 hectares of olive trees. The Company has no immediate plans to develop this property but will continue to review this opportunity.
ARGENTINA: 1,500 hectares of freehold land in the province of San Juan, Argentina. The land is ideally suited to olive growing with significant reserves of water. The Company has no immediate plans to develop this property.



Olive oil laboratories (Australia and USA)

The Modern Olives® laboratory, one of the world's leading olive R&D and testing laboratories with operations in Lara (Australia) and Woodland (USA). Modern Olives® supplies technical laboratory and advisory services across all aspects of the olive industry relating to olive oil testing and taste panel, technical advice, R&D, and applied research. Modern Olives® laboratory has twice been recognised by AOCS as the world's most accurate olive oil lab, and is accredited by AOCS, NATA, ISO, and TGA.

27. As at 23 August 2024.

Sustainability

CBO'S 2030 SUSTAINABILITY STRATEGY

How we extend the olive branch

The olive branch has a rich history as a symbol of peace around the world. For this reason, it is fitting that the Company's inaugural sustainability strategy is named 'How we extend the olive branch' – it is CBO's way of demonstrating its commitment to sustainable development, both now and into the future.

Olive trees were first cultivated six thousand years ago, prized for their drought tolerance, versatility, and nutritional value. Synonymous with the Mediterranean diet, the health benefits of consuming extra virgin olive oil are well researched and understood, and although fad diets come and go, health science experts continue to extol the benefits of consuming extra virgin olive oil as part of a balanced and healthy diet.

Today, CBO are 'spreading the word' that has been known by parts of civilisation for so long – that extra virgin olive oil is nourishing for your health and its production is nourishing for the environment.

Six thousand years ago however, it was not known that humans live on a finite planet with limited resources and that there are boundaries to growth. In recent decades, agricultural innovation has largely met the nutritional needs of the human population. With the global population projected to reach ten billion and a developing climate crisis, the challenge is to produce the food needed to sustain civilization in a way that preserves natural capital and addresses human health issues.

In 2019, the EAT-Lancet Commission convened leading scientists from across the globe to try and answer the above question of whether it is possible to feed a population of ten billion whilst maintaining planetary and healthy diet boundaries and achieving the U.N. Sustainable Development Goals and the Paris Agreement on Climate Change. It concluded that it is possible but requires a shift towards healthier eating patterns, more sustainable food production, and a reduction in food waste.

As customers increasingly seek healthier and more ethical products, CBO is well positioned to deliver a unique value proposition – the ability to produce food that is good for human health, the planet, and its business. The Company realises that the expectations of its stakeholders are high and therefore continues to strive to be a leading example of best practice horticulture that can prosper for the benefit of all.

The journey ahead

Sustainability has always been practised at CBO, with many practical examples to highlight how the Company achieves positive business, environmental, and social outcomes. That said, in an era of heightened scrutiny of corporate behaviour that requires transparency around impacts and ambitions, CBO are committed to developing a corporate sustainability strategy that meets the evolving needs of stakeholders such as its shareholders, customers, consumers, government, staff and communities.

Since becoming a publicly listed entity on the Australian Stock Exchange in 2021, CBO recognised the need to implement a more formal approach to sustainability that is in-line with mainstream expectations and corporate best practice. The newly adopted 2030 Sustainability Strategy is the first step in formalising the Company's sustainability achievements and ambitions. This is not the beginning, nor is it the end of CBO's sustainability journey, but provides a holistic and strategically aligned plan that addresses materially important topics and signals The Company's intentions as an ambitious and responsible corporate citizen.

There is a lot to achieve, and this will require effort and change, but as a company CBO is committed to continuously improving its sustainability approach in a transparent manner.

Figure 14: CBO's Sustainability Mission

OUR SUSTAINABILITY MISSION

We aspire to lead extra virgin olive oil farming into a sustainable future for planetary health by giving more people access to authentic and high-quality extra virgin olive oil as a core component of delicious, healthier and more sustainable diets.

HOW WE EXTEND THE OLIVE BRANCH

Key pillars and priority topics

PLANET

- A Positive Climate
- Responsible Use of Resources
- Protecting Biodiversity
- Towards Zero Waste

PEOPLE

- Employee Health and Wellbeing
- Community and Partnerships
- The Joy of Healthy Eating

BUSINESS

- A Profitable and Productive Business
- Ethical Practices
- Safe and Quality Products



Material Topics

To identify the most material sustainability topics, CBO first pinpointed relevant stakeholder groups. The Company then conducted surveys, interviews, and desktop research to understand which topics are financially material to the business and important to the broader community.

The stakeholder groups that CBO identified and researched include:

- CBO staff
- Retail customers
- Industry groups
- Government
- Consumers
- Community
- Shareholders

As a result of this research and stakeholder engagement, the Company has identified a list of priority topics (shown right). These topics have been clustered into the pillars of ‘People, Planet, and Business’, and are integrated into this sustainability strategy.



PEOPLE

Workplace Health and Safety

Staff Wellbeing

Community and Partnerships

Health and Nutrition



PLANET

Climate Change

Responsible Use of Resources

Protecting Biodiversity

Packaging and Waste



BUSINESS

Diversity, Equity and Inclusion

Human Rights

Product Safety and Quality

85%

of Cobram Estate staff believe the purpose of an organisation contributes to their satisfaction as an employee – 2023 staff survey

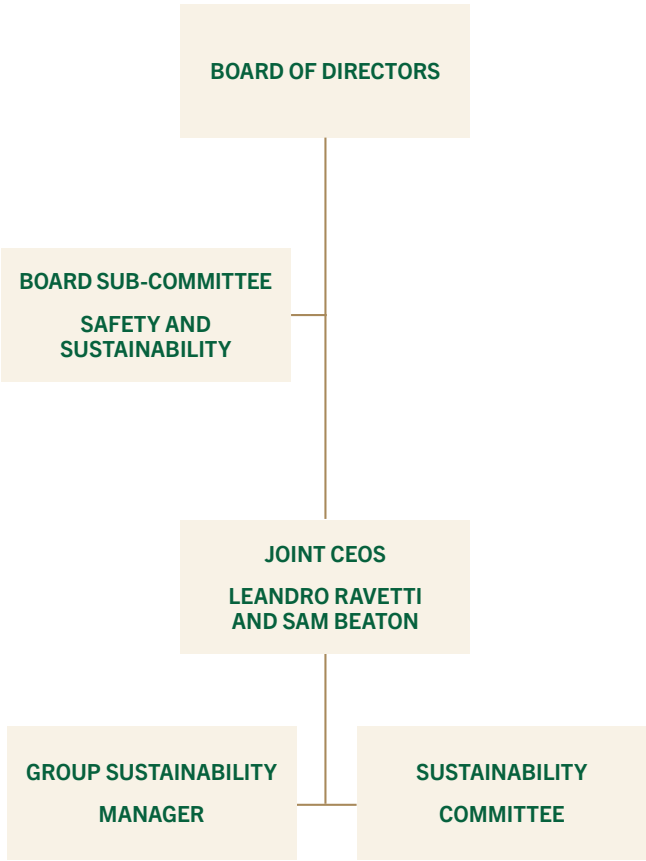
Governance

Since becoming a publicly listed company in 2021, CBO has evolved its governance and risk management approach to incorporate broader sustainability risks and opportunities. Responsibility at Board level lies with a dedicated ‘Board Safety and Sustainability Committee,’ which meets throughout the year to discuss specific sustainability and safety topics. This committee also oversees the development, implementation, and monitoring of the Company’s sustainability strategy.

Engagement across the broader organisation is facilitated by the Group Sustainability Manager in close collaboration with the Joint CEOs.

A Staff Sustainability Committee is also in place, consisting of manager-level representatives from all key business functions. It is through the structure in Figure 15 below that all relevant sustainability risks and opportunities are identified, monitored, and plans put in place.

Figure 15: CBO’s Sustainability Structure



RECOGNITION OF CBO'S SUSTAINABILITY ACHIEVEMENTS

CBO's sustainability achievements have been widely recognised by industry and supply chain partners. Recent achievements include:



2024, 2023, 2022
Australian Financial Review
Sustainability Leader –
Agriculture Category

2023
Planet Ark Circular Economy
Award Winner – Reimagining
Waste Category

2023
Coles Sustainability
Supplier of the Year

2023
34th Banksia Sustainability
Awards – Finalist
Agriculture Category

2023
CBO USA operations certified
to the Leading Harvest Farmland
Management Standard

2022
Woolworths Sustainability
Supplier of the Year



FY2024 SUSTAINABILITY PERFORMANCE SUMMARY – COMMITMENTS AND TARGETS

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Zero workplace fatalities or serious injuries	Ongoing	✔ ACHIEVED
Continuous reduction in total recordable incidents (overall, and per million work hours – frequency rate)	Ongoing	✔ ACHIEVED
Reach at least 2,000 health care professionals through conferences and events each year	Ongoing	✔ ACHIEVED
Reach and educate at least one million members of the public per year	Ongoing	✔ ACHIEVED
Comprehensively analyse and disclose CBO's Greenhouse Gas ("GHG") footprint	2024 Annual Report	✔ ACHIEVED
Register a climate commitment and targets with the Science Based Targets initiative ("SBTi")	End of FY2025	➔ IN PROGRESS
Continue to grow the litres of olive oil produced per megalitre of water utilised on a two-year rolling average and normalised against average annual rainfall. CBO aims to achieve a 15% improvement by 2030 against the 2018-2023 baseline of 336.5 litres/ML	2030	➔ IN PROGRESS
Explore alternative sources of water (underground or run-off) to limit the impact of higher costs per ML in years of reduced water allocation	Ongoing	➔ IN PROGRESS
No olive oil sold to exceed maximum residue limits for any chemical	Ongoing	✔ ACHIEVED
Conduct assessments of CBO's groves to consider the feasibility of implementing a 2030 Nature Positive commitment	End of FY2025	— NOT STARTED
Protect and restore habitat for the threatened Malleefowl at all of CBO's Australian groves, with particular emphasis at Boundary Bend and Wemen	Ongoing	➔ IN PROGRESS
Zero deforestation and conversion	Ongoing	✔ ACHIEVED
100% of Cobram Estate® and Red Island® products are compliant with the Australasian Recycling Label (ARL) Program	December 2025	➔ IN PROGRESS
Support the Australian Government's 2025 National Packaging Targets	Ongoing	➔ IN PROGRESS
Support the USA's National Recycling Goal of 50% by 2030	Ongoing	➔ IN PROGRESS
Less than 0.5% operational outputs to landfill	Ongoing	✔ ACHIEVED
Maintain and/or gradually improve the Company's currently balanced position in terms of gender equality, diversity, and inclusion	Ongoing	✔ ACHIEVED
Committed to the 10 principles of the United Nations Global Compact	Ongoing	✔ ACHIEVED
Maintain globally recognised food safety and quality accreditations	Ongoing	✔ ACHIEVED
Comply with extra virgin olive oil grade as stated on product labels	Ongoing	✔ ACHIEVED
Maintain Industry Quality endorsement		
Comply with Food Regulation Authorities (FDA & FSANZ)		

Workplace Health and Safety (WHS)



The varied nature of CBO’s work environments presents unique challenges that require specific WHS management plans and responses. Whether it’s a nursery, grove, mill, laboratory, warehouse, or office, each facility has its own complexities, with the safety of staff, contractors, and guests being paramount.

CBO is dedicated to maintaining a safe and healthy work environment for everyone on its sites. The Company values honesty in safety matters, encouraging open reporting and prompt communication of potential hazards or concerns. Robust safety protocols and procedures are continuously updated and implemented in accordance with industry best practices and regulations. Additionally, CBO invests in up-to-date safety training programs to educate its teams on potential hazards, safe work practices, and emergency response procedures.

CBO continuously monitors and assesses its safety performance, taking proactive measures to prevent accidents and maintain a safe workplace. Embracing a commitment to humility, the Company actively seeks feedback and input from its team members, recognising that their insights are invaluable in identifying and addressing safety risks.

Goals

- Ensure the mental and physical health and wellbeing of CBO staff.



Ruth Sutherland, General Manager Horticulture

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Zero workplace fatalities or serious injuries	Ongoing	✔ ACHIEVED
Continuous reduction in total recordable incidents (overall, and per million work hours – frequency rate)	Ongoing	✔ ACHIEVED

METRIC	FY2023	FY2024
Fatalities	0	0
Serious Injuries	0	0
Total Recordable Injury Frequency Rate (TRIFR)	26.85	21.78

Performance data notes

A recordable injury is an injury that requires medical treatment or causes lost time of one shift/day or more. The frequency rate is calculated by determining the number of recordable injuries that occur per one million work hours.

FY2024 HIGHLIGHTS

- Implemented a new digital platform to streamline contractor management, incident reporting and investigation, injury management, internal auditing, asset management, visitor management, and data collection that will create efficient and effective workflows regarding Health and Safety Management.
- Introduced a digital platform for chemicals management across CBO’s Australian sites.
- Introduced Incident Cause Analysis Method (“ICAM”) incident investigations to improve the quality of investigations that will result in the development of corrective actions that target root causes.



CBO staff at ‘Clean Up Australia’ day



Increasing suicide and mental health awareness on RUOK day

Staff Wellbeing and Professional Development



Tangible physical and mental health initiatives remain a priority for the organisation. Given the wide range of potential impacts on CBO’s staff from both within and outside the workplace, the Company engages in advocacy, awareness-raising, and offers free testing initiatives for all its employees.

CBO has established an Employee Assistance Program (“EAP”) run by an accredited external provider, where staff can access free and confidential support services for any issues that may affect them in the workplace or at home. This service gives access to qualified professionals including psychologists, social workers, and management coaches.

CBO also rewards the hard work of its loyal staff through annual birthday leave, celebrating staff birthdays, bi-annual product allocations, and service recognition awards.

- Goals
- Ensure the mental and physical health and wellbeing of CBO staff.
 - Provide staff with growth and professional development opportunities.

FY2024 HIGHLIGHTS

- Implemented a Volunteer Leave Program.
- Free skin cancer screening tests.
- Partnered with Active Geelong who facilitated a workshop and follow-up report outlining ways to increase physical activity for staff.
- RUOK Day across the organisation to increase awareness about mental health and suicide prevention.
- Free flu vaccinations.
- Staff product allocations — provided staff with over 6,000 litres of free extra virgin olive oil.



Sarah Haworth at Active Geelong

CBO was recognised by Active Geelong for improvements in the workplace resulting in improved staff physical activity.



CBO staff at our Australian groves dressed up in pink in support of breast cancer awareness

Annual Report 2024 — Cobram Estate Olives Limited

Community and Partnerships



CBO is committed to supporting local causes that are meaningful to its staff and engaging in strategic partnerships to address complex social and environmental issues.

Goals

- Support the communities where CBO operates.
- Partner with organisations to achieve the Company’s ambitions.
- Facilitate pathways for young people to work in agriculture.

FY2024 HIGHLIGHTS

Geelong Food Relief Centre

With the cost-of-living crisis acutely affecting communities in the Geelong region, CBO has partnered with the not-for-profit Geelong Food Relief Centre (“GFRC”) to tackle food insecurity. GFRC play a vital role on this issue by operating local mini-marts where disadvantaged members of the community can access a wide range of groceries and household goods at no charge, and by distributing goods to front-line food relief agencies across wider Victoria. This ensures that surplus donated food and goods are not wasted and are delivered on-time to the many organisations in Victoria that are struggling to meet the increased demand for their services.



Joint-CEO Leandro Ravetti at Geelong Food Relief Centre



CBO is a proud sponsor of Boort Football and Netball Club



Melbourne Mavericks visit to CBO’s Boundary Bend grove

In FY2024, CBO donated \$5,000 to GFRC and supplied them with approximately \$12,000 (retail price equivalent) worth of extra virgin olive oil to ensure their customers have access to healthy and nutritious olive oil.

The Company will continue its support in FY2025 and seeks to encourage further staff participation via its new staff volunteer leave policy.

Melbourne Mavericks

As mentioned previously in this report, in 2024 CBO became the major sponsor of the inaugural Melbourne Mavericks in the Super Netball competition. CBO’s sponsorship also includes a ‘Community Roots Grants Program’ where 20 netball clubs in Victoria received \$2,500 grants for their organisations.

Other FY2024 Highlights include:

- **Olea Learn Program** – CBO’s USA business has developed a strong relationship with the Olive Centre at University of California-Davis. In FY2024, CBO donated \$10,000 to the ‘Olea Learn Program’. This professional training program combines diverse experiences for students to learn about growing olives and producing and marketing olive oil. The program offers opportunities for undergraduate students to receive hands-on training in olive research, farm management, data collection and processing, product management, and marketing with industry members.
- **Product donations** – in FY2024, CBO donated approximately 900 litres, or \$33,000 (retail price equivalent) worth of goods to community organisations.
- **Community donations and sponsorships** – Approximately \$120,000 was donated to various strategic and grass-roots community organisations across the regions where CBO operates. CBO’s regional groves actively support local schools, sporting clubs, and other worthy causes.

The Joy of Healthy Eating



Nothing gives CBO more satisfaction than witnessing the joy that its award-winning extra virgin olive oil brings to people worldwide. The Company’s most enthusiastic advocates are its customers, who appreciate the high quality, exceptional taste, and health benefits of the product.

In essence, extra virgin olive oil represents the highest quality oil, consisting entirely of freshly squeezed olive juice. It is 100% natural, unlike refined oils, which are processed using chemicals or heat. This natural extraction process preserves a wide range of healthy phytonutrients and high levels of healthy monounsaturated fats.

No other mainstream cooking oil matches the diverse array of plant compounds and antioxidants found in extra virgin olive oil²⁸.

CBO has invested considerable effort in raising awareness about the benefits of extra virgin olive oil, reaching out to various audiences – including the general public, healthcare professionals, chefs, and those in the hospitality industry – through multiple methods.

A central element of CBO’s sustainability strategy focuses on educating and engaging people about the health, nutritional, and culinary benefits of extra virgin olive oil. The Company aims to:

- Promote credible scientific research
- Educate and engage health care professionals
- Test a wide range of formats to engage new audiences

Two key education platforms are the Olive Wellness Institute® and CBO’s Health Care Professional Educations program.

Olive Wellness Institute®

The Olive Wellness Institute® (“OWI”) is a social responsibility initiative sponsored by CBO and guided by an independent scientific Advisory Panel. Its mission is to promote the dissemination of credible scientific information about extra virgin olive oil and other products derived from the olive tree.

The OWI is an effective vehicle for using scientifically credible evidence to highlight the nutrition, health, and wellness benefits of olives and olive products.

The specialist Advisory Panel offers insight and guidance, ensuring a high level of scientific direction. The panel comprises professionals from diverse fields, including doctors, nutritionists, epidemiologists, exercise physiologists, and more.

A continuous flow of information is made available to health care professionals and the public via the website, newsletters, blogs and the release of scientifically based reports.

<https://olivewellnessinstitute.org>

28. <https://olivewellnessinstitute.org/extra-virgin-olive-oil/bioactive-compounds/>

Health Care Professional (“HCP”) Education

CBO has a dedicated HCP engagement program, run by a qualified dietitian. The program has been running since 2015 and aims to educate Australian healthcare professionals such as dietitians, nutritionists, academics, nurses, and doctors on the health benefits of Australian extra virgin olive oil. The Company does this through several activities, including exhibiting at key conferences, running events and workshops, partnerships, digital communications, creating educational resources, and through the Company’s dedicated HCP website portal. CBO also support health professionals through the provision of product, and through providing funds or product for research.

By educating HCP’s, the Company hopes for them to share this information with their patients and clients, thereby enhancing public awareness of the health benefits of extra virgin olive oil.

Goals

- Increase awareness of the health and nutrition benefits of consuming extra virgin olive oil.
- Promote research into the health and nutrition benefits of extra virgin olive oil.



Cobram Estate® featuring on the popular podcast ‘Dyl & Friends’



Joint-CEO Leandro Ravetti speaking with Dyl & Friends

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Reach at least 2,000 health care professionals	Ongoing	✔ ACHIEVED
TYPE OF ENGAGEMENT		FY2024 REACH
Conferences		1,780
Electronic mail		558
Webinars		372
Universities		331
Harvest visits		16
Total		3,057
COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Reach and educate at least 1 million members of the public per year	Ongoing	✔ ACHIEVED
TYPE OF ENGAGEMENT		FY2024 REACH
Views of social media educational posts and videos		2,355,015
Educational podcast downloads		9,649
Attendees engaged at educational events		4,249
Total		2,368,913

FY2024 HIGHLIGHTS

- Facilitated harvest visits for over 200 VIP influencers.
- Conducted virtual tastings with over 1,000 people via the Cobram Academy.
- Ran exhibitions at USA trade shows with over 75,000 attendees.
- New partnership with Curtis Stone and product launch via the HSN (formerly Home Shopping Network) in the USA.
- Tested new formats for audience engagement, such as the ‘Dyl and Friends’ podcast.
- Collaborated with the Australian Primary Healthcare Nurses Association (“APNA”) on a webinar for primary health nurses.
- Engaged with four universities to provide tastings and workshops.

A Positive Climate



Scientific research shows that the olive tree is capable of sustainably fixing CO₂ from the atmosphere into the soil and its own structures. This research highlights the important role of olive orchards in fixing atmospheric CO₂, particularly during the formation of the permanent structures of the plant. Fruit production and soil preservation are not the only functions of olive groves, which can also make a positive contribution to the environment by acting as a carbon sink.

The International Olive Council (“IOC”) conducted research in 2017 and estimates that producing 1 litre of extra virgin olive oil captures on average 10.65kg of CO₂e from the atmosphere.

In contrast to other edible oil crops, olives are the only mainstream crop that has a net carbon sink ability. According to research utilising a life-cycle-analysis approach, palm, soybean, rapeseed, sunflower, and peanut oils all generate net emissions in their production cycle.

Goals

- Improve the Company’s GHG emissions footprint.
- Increase the climate resilience of CBO’s operations

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Comprehensively analyse and disclose CBO’s GHG footprint	Ongoing	🟢 ACHIEVED
Seek to register a climate commitment and targets with the Science Based Targets initiative (SBTi)	End of FY2025	🔄 IN PROGRESS

Company-wide Analysis of FY2024 GHG Emissions and Sequestration (in tonnes of CO₂e)

EMISSIONS

	AUSTRALIA	USA	GROUP
Scope 1	12,075	576	12,651
Scope 2	12,481	717	13,198
Scope 3	26,766	14,000	40,766
Total	51,321 tCO ₂ e	15,294 tCO ₂ e	66,615 tCO ₂ e

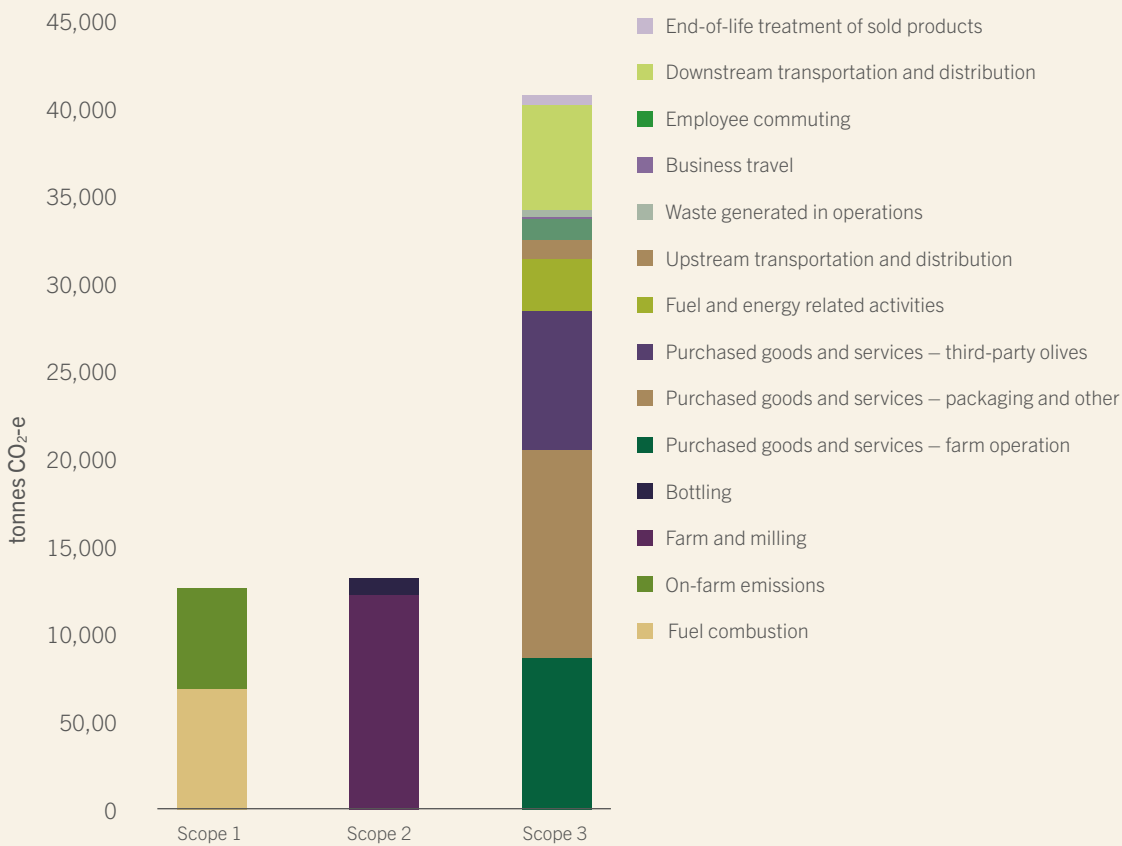
REMOVALS/SEQUESTRATION

	AUSTRALIA	USA	GROUP
Olives Above Ground	(38,028)	(5,027)	(43,055)
Olives Below Ground	(30,789)	(1,417)	(32,207)
Native Vegetation	(3,160)	N/A	(3,160)
Total	(71,977 tCO ₂ e)	(6,444 tCO ₂ e)	(78,421 tCO ₂ e)



Planting 39,000 native mixed-species trees at our carbon reforestation project at Boundary Bend

Figure 16: FY2024 Main Emissions Categories



Performance data notes

CBO’s FY2024 GHG assessment is its first company-wide analysis of Scope 1, 2, and 3 emissions. Two specialist companies ran separate assessments with the net emissions results showing a difference of 1%.The Company has also had the sequestration of its above and below ground orchard biomass and native vegetation modelled. **For FY2024 the total CO₂e sequestered from CBO’s groves alone, not counting the native vegetation component, neutralise all our scope 1, 2 and 3 emissions with excess sinking capacity.** This is a very encouraging result given the inclusion of a comprehensive list of Scope 3 emission categories in these calculations; the maturing profiles of the Company’s groves, particularly in the USA; the use of conservative uncertainty factors for CBO’s below-ground biomass sequestration ability; and that the Company is yet to implement a companywide greenhouse gas (GHG) emissions footprint reduction plan.

In 2022 CBO commissioned two professional consultants who conducted the very first GHG life-cycle-assessments of the Company’s Australian farming and processing operations for the FY2021 period. Those results had already estimated that every litre of extra virgin olive oil produced by CBO in Australia that year was capturing a net amount of CO₂.These initial assessments neither considered CBO’s USA operations nor several significant Scope 3 emissions sources not directly related to the Company’s primary operations such as those linked to third-party fruit or downstream distribution. The results for FY2024 are largely comparable to the previous studies and aligned with research conducted on other groves around the world that point to olive farming having a net carbon sinking effect.

It is common for GHG assessments to make use of emission and conversion factors from reputable 3rd party databases containing Life-Cycle-Assessment data of various products, services, etc. where a company has insufficient measured data for certain emission or sinking sources. These often represent an industry average, at a global, national or regional level. CBO’s GHG consultants have used this type of industry emission factors for some activities in this year’s FY2024 GHG inventory. As part of our commitment to SBTi and more precise GHG reporting, CBO will endeavour to incorporate, whenever possible, more actual emissions data from its own operations over the coming years to improve the accuracy of reporting.

FY2024 HIGHLIGHTS

- Progressing an Australian soil carbon project. In FY2025 the Company will be applying olive pomace waste to its groves at scale to help further improve soil carbon sequestration rates.
- Engaged a professional consultant who assessed renewable energy opportunities across all of CBO’s Australian operations. The final report will inform CBO’s decarbonisation plans and target setting.
- Signed with the U.N. Global Compact – Climate Ambition Accelerator Program. This six-month program will assist CBO in robust GHG accounting and establishing credible climate commitments and targets.

Responsible Use of Resources



The new CBO-funded water pipeline for the Hungry Hollow District, California

The main resources used in CBO's olive farming operations include water, fertilisers, and pest and disease control agents. With 25-years of experience, combined with CBO's proprietary Oliv.iQ® system, the Company has been able to drive real efficiencies in the use of these resources while maximising tree productivity.

Goals

- **Maintain high water efficiency and increase productivity.**
- **Explore alternative sources of water (underground or run-off) to limit the impact of higher costs of irrigation water in years of reduced allocation.**
- **Maintain high efficiency usage of fertilisers and other farming inputs and increasing productivity.**

FY2024 Performance

COMMITMENT/TARGET		TIMEFRAME	PROGRESS
To continue to grow the litres of olive oil produced per megalitre of water utilised on a two-year rolling average and normalised against average annual rainfall. CBO aims to achieve a 15% improvement by 2030 against the 2018-2023 baseline of 336.5 litres per megalitre		2030	🔄 IN PROGRESS

METRIC	BASELINE (2018-2023)	FY2023 – FY2024	IMPROVEMENT
Productivity per unit of irrigation water (litres of oil per megalitre of water) – two-year rolling average	336.5	351.8	4.5%

COMMITMENT/TARGET		TIMEFRAME	PROGRESS
To explore alternative sources of water (underground or run off) to limit the impact of higher costs of irrigation water in years of reduced allocation		Ongoing	✅ ACHIEVED

FY2024 WATER CONSUMPTION			
METRIC	AUSTRALIA	USA	GROUP TOTAL
Total irrigation water consumption (megalitres)	31,279	1,972	33,251
Total group irrigation water consumption (normalised against average annual rainfall)	32,034	1,845	33,879

Performance data notes
The volume of irrigation water required annually for healthy and productive olive trees is heavily influenced by rainfall events and evapotranspiration.
CBO measure productivity by determining the amount of olive oil produced against water consumption. Water consumption is normalised based on actual rainfall levels compared against long-term averages at CBO's different locations. Variables are isolated, and the focus is on maximising the productivity of each unit of water applied.

FY2024 HIGHLIGHTS

Increasing water resilience at Boundary Bend

For an extended period, CBO has explored the possibility of using groundwater (water found underground in the cracks and spaces in soil, sand, and rock) for irrigation at its Australian groves as a supplement to surface water. After several years of working with government agencies and water authorities and undergoing extensive scientific testing and analysis by external consultants, CBO has been granted a licence to sustainably extract and use up to five gigalitres per year of groundwater at its Boundary Bend grove.

This licence has been granted by the Lower Murray Water ("LMW") authority, engaging Jacob's Group to undertake hydrogeological assessments of the aquifer to determine that this licence will be sustainable for the aquifer health and will have no negative impacts on the aquifer.

As this aquifer contains saline water, a desalination plant will be required to convert the water to quality levels suitable for irrigating CBO's grove.

This is a significant achievement as it will increase CBO's water and climate resilience for its Boundary Bend grove, particularly in periods of drought or extreme market volatility.

The process of gaining government approval was extensive, and as mentioned, required due diligence backed by scientific evidence, as well consent from traditional owners.



Drilling for groundwater at Boundary Bend

New 5GL groundwater licence at Boundary Bend

New and improved water infrastructure at Hungry Hollow Ranch

CBO have been the sole funder of a \$1 million project installing a four-kilometre pipeline to the Hungry Hollow District in California. This is an extremely important development not just for CBO's Hungry Hollow Ranch but for the entire region. With this pipeline, CBO's groves and other neighbouring farms, covering almost 800 hectares in total, have access to surface water from the Indian and Clearlake reservoirs. Irrigating with surface water significantly improves groundwater recharge, allowing for more sustainable management of the regional aquifer during years with reduced District water allocation.



Maximum Chemical Residue Limits

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
No oil sold to exceed maximum residue limits for any chemical	Ongoing	✅ ACHIEVED

CHEMICAL TEST RESULTS	COMPLY (YES/NO)
Chemicals used by CBO	Yes
Chemicals used within the olive industry	Yes
Chemicals requested by FSANZ for foods	Yes
Chemicals requested by FDA for foods	Yes

Performance data notes
A maximum residue limit ("MRL") is the highest amount of an agricultural or veterinary ("agvet") chemical residue that is legally allowed in a food product sold in whether it is produced domestically or imported. MRLs help enforcement agencies monitor whether an agvet chemical has been used as directed to control pests and diseases in food production.

Protecting Biodiversity



As a perennial evergreen crop, olive farming has unique advantages compared to other forms of agriculture, particularly in areas such as soil health, tree cover and sequestering carbon. However, like any form of farming, there are practices that are positive and regenerative, and those that deplete resources and biodiversity. CBO strives to operate a farming system that delivers positive benefits for nature.

Goals

- Improve ecological habitats for native flora and fauna.
- Halt and reverse biodiversity loss.



CBO's Boundary Bend olive grove

As a perennial crop, olive farming has unique advantages in areas such as soil health, tree cover, and sequestering carbon.

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Conduct assessments of CBO's groves to consider the feasibility of implementing a 2030 Nature Positive commitment	End of FY2025	— NOT STARTED
Protect and restore habitat for the threatened Malleefowl at all CBO Australian groves, with particular emphasis at Boundary Bend and Wemen	Ongoing	➔ IN PROGRESS
Zero deforestation and conversion	Ongoing	✔ ACHIEVED
PERFORMANCE METRIC	FY2024	
Malleefowl population within conservation project	Three breeding pairs	
Malleefowl distribution range within conservation project	3 square kilometres (FY2024 estimate)	
Percentage of CBO supply from its own operations that meets deforestation and conversion free commitment	100%	

Performance data notes

CBO's deforestation and conversion commitment has been developed with reference to the Accountability Framework Initiative ("AFi"). CBO's disclosures in FY2025 will seek to align with the AFi requirements.

FY2024 estimates of Malleefowl population are based on the identification of active Malleefowl mounds, indicating the presence of three breeding pairs. Improved monitoring will occur as a result of CBO's new conservation project, and installed cameras will provide an additional source of evidence.



The threatened Malleefowl, an iconic Australian bird

In 2024, the Company launched an ambitious new vision to develop a conservation project aimed at improving Malleefowl populations by enhancing their habitat on land at CBO's Boundary Bend grove. Partnering with the VMRG, the project will utilise cameras and DNA analysis of Malleefowl scat to better monitor the population and its distribution. The enhancement efforts at Boundary Bend will include planting tree and shrub species that are highly attractive to Malleefowl as a food source, with the goal of encouraging the birds to expand their range into CBO's groves from a nearby nature reserve where they currently reside.

To increase the impact of this project, CBO successfully applied for matched grant funding from the Victorian Government, via the Nature Fund program. This fund has been established to support high-impact projects that will help the Government's Biodiversity 2037 plan, to stop the decline of native plants and animals in Victoria.

This is a long-term project and CBO is committed to its success, along with the support of the project delivery partners VMRG and NMRG.

Planting native species to sequester carbon and improve habitat for native flora and fauna

CBO recently signed a letter of intent with the delivery partner for the Victorian Government's BushBank program to enhance its Boundary Bend Reforestation Project by planting mixed native species at the grove. This Government funded program aims at restoring the natural environment across Victoria by planting millions of native plants and trees. The program has a private landowner stream, and CBO has successfully applied and transitioned through the expression of interest stage to plant over 40,000 trees in 2024 and 2025.

FY2024 HIGHLIGHTS

Malleefowl conservation at Boundary Bend

The Malleefowl is an iconic Australian bird, renowned as the only species that constructs nests by creating mounds on the ground in arid environments. It is famous for its complex and meticulous management of these mounds to incubate its eggs. This threatened species has known habitats near CBO's Australian groves.

In October 2022, the Company initiated a partnership with the Victorian Malleefowl Recovery Group ("VMRG") to enhance efforts in protecting biodiversity. In 2023, the Company provided funding for a live web camera project with the National Malleefowl Recovery Group ("NMRG"), aimed at increasing Malleefowl awareness with the Australian public. The live feed can be accessed during the season at <https://www.nationalmalleefowl.com.au/live-camera>.

Kangaroos amongst the olive trees at Boundary Bend

Towards Zero Waste



Packaging and waste are topics of increasing importance to CBO’s major retail customers, consumers, and government agencies. CBO recognise the role that the Company plays in the value chain and the need to take proactive steps to minimise its waste footprint wherever possible.

Goals

- Improve the recyclability of CBO’s packaging
- Minimise waste

Olive pit granules

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
100% of Cobram Estate® and Red Island® products are compliant with the Australasian Recycling Label (ARL) Program	December 2025	🔄 IN PROGRESS

PERFORMANCE METRIC	FY2024
Total number of Cobram Estate® and Red Island® products in the market	42
Total number of Cobram Estate® and Red Island® products with ARL compliant label	12
Percentage of Cobram Estate® and Red Island® products that are ARL compliant	29%
Percentage of Cobram Estate® and Red Island® product sales in FY2024 that are ARL compliant	22%

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Support the Australian Government’s 2025 National Packaging Targets	Ongoing	🔄 IN PROGRESS
Support the USA National Recycling Goal of 50% by 2030	Ongoing	🔄 IN PROGRESS

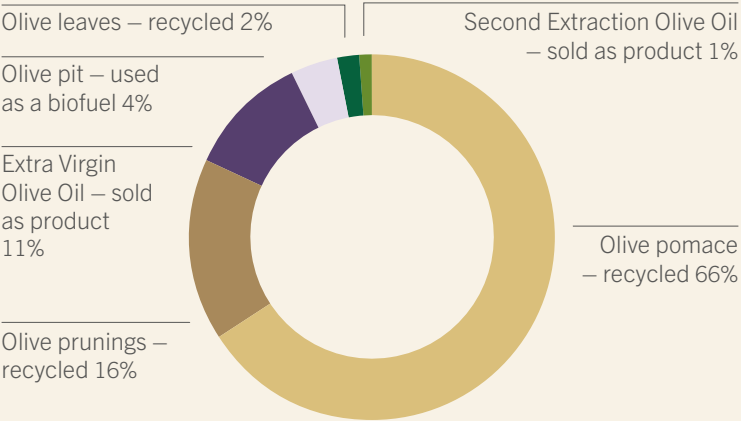
Performance data notes

Efforts are well underway to support national packaging and recycling goals, however obtaining all the necessary data to align with the national metrics is a work in progress. Over the next twelve-months, the Company will establish appropriate internal systems and processes to better capture and report data regarding CBO’s efforts to support the Australian and USA packaging and recycling commitments.

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Less than 0.5% operational outputs to landfill	Ongoing	✅ ACHIEVED

PERFORMANCE METRIC	FY2024
Total outputs generated	106,603 tonnes
Total outputs diverted from landfill	94,091 tonnes
Total outputs to landfill	368 tonnes
Percentage of outputs to landfill	0.35%

Figure 17: FY2024 Operational Outputs



CBO Sustainability Manager Justin Pilgrim at the 2023 ACE Circularity Awards

FY2024 HIGHLIGHTS

Circular economy award winner

CBO won the ‘Retaining Value Award’ at the 2023 Circularity Awards, by the Australian Circular Economy Hub (“ACE Hub”). This award recognises those who are successfully keeping products and materials in use and at their highest value – a core principle of the transition to a circular economy.

Other highlights include:

- **Waste audit** – In 2024, CBO hired an external consultant to perform a thorough audit of the Company’s Lara facility, aiming to identify opportunities for enhancing waste and recycling management. While the assessment recognised the existing waste management approach as neat and organised, it highlighted opportunities to reduce waste and costs by improving the separation of cardboard and masonite boards from incoming goods deliveries. The findings of this report have led to practical changes and improvements at the site.
- **Improving recyclability of core Cobram Estate® range** – The Company’s New Product Development (“NPD”) team have improved both the overall recyclability and ARL compliance of CBO’s glass bottles by applying resized labels that render the glass bottles kerbside recyclable.



Mulching olive prunings at Boundary Bend

Ethical Practices



Honesty and Integrity are two of the core values of CBO. These values guide the Company’s philosophy around ethical practices, which put simply aim to ensure CBO does business in the right manner and treats all stakeholders with respect.

Modern Slavery

CBO has implemented a Modern Slavery Policy and submits annual statements as required by the Australian Government’s Modern Slavery Act. The Company’s Modern Slavery officer co-ordinates an internal working group that meets periodically to review progress and to conduct due-diligence and risk assessments in its own operations and supply chain. All staff receive annual training to understand and identify Modern Slavery risks.

Diversity, Equality, and Inclusion

CBO acknowledge the positive outcomes and better overall performance that can flow from embracing diversity and recruiting directors, officers, and employees with diverse backgrounds, skills, and worldviews. CBO recognises that fostering a diverse workforce is likely to assist in attracting and retaining first-class personnel, promote innovation, and maintain a positive reputation. The Company also recognises that diversity extends beyond gender and includes, but is not limited to, differences that relate to ethnicity, age, physical and mental disability, marital or family status, socio-economic, religious, or cultural background, sexual orientation, and gender identity. Specific policies are in place to foster an appropriate response to diversity, equality, and inclusion, and through CBO’s membership with the U.N. Global Compact Network the Company is monitoring worldwide trends and benchmarking its performance.

Goals

- **Maintain a strong organisational culture that respects diversity, equality, inclusion and human rights.**



Shareholders touring CBO’s Boort olive mill

Honesty and integrity guide CBO’s ethical practices, ensuring the Company does business in the right manner and respects all stakeholders.



Boort open day



Propagating new trees at Modern Olive® nursery

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Maintain and/or gradually improve CBO’s currently balanced position in terms of gender equality, diversity, and inclusion	Ongoing	✔ ACHIEVED

PERFORMANCE METRIC	FY2023	FY2024
Number of males	87	87
Number of females	77	72
Total staff	164	159
Percentage males	53%	55%
Percentage females	47%	45%

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Committed to the 10 principles of the United Nations Global Compact	Ongoing	✔ ACHIEVED

PERFORMANCE METRIC	FY2024
Submitted letter of commitment from CEOs	Yes
Submitted annual Communication of Progress	Yes

Safe and Quality Products



In comparison to other mainstream edible oils, extra virgin olive oil is unique in that it is simply the juice of the fruit, extracted without high-heat or the use of chemicals or solvents. Even with a simple extraction method, the Company strives to ensure that its products meet the highest quality grades and are manufactured to the strictest safety regulations to ensure its customers can enjoy a high-quality and safe experience.

CBO takes its role as an extra virgin olive oil ambassador seriously. The Company advocates for consumer transparency around the different grades of olive oils and seeks to shift preferences towards healthier and unadulterated oils.

Goals

- Ensure product safety with best-in-class manufacturing practices.
- Produce extra virgin olive oil of the highest quality standard.



Cobram Estate® robust extra virgin olive oil

FY2024 Performance

COMMITMENT/TARGET	TIMEFRAME	PROGRESS
Maintain globally recognised food safety and quality accreditations	Ongoing	✔ ACHIEVED
90% > SQF audit score	Ongoing	✔ ACHIEVED
PERFORMANCE METRIC	FY2024	
Group SQF audit score	99%	
Group operations HACCP certified	Yes	
COMMITMENT/TARGET	TIMEFRAME	PROGRESS
To produce high quality extra virgin olive oil	Ongoing	✔ ACHIEVED
Compliance to National standards for extra virgin olive oil grade (AS 5264 and CDFA)	Ongoing	✔ ACHIEVED
PERFORMANCE METRIC	FY2024	
Compliance with Olive Oil Council of California Standard	Yes	
Compliance with Australian Olive Oil Standard AS 5264-2011	Yes	

FY2024 HIGHLIGHTS

New ISO method for the determination of fatty acids and squalene in vegetable oils (ISO 24363:2023), developed by Modern Olives®

ISO’s new official method gives the possibility of determining the concentration of squalene in any vegetable oil with improved accuracy. This was not previously possible as an official method for this purpose did not exist.

Squalene is a natural antioxidant. Olive oil is considered one of the richest renewable sources of squalene. Extra virgin olive oil contains squalene in an amount of about 2,000-10,000 mg/kg, while refined olive oil contains about 25% less.

Modern Olives® has vast experience in olive oil testing and understand the chemistry behind testing methodology and was able to develop this new testing method with simple technology widely available in oil and fat laboratories. The testing method was presented to ISO International Standards in Belfast in September 2018 and was approved in August 2019 with zero votes against the proposal.

The method validation and approval process for ISO International Standards involves several rigorous steps:

- **Method presentation** – explaining the chemistry behind the testing method to the ISO technical committee to explain it’s fit for purpose. The ISO technical committee is composed of experienced chemists who are well-qualified to assess the appropriateness of the subject matter.
- **Method validation**– at least 10 laboratories around the world test the method and the results are analysed by independent bodies to assess if the method is reproducible. 27 laboratories from around the world were willing to participate. 7 blind samples were sent to the 27 laboratories from 16 different countries.



Olive oil testing at Modern Olives®

- **Method evaluation** – results are evaluated, considering mean, standard deviation, reproducibility, repeatability, and accuracy.
- Public comments.
- Method approval and publication.

Modern Olives® was able to demonstrate that the new testing method is fit for purpose and responded successfully to all the steps. After five years of hard work, the method was approved and published by ISO International Standards and now everyone in the world can access it.

This is a significant achievement for a private laboratory, not only showcasing the great technical and chemical expertise that the Modern Olives® possesses, but also its commitment to the olive oil industry.

Other FY2024 highlights include:

- **World Food Safety Day** – In the Company’s Australian and USA operations, lunch was provided to all staff while they engaged in activities designed to emphasise the Company’s collective responsibility for food safety.



Modern Olives® olive oil laboratory

HOW WE SUPPORT THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The Sustainable Development Goals (or ‘SDGs’ as they are commonly referred to) are a universal call to action for ending poverty, protecting the planet, and improving the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all U.N. Member States in 2015, as part of the 2030 Agenda for Sustainable Development which set out a 15-year plan to achieve the Goals.

In 2022, CBO became a signatory of the U.N. Global Compact and is a member of the U.N. Global Compact Network. In addition to upholding its commitment to The Ten Principles of the U.N. Global Compact, CBO is required to report annually on how the Company is contributing to the SDGs.

The following table is an overview of how our Sustainability Strategy is supporting specific SDGs:

STRATEGY THEME	PEOPLE			PLANET				BUSINESS			
	Employee Health and Wellbeing	Community and Partnerships	The Joy of Healthy Eating	A Positive Climate	Responsible Use of Resources	Protecting Biodiversity	Towards Zero Waste	A Profitable and Productive Business	Ethical Practices	Safe and Quality Products	
SDGs IMPACTED											

CBO’S SUSTAINABILITY PRIORITIES FOR FY2025–FY2026

Over the next two years, CBO’s key sustainability priorities include (in no particular order):

- Establishing a robust GHG inventory across the entire organisation.
- Preparing for mandatory climate-related financial disclosures.
- Identifying decarbonisation pathways and renewable energy project opportunities.
- Working towards more substantive science-based climate and nature targets and commitments, that are stress tested and based on sound, robust data.
- Improving data gaps where they exist for material topics.
- Identifying opportunities to collaborate with external partners.

- Implementing reporting that is aligned with best-practice mandatory and voluntary disclosure frameworks (e.g. IFRS S1 & S2, Global Reporting Initiative (“GRI”)).
- Expanding the Company’s level of assurance for sustainability disclosures.
- Evolving the Company’s policy framework to enhance CBO’s strategy ambitions.
- Increasing staff engagement and strategy integration across the business.
- External benchmarking and performance evaluation.



Frost fan at CBO’s Boundary Bend grove

Definitions

AS 5264	Australian Standard for Olive oils and olive-pomace oils
AFI	Accountability Framework Initiative: The AFI initiative is a collaborative effort to achieve agricultural and forestry supply chains that protect forests, natural ecosystems, and human rights. The AFI offers the Accountability Framework as a practical roadmap to help companies and other stakeholders achieve responsible supply chains
CDFA	Olive oil standards developed by the California Department of Food and Agriculture
CO ₂	Carbon Dioxide
tCO ₂ e	Metric tonnes of Carbon Dioxide equivalent
HACCP	Hazard Analysis Critical Control Point: Internationally recognised food safety program
IFRS	International Financial Reporting Standards: Accounting rules for the financial statements of public companies to make them consistent, transparent, and easily comparable around the world
IFRS S1 & S2	Sustainability Reporting Standards developed by IFRS
ISO	International Standards Organisation
LTI	Long Term Injury
LTIFR	Long Term Injury Frequency Rate
Scope 1 emissions	Greenhouse gas emissions are emissions released into the atmosphere as a direct result of the activities at your facility
Scope 2 emissions	Represent the emissions that were released outside your facility boundary to produce the electricity that you imported into the facility and used
Scope 3 emissions	Indirect emissions other than Scope 2 emissions. They occur outside of the boundary of your organisation because of your actions
SQF	Safe Quality Food: A global food safety standard recognised by the Global Food Safety Initiative
U.N. Global Compact	The United Nations Global Compact is a non-binding United Nations pact to get businesses and firms worldwide to adopt sustainable and socially responsible policies, and to report on their implementation



Directors' Report

The Directors of the Company ("Directors") present their report, together with the financial report of Cobram Estate Olives Limited and controlled entities, for the year ended 30 June 2024 and the auditor's report thereon. To comply with the provisions of the *Corporations Act 2001*, the Directors' Report is as follows:

Directors' Names

The names of the Directors of Cobram Estate Olives Limited in office at any time during, or since the end of, FY2024 are:

Rob McGavin (Non-Executive Chair)

Craig Ball

Toni Brendish

David Wills (appointed 3 November 2023)

Dr. Joanna McMillan

Tim Jonas (resigned 3 November 2023)

Professor Jonathan West²⁹

Sam Beaton

Leandro Ravetti

The Directors have been in office since the start of the financial year through to the date of this report unless otherwise specified.

Company Secretary

Russell Dmytrenko (resigned 3 July 2024)

Hasaka Martin (appointed Joint Company Secretary 4 July 2024)

Emily Austin (appointed Joint Company Secretary 4 July 2024)

Results

The profit of the consolidated entity for the year after providing for income tax and interest amounted to \$18.5 million (FY2023: \$7.7 million profit). For detailed comments in relation to the result of the consolidated entity during the financial year, please refer to the Chair and Joint CEOs' Report.

Review of Operations

For a detailed review of operations of the consolidated entity during the financial year and the results of those operations, please refer to the Chair and Joint CEOs' Report and the Divisional Overview.

Significant Changes in State of Affairs

There are no significant changes in the state of affairs of the consolidated entity during the financial year.

Principal Activities

The principal activities of the consolidated entity during the year were olive farming and the production and marketing of extra virgin olive oil in Australia and the USA.

After Balance Sheet Events

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in future financial years.

29. As noted in CBO's 2023 Annual Report, former Non-Executive Director Professor Jonathan West passed away on 29 July 2023 and is not included in this report.

Likely Developments

There are no significant likely developments. For more information, please refer to the Chair and Joint CEOs' report.

Environmental Regulation

The consolidated entity's operations are subject to environmental regulations under the laws of the Commonwealth and of a State or Territory.

The Australian entities are subject to regulations stipulated by the Environmental Protection Authority (EPA), Department of Sustainability and Environment concerning native vegetation and the Lower Murray Water Council for irrigation and drainage. The US entities are subject to regulations stipulated by the US Environmental Protection Agency and the Department of Toxic Substances Control for discharge of waste or chemicals.

The Directors are not aware of any breaches of environmental laws and regulations.

Dividends Paid, Recommended, and Declared

During the financial year to 30 June 2024, the Company paid a final dividend of 3.3 cent per share, franked at 70%, in December 2023.

The CBO Board of Directors ("Board") currently anticipate paying a fully franked dividend of 3.3 cents per share in December 2024.

Information on Directors

Rob McGavin

(Appointed 6 July 2005)
Non-Executive Chair
Co-Founder

Rob is a co-founder of Cobram Estate Olives and has extensive experience in the agribusiness sector. He is directly involved in a grazing operation in western Queensland, and a cropping and grazing operation in southwest Victoria. Rob is a board member and Chair of Marcus Oldham Agricultural College and is also a member of the Marcus Oldham College Foundation.

Rob is the Non-Executive Chair of Cobram Estate Olives and a member of the Audit and Risk Committee and the Safety and Sustainability Committee. Rob was the Executive Chair and Chief Executive Officer of the Company until 20 April 2021.

Craig Ball

(Appointed 24 September 2005)
Non-Executive Director

Craig recently retired from the role of chair of financial services firm Taylor Collison. In this role he was responsible for corporate finance in equity capital markets. He became a director of Taylor Collison in 1992 and has extensive experience in Australian equity capital markets. Craig holds a Bachelor of Economics degree from the University of Adelaide, and worked for a decade with Chartered Accounting firms before joining the stockbroking industry in 1987.

Craig has been involved with Cobram Estate Olives since 1998, assisting with its formation and development, and was appointed as a Non-Executive Director in 2005. Craig is a member of the Audit and Risk Committee and chairs the Remuneration and Nomination Committee.

Toni Brendish (Appointed 23 January 2023) Non-Executive Director	Toni has more than 30 years' experience working in blue chip FMCG, healthcare, manufacturing, agriculture, and telecommunication companies in Asia, Australia, and New Zealand, including over 20 years in Chief Executive Officer/Managing Director roles. Toni most recently held the position of Chief Executive Officer of Westland Milk Products in the South Island of New Zealand. Prior to this, Toni spent 11 years working for the Danone Group as Managing Director of their infant formula and dairy businesses in Australia, New Zealand, Malaysia, and Indonesia. She has also worked for Kimberly-Clark and Colgate Palmolive, together with a number of other blue chip FMCG organisations. Toni is currently a non-executive director of ASX-listed natural fish oils manufacturer and nutrient ingredient business, Clover Corporation (ASX: CLV), and a shareholder representative director on the board of Prolife Foods, a private New Zealand consumer foods business (with brands including Mother Earth and Scoop and Weigh). Toni is also on the board advisory committee for Aurora Dairies, one of Australia's largest milk producers. Toni commenced as a Non-Executive Director of Cobram Estate Olives on 23 January 2023. Toni is a member of the Audit and Risk Committee and the Remuneration and Nomination Committee and chairs the Safety and Sustainability Committee.
David Wills (Appointed 3 November 2023) Non-Executive Director	David has more than 35 years of financial and professional experience in tax, corporate advisory, and private and family business, specialising in regulatory management, transactions, and dispute resolutions. During his career, he held various roles of Partner and Managing Partner at Arthur Anderson, Ernst & Young, and PwC. In 2017, David was appointed as the Managing Partner of PwC's worldwide private and family business practice, a global role he held until his retirement from the PwC partnership at the end of 2019. He holds an Executive MBA from Melbourne Business School and Bachelors of Economics and Law from the University of Sydney. David is currently a member of the Board of the Essendon Football Club where he is the Chair of the Audit, Risk, and Integrity Committee and is a member of the People and Remuneration Committee. David commenced as a Non-Executive Director of Cobram Estate Olives on 3 November 2023. David is a member of the Remuneration and Nomination Committee and chairs the Audit and Risk Committee.
Dr Joanna McMillan (Appointed 21 May 2021) Non-Executive Director	Joanna is a PhD-qualified nutrition scientist and lifestyle medicine expert. An accomplished author, speaker, food industry consultant, TV presenter and media spokesperson with a career spanning three decades, she brings a wealth of knowledge and experience. Originally hailing from Scotland, Jo has lived in Australia for 25 years where she has cultivated a reputation as a leading voice in the field of nutrition and is well recognised and respected by her peers and public alike for credible and evidence-based knowledge. She is a Graduate of the Australian Institute of Company Directors and has a special interest in sustainability, holding a Certificate in Sustainable Food: Production & Processing from the University of Cambridge. Joanna has provided consultancy services to Cobram Estate Olives since 2015 and the Australian olive industry since 2013. She was appointed Non-Executive Director in May 2021 and is a member of the Safety and Sustainability Committee.
Tim Jonas (Resigned 3 November 2023) Non-Executive Director	Tim is a former Managing Partner and National Chairman of Pitcher Partners, a national association of independent accounting firms across Australia. His qualifications include a Master of Business Administration (University of Melbourne), Bachelor of Commerce (University of Melbourne) and Fellow of the Institute of Chartered Accountants in Australia. Tim was involved with Cobram Estate Olives from its inception and was appointed as a Non-Executive Director in 2005. He resigned from the Board on 3 November 2023.

Sam Beaton (Appointed 15 January 2015) Joint-Chief Executive Officer (Finance and Commercial) and Executive Director	Sam joined the Company in August 2009. Sam has over 25 years' experience in commercial, corporate and finance roles. Sam began his career with KPMG, where he qualified as a Chartered Accountant and since then has held senior management roles. Sam has wide experience in financial modelling and analysis, capital management, business and strategy planning and the execution of business plans. Sam has a Bachelor of Commerce (Accounting and Finance) and a Bachelor of Science (Industrial Organic Chemistry) from the University of Melbourne. Sam was appointed Joint CEO (Finance and Commercial) of Cobram Estate Olives on 20 April 2021 and formerly held the role of Chief Financial Officer, Company Secretary and Chief Operating Officer.
Leandro Ravetti (Appointed 6 July 2005) Joint-Chief Executive Officer (Technical and Production) and Executive Director	Leandro graduated as an Agricultural Engineer in Argentina and worked for the National Institute of Agricultural Technology in olive production research from 1995 until he moved to Australia in 2001 to join Cobram Estate Olives. Leandro has studied and worked as an invited researcher at the Olive Growing Research Institute of Perugia, Italy and at different Governmental Olive Institutes in Andalusia, Spain where he completed a postgraduate degree on olive growing and olive oil processing. Leandro was appointed Executive Director of Cobram Estate Olives in 2005. As part of his role, Leandro has overseen all technical aspects of olive growing and olive oil production, developing the Oliv.iQ® growing system. Leandro was an alternate director of the Australian Olive Association between 2009 and 2012 and was the drafting leader for the new Australian Standard for Olive Oil (AS 5264-2011). Leandro has also received a meritorious lifetime award from the Australian Olive Association for his outstanding contribution to the Australian olive industry and he was also the recipient of an award in the Master Milling/Chemical Engineering Category in the inaugural "Health & Food, Extra Virgin Olive Oil Awards" announced in Spain in 2017. Leandro was appointed Joint-CEO (Technical and Production) of Cobram Estate Olives on 20 April 2021 and formerly held the role of Technical Director.

Company Secretary Details

Russell Dmytrenko Chief Financial Officer and Company Secretary (Resigned 3 July 2024)	Russell joined Cobram Estate Olives in January 2021. Russell has over 20 years' experience in finance, controllership, and accounting. Prior to joining Cobram Estate Olives, Russell spent 15 years with General Motors and GM Holden in a variety of Senior Finance roles including Holden CFO, Controller – ANZ & ASEAN, Regional Internal Control Manager GMAP and MENA, and Holden Corporate Controller. Russell resigned from the role of Chief Financial Officer and Company Secretary of Cobram Estate Olives on 3 July 2024.
Hasaka Martin Joint Company Secretary (Appointed 4 July 2024)	Hasaka is a Principal at Automic Group and has over 20 years' experience working with listed companies across many industries, in both in-house roles, as well as through corporate service providers. Hasaka is an appointed Company Secretary for a number of listed entities. He is also a fellow of the Governance Institute of Australia, a chartered secretary and holds post-graduate qualifications in corporate and securities law. Hasaka was appointed joint Company Secretary of Cobram Estate Olives on 4 July 2024.
Emily Austin Joint Company Secretary (Appointed 4 July 2024)	Emily is an experienced Company Secretary and Corporate Governance Advisor to a portfolio of companies including ASX and NSX listed, incorporated overseas and within Australia, Unlisted Public and Private companies, Not for Profits and Charities in a range of industries including Technology, Education, Health, Funds and Insurance, Finance and Treasury and Oil, Gas, and Mining. Emily is a member of the Governance Institute of Australia. Emily is currently advancing her studies in Business Law. Emily was appointed joint Company Secretary of Cobram Estate Olives on 4 July 2024.

Meetings of Directors

Directors	DIRECTORS' MEETINGS		AUDIT AND RISK COMMITTEE MEETINGS		REMUNERATION AND NOMINATION COMMITTEE MEETINGS	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Rob McGavin	10	9	4	3	3	3
Craig Ball	10	10	4	4	3	3
Toni Brendish	10	9	4	4	3	3
David Wills*	6	6	2	2	3	2
Dr Joanna McMillan	10	9	n/a	n/a	n/a	n/a
Tim Jonas**	4	4	2	1	n/a	n/a
Sam Beaton	10	10	n/a	n/a	n/a	n/a
Leandro Ravetti	10	10	n/a	n/a	n/a	n/a

* David Wills was appointed to the Board on 3 November 2023.

** Tim Jonas resigned from the Board on 3 November 2023.

The Board's View on Independence

On 23 August 2024, the Board comprised of five Non-Executive Directors and two Executive Directors.

The Board considers a Director to be independent where he or she is not a member of the Company's management team and is free of any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the exercise of their unfettered and independent judgement. The Board will consider the materiality of any given relationship on a case-by-case basis and has adopted materiality guidelines to assist in this regard. The Board reviews the independence of each Director considering interests disclosed to the Board.

The Board considers that each of Craig Ball, Toni Brendish, David Wills, and Dr Joanna McMillan are free from any business or any other relationship that could materially interfere with, or reasonably be perceived to interfere with, the exercise of the Director's unfettered and independent judgement, and are able to fulfil the role of independent Directors for the purposes of ASX Recommendations.

Rob McGavin, Sam Beaton, and Leandro Ravetti are considered not independent by the Board. Sam Beaton and Leandro Ravetti are currently the Joint-CEOs of the Company. Rob McGavin is not considered to be independent by the Board having regard to Mr. McGavin being a co-founder and former Executive Chairman of the Company, and that he is, and will continue to be, a significant shareholder. CBO is satisfied that non-compliance with ASX Recommendation 2.1 will not be detrimental to the Company.

Remuneration Report (Audited)

This remuneration report, which forms part of the Directors' Report, sets out information about the remuneration of Cobram Estate Olives' Directors and its senior management for the financial year ended 30 June 2024.

Director and senior management details

The following persons acted as Executive Directors of the consolidated entity during or since the end of the financial year. The named persons held their current position for the whole or part of the financial year and since the end of the financial year unless otherwise specified:

EXECUTIVE DIRECTORS	POSITION
Sam Beaton	Joint-Chief Executive Officer (Finance and Commercial).
Leandro Ravetti	Joint-Chief Executive Officer (Technical and Production).

In addition, the following persons acted as Non-Executive Directors of the consolidated entity during the financial year and since the end of the financial year, except as noted:

NON-EXECUTIVE DIRECTORS	POSITION
Rob McGavin	Non-Executive Chair; member of the Audit and Risk Committee and the Safety and Sustainability Committee.
Craig Ball	Non-Executive Director; member of the Audit and Risk Committee and chair of the Remuneration and Nomination Committee.
Toni Brendish	Non-Executive Director; member of the Remuneration and Nomination Committee and the Audit and Risk Committee; chair of the Safety and Sustainability Committee.
David Wills	Non-Executive Director, appointed 3 November 2023; member of the Remuneration and Nomination Committee and chair of the Audit and Risk Committee.
Dr Joanna McMillan	Non-Executive Director; member of the Safety and Sustainability Committee.
Tim Jonas	Non-Executive Director; resigned from the Board on 3 November 2023.

Remuneration policy

To meet its objectives the Company must attract, motivate, and retain highly skilled directors and executives. To achieve this, the consolidated entity considers the following principles in its remuneration framework:

1. Provide competitive rewards to attract high calibre directors and senior managers; and
2. Align executive rewards to shareholder value and provide incentives to key management personnel to remain in the consolidated entity for the longer term.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee assists the Board with fulfilling its responsibilities to shareholders and other stakeholders to ensure that the Company:

- has coherent and appropriate remuneration policies and practices which enable the Company to attract and retain directors and executives who will create value for shareholders;
- fairly and responsibly remunerates directors and executives having regard to the Company's performance, the performance of the executives and the general market environment;
- has policies to evaluate the performance and composition of the Board, individual directors, and executives on (at least) an annual basis with a view to ensuring that the Company Board has an effective composition, size and diversity, expertise, and commitment to adequately discharge its responsibilities and duties;
- has adequate succession plans in place (including for the recruitment or appointment of directors and management); and
- has policies and procedures that are effective to attract, motivate and retain appropriately skilled and diverse people that meet the Company's needs and that are consistent with the Company's strategic goals and human resource objectives.

The Company has complied with the recommendations set by the ASX Corporate Governance Council in relation to the composition and operation of the Remuneration and Nomination Committee.

The Remuneration and Nomination Committee is chaired by Craig Ball and as at 23 August 2024 comprises of Craig Ball, Toni Brendish, and David Wills. Jonathan West was a member of the Remuneration and Nominations Committee up until 29 July 2023. Tim Jonas was a member of the Remuneration and Nominations Committee up until 3 November 2023. David Wills became a member of the Remuneration and Nominations Committee on 30 November 2023.

Executive Directors and key management personnel

The Remuneration and Nomination Committee of the Board of Directors is responsible for determining and reviewing compensation arrangements for the Directors and senior management.

The senior executive remuneration policy is intended to be consistent with 'best practice' corporate governance guidelines. Broadly, the policy is intended to ensure that total compensation (that is the sum of fixed and variable remuneration) for each executive is fair, reasonable and market competitive.

Generally, senior executives are offered market competitive base salaries (including benefits). Any adjustments are based on promotion or significant role responsibility changes, pay relative to market and relative performance in the role and executive remuneration is, where possible, aligned with the interests of shareholders.

Typically, for each financial year, performance incentive payments include:

- consideration of the consolidated entity's performance;
- consideration of specific divisional financial targets and goals; and
- a discretionary component for each senior executive based on their performance.

Annual performance reviews are completed for all employees including executives.

Non-Executive Directors

Under the Constitution, in a general meeting the Company may determine the maximum aggregate remuneration to be provided to or for the benefit of the Non-Executive Directors as remuneration for their services as a director of the Company. Further, under the ASX Listing Rules, the total amount of fees paid to the Non-Executive Directors (subject to certain exceptions) must not exceed in aggregate in any financial year the amount fixed by the Company's members in that general meeting.

Currently, the maximum aggregate amount or value of Non-Executive Directors' remuneration for the purposes of the ASX Listing Rules and the Constitution is \$800,000 per annum. This amount excludes, among other things, amounts payable to any executive Director under any executive services agreement with the group or any special remuneration which the Board may grant to the Directors for special exertions or additional services performed by a Director for or at the request of the Company.

Each Non-Executive Director of the Company (except for Rob McGavin) currently receives a base fee of \$100,000 per annum. Rob McGavin, in his role of Non-Executive Chair, currently receives a base fee of \$200,000 per annum.

In addition, Dr. Joanna McMillan receives fees under a consulting agreement relating to health and nutrition services that the Company entered into before Dr Joanna McMillan became a Director. This agreement continues and is detailed in note 29 of the financial statements.

Directors do not currently receive any additional fees for chairing or being a member of a Board sub-committee.

All Directors' fees include superannuation payments required by law to be made.

Key terms of employment contracts

Directors and senior executives are employed under the Company's standard employee contract and adhere to the Company's standard terms and conditions. There are no Directors or senior executives with any special terms or conditions.

Relationship between the remuneration policy and consolidated entity performance

The overall level of executive reward considers the performance of the consolidated entity over several years, with a greater emphasis given to the current year. Meeting strategic objectives is also considered. The performance of the consolidated entity is summarised below.

Consolidated Entity Performance – FY2018-FY2024

	30-JUN-24 \$'000	30-JUN-23 \$'000	30-JUN-22 \$'000	30-JUN-21 \$'000	30-JUN-20 \$'000	30-JUN-19 \$'000	30-JUN-18 \$'000
Sales revenue and other income	231,077	173,899	142,663	142,141	142,815	116,064	109,046
Net change in fair value of agricultural produce	43,757	42,416	22,871	67,588	(11,050)	35,676	4,082
Total revenue	274,834	216,315	165,534	209,729	131,765	151,740	113,128
Net (loss)/profit before tax	31,708	14,310	2,523	51,967	(40,230)	16,648	(13,132)
Net (loss)/profit after tax	18,532	7,719	(696)	35,224	(32,700)	8,759	(13,276)
Net Assets	321,745	287,789	287,029	190,685	146,090	179,765	161,049
	30-JUN-24	30-JUN-23	30-JUN-22	30-JUN-21	30-JUN-20	30-JUN-19	30-JUN-18
Shares on issue (at end of year)	417,420,302	415,773,189	414,500,504	387,372,594*	61,462,099	61,062,099	60,583,729
Closing share price (\$)	1.79	1.24	1.46				
Market capitalisation (\$)*	747,182,341	515,558,754	605,170,736				
Net assets per share (\$)*	0.77	0.69	0.69	0.49	2.38	2.94	2.66
Dividends per Share	3.3 cents (70% Franked)	3.3 cents (70% Franked)	3.3 cents (20% Franked)	Nil	Nil	12 cents (Unfranked)	12 cents (Unfranked)

* On 24 June 2021 the Shareholders passed a resolution to split each share on issue at that date into six (6) shares. At this time there were 64,562,099 shares on issue that were split in 387,372,594 shares.

Prior to 11 August 2021, the Company was an unlisted public Company with limited share liquidity. As such, prior to 11 August 2021, it was not meaningful to consider share price or market capitalisation data. The Company listed on the ASX on 11 August 2021, and accordingly, market capitalisation is first reported at 30 June 2022.

Remuneration of Directors and senior management

	SHORT-TERM EMPLOYEE BENEFITS			POST-EMPLOYMENT BENEFITS	SHARE-BASED PAYMENTS	
	Salary and Fees \$	Bonus \$	Non-monetary \$	Superannuation & Leave Accruals \$	Options and Rights \$	Total \$
FY2024						
Rob McGavin	200,000	—	—	—	—	200,000
Craig Ball	88,358	—	—	9,719	—	98,077
Toni Brendish	90,090	—	—	9,910	—	100,000
Joanna McMillan	100,000	—	—	—	—	100,000
David Wills	57,519	—	—	6,327	—	63,846
Tim Jonas	33,333	—	—	—	—	33,333
Leandro Ravetti*	619,808	150,000	—	52,726	53,584	876,117
Sam Beaton*	619,808	150,000	—	35,022	53,584	858,413
	1,808,916	300,000	—	113,704	107,168	2,329,786

	SHORT-TERM EMPLOYEE BENEFITS			POST-EMPLOYMENT BENEFITS	SHARE-BASED PAYMENTS	
	Salary and Fees \$	Bonus \$	Non-monetary \$	Superannuation and Leave Accruals \$	Options and Rights \$	Total \$
FY2023						
Rob McGavin	200,000	—	—	—	—	200,000
Paul Riordan	110,178	—	21,092	—	—	131,270
Craig Ball	100,000	—	—	—	—	100,000
Toni Brendish	38,287	—	—	4,020	—	42,307
Joanna McMillan	100,000	—	—	—	—	100,000
Tim Jonas	100,000	—	—	—	—	100,000
Jonathan West	100,000	—	—	—	—	100,000
Leandro Ravetti*	547,692	100,000	—	20,730	45,803	714,225
Sam Beaton*	547,692	100,000	2,677	30,209	45,803	726,381
	1,843,850	200,000	23,769	54,960	91,607	2,214,186

* Bonuses paid to Sam Beaton and Leandro Ravetti in FY2023 relate to FY2022, and in FY2024 relate to FY2023.

Short Term Incentives (STI)

As an agriculture-based business that has successfully branded its produce for sale globally, CBO has always taken a long-term approach to investing in its business. This is most evident in the Company's strategy in developing 7,000 hectares of olive groves in Australia and 752 hectares of olive groves in the USA. Olive groves take 5-8 years to reach maturity and as such, the Company requires its staff to think for the long-term and not make short-term decisions that do not consider the Company's long-term plans.

CBO rewards its staff with short-term bonuses as an exception, rather than the norm. The Board believes the best way to align CBO staff with the interests of shareholders is to have its staff invested in the Company so that if the share price increases then both shareholders and staff are rewarded.

The short term bonuses paid to the Joint CEOs of \$150,000 each during FY2024 were considered reasonable given their relatively modest fixed salaries, their performance and the Company's performance in both Australia and the USA, and the employee safety, environmental, and sustainability achievements during the year.

Factors Influencing Remuneration

CBO considers a number of factors when deciding on the payment of bonuses and the granting of employee options.

- Base remuneration is to be at levels that are competitive with market rates to attract, retain, and motivate the right employees for CBO. The Company undertakes comparative remuneration analysis to ascertain appropriate remuneration ranges, and then undertakes a negotiation process with senior management.
- Senior management are incentivised by its Employee Share Option Plan ("ESOP") to drive long-term sustainable business growth with an aim of creating shareholder wealth in the long-term.
- Criteria for bonuses include:
 - culture adherence and growth;
 - abiding by CBO's principles of Honesty and Integrity, Passion and Humility;
 - safety of employees is paramount;
 - quality of the Company's products;
 - consistency and dedication;
 - environmental;
 - sustainability;
 - enhancing technical skills and know how;
 - shareholder fulfillment; and
 - managing for the long-term benefit of stakeholders.

As mentioned above, the Company has a policy of rewarding senior employees and aligning their interests with the Company's shareholders by issuing options over CBO shares. At the 30 June 2024 the Company had 17,230,000 employee options outstanding as detailed on page 79, representing 4.0% of the Company's fully diluted issued capital.

The Company does not assess the requirement for a large percentage of an employee's remuneration to be at risk only by looking at base salary and short-term bonuses. Senior management participate in the ESOP with a view of increasing their wealth over a longer period of time.

Directors' Report continued

Shareholdings of Directors and senior management

Fully paid ordinary shares of Cobram Estate Olives Limited

	BALANCE AT BEGINNING OF YEAR NO.	GRANTED AS COMPEN- SATION NO.	RECEIVED UPON EXERCISE OF OPTIONS NO.	ACQUIRED DURING THE YEAR NO.	DISPOSED DURING THE YEAR NO.	BALANCE AT END OF YEAR NO.
2024						
Rob McGavin	72,073,601	—	—	—	—	72,073,601
Craig Ball	4,287,574	—	—	102,366	—	4,389,940
Toni Brendish	31,000	—	—	—	—	31,000
David Wills	—	—	—	100,000	—	100,000
Joanna McMillan	33,000	—	—	692	—	33,692
Tim Jonas	3,375,376	—	—	—	—	3,375,376
Sam Beaton	6,531,927	—	—	9,045	(2,000,000)	4,540,972
Leandro Ravetti	7,348,584	—	—	—	(2,000,000)	5,348,584
2023						
Rob McGavin	72,073,601	—	—	—	—	72,073,601
Craig Ball	4,145,727	—	—	141,847	—	4,287,574
Toni Brendish	—	—	—	31,000	—	31,000
Joanna McMillan	32,397	—	—	603	—	33,000
Tim Jonas	3,275,376	—	—	100,000	—	3,375,376
Jonathan West	5,727,166	—	—	411,413	(2,001)	6,136,578
Sam Beaton	6,524,050	—	—	7,877	—	6,531,927
Leandro Ravetti	7,348,584	—	—	—	—	7,348,584

Joint-CEO Employment Terms

A summary of the employment agreements of Joint-CEOs Leandro Ravetti and Sam Beaton follows.

Employment Agreement – Key Terms

	LEANDRO RAVETTI	SAM BEATON
Agreement dated	18 May 2021	18 May 2021
Position	Joint-CEO	Joint-CEO
	Technical and Production	Finance and Commercial
Term	No term	No term
Sign-on payment	Nil	Nil
Employment status	Permanent full time	Permanent full time
Termination	Either party giving three-months' notice	Either party giving three-months' notice
On Termination	No entitlement to termination payment	No entitlement to termination payment

CBO's Remuneration and Nomination Committee undertook a comparative analysis of the Joint-CEO's salaries, comparing them to similar ASX-listed companies. The analysis showed that for FY2023, the average remuneration of CEO's of other comparative companies was significantly higher than the salaries of CBO's Joint-CEOs. Subsequently, the Joint-CEOs salaries have been increased in FY2024. The base salary increase equates to a 13.2% increase from FY2023 to FY2024. In addition, the Joint-CEOs each received an STI bonus of \$150,000 during FY2024. Their fixed remuneration represents 80.5% of their 'fixed plus STI'.

The Remuneration and Nomination Committee is of the opinion that the long-term incentive plan and the associated 1 April 2021 loan agreements noted on the following page provide significant long-term incentives. The Joint CEOs collectively hold 6,600,000 shares from the 2021 loan agreement that facilitated the exercise of 15,600,000 long term options that were granted in 2014. Shares were sold primarily to pay tax liabilities associated with the plan and to repay loans to the Company. The retained 6,600,000 shares increased in value by \$3.7 million during FY2024, with the CBO share price increasing from \$1.24 at 1 July 2023 to \$1.79 at 30 June 2024.

Loans to Directors and Executives

The Company provided unsecured loans to each of Sam Beaton and Leandro Ravetti (the Joint-Chief Executive Officers of the Company) on 1 April 2021 ("Related Party Loans"). Each Related Party Loan was provided to enable the borrower under the relevant Related Party Loan to exercise options held by them under the historical Employee Share Option Plan.

Under each Related Party Loan:

1. Outstanding principal and interest is repayable in full at the end of the term.
2. The loan funds were required to be drawn down in one single drawdown on a specified date and were only permitted to be used for the exercise of ESOP options held by the borrower.
3. The interest rate utilised is as per the published Division 7A Benchmark interest rate for each year to 30 June each year.
4. The borrower must repay, as a debt immediately due and payable, the balance on the principal loan and any accrued interest in full on the maturity date, or earlier if:
 - a. the borrower gives notice of the termination of his employment, or the Company terminates the borrower's employment due to misconduct, fraud, or dishonesty or on otherwise on grounds that allow for termination without notice – such payments must be made in full within 30 days after the relevant termination or resignation takes effect; or
 - b. the borrower's employment by the Company is terminated due to redundancy – such payments must be made in full within 12 months after such redundancy taking effect.
5. If the borrower disposes of any shares acquired using the loan funds, in seeking payment of any amount payable under the agreement, the Company will only have recourse to the proceeds paid or payable to the borrower from the disposal of those shares. Each borrower undertakes to not dispose of any such shares unless such disposal is made on arm's length terms and at fair market value.
6. The borrower agrees to apply 75% of the after-tax amount it receives from any capital return, share buy-back, other capital reduction, bonus issue, or special distribution made in cash or kind in respect of a share acquired using the loan funds (which, for the avoidance of doubt, excludes dividends or distributions paid by the Company out of ordinary operating profits) towards repayment of any amount payable under the Related Party Loan.

The particulars of each related party loan are set out in the table below.

Related Party Loans Summary

BORROWER	TITLE	INITIAL LOAN AMOUNT \$	DRAW- DOWN DATE	MATU- RITY DATE	AMOUNT REPAID IN FY2024 \$	INTEREST PAID IN FY2024 \$	LOAN PRIN- CIPLE REMAIN- ING \$	CURRENT AMOUNT OUTST- ANDING \$	NON- CURRENT AMOUNT OUTST- ANDING \$
Leandro Ravetti	Joint-CEO (Technical & Production)	6,400,000	1-Apr-21	1-Apr-26	3,100,000	(354,452)	1,800,000	37,113	1,800,000
Samuel Beaton	Joint-CEO (Finance & Commercial)	4,000,000	1-Apr-21	1-Apr-26	1,334,000	(193,939)	1,332,667	27,477	1,332,667
Total		10,400,000			4,434,000	(458,405)	3,132,667	64,590	3,132,667

The interest rate utilised is as per the published Division 7A Benchmark interest rate for each year to 30 June. From 1 July 2022 through to 30 June 2024, the interest rate was 8.27% for each party. From 1 July 2024, the interest rate increases to 8.77%. Interest is payable six-monthly in arrears as per the loan agreements. Both Leandro and Sam have paid the required interest payments in FY2024.

Share Options Plans

As detailed on the following page, the Company has one historical option plan and two current incentive plans in place. Through these plans, eligible employees have been and will be granted options to align the interests of employees with the interests of shareholders by providing an opportunity for employees to receive an equity interest in the Company.

As at 30 June 2024, the consolidated entity had a combined total of 17,230,000 options on issue, down from 18,010,000 options on issue on 30 June 2023, as set out in the tables below.

FY2024 Options Summary

GRANT DATE	VESTING DATE	EXPIRY DATE	EXERCISE PRICE	FAIR VALUE AT GRANT DATE	BALANCE AT BEGINNING OF THE YEAR 30-JUN-23	GRANTED DURING THE YEAR	EXERCISED DURING THE YEAR	FORFEITED/ LAPSED DURING THE YEAR	BALANCE AT THE END OF THE YEAR 30-JUN-24
27-Apr-17	1-Jul-24	1-Aug-24	\$1.50	\$1.33	600,000	—	—	—	600,000
19-Sep-18	19-Aug-23	19-Sep-23	\$1.50	\$1.42	780,000	—	—	(780,000)	—
23-Mar-19	16-Feb-26	22-Mar-26	\$1.50	\$1.42	180,000	—	—	—	180,000
17-Apr-21	18-Mar-26	17-Apr-26	\$1.50	\$1.42	1,200,000	—	—	—	1,200,000
8-May-23	1-Mar-28	15-Mar-28	\$1.80	\$1.36	500,000	—	—	—	500,000
8-May-23	1-Mar-30	15-Mar-30	\$1.80	\$1.36	500,000	—	—	—	500,000
17-Apr-21	18-Mar-28	17-Apr-28	\$1.50	\$1.42	14,250,000	—	—	—	14,250,000
					18,010,000	—	—	(780,000)	17,230,000
Weighted average exercise price:					1.52	—	—	1.50	1.52

FY2023 Options Summary

GRANT DATE	VESTING DATE	EXPIRY DATE	EXERCISE PRICE	FAIR VALUE AT GRANT DATE	BALANCE AT BEGINNING OF THE YEAR 30-JUN-22	GRANTED DURING THE YEAR	EXERCISED DURING THE YEAR	FORFEITED/ LAPSED DURING THE YEAR	BALANCE AT THE END OF THE YEAR 30-JUN-23
27-Apr-17	1-Jul-24	1-Aug-24	\$1.50	\$1.33	600,000	—	—	—	600,000
19-Sep-18	19-Aug-23	19-Sep-23	\$1.50	\$1.42	780,000	—	—	—	780,000
22-Mar-19	16-Feb-26	22-Mar-26	\$1.50	\$1.42	180,000	—	—	—	180,000
6-Dec-19	6-Dec-22	6-Jan-23	\$1.50	\$1.42	90,000	—	—	(90,000)	—
6-Dec-19	6-Dec-24	16-Jan-25	\$1.50	\$1.42	90,000	—	—	(90,000)	—
15-Dec-19	16-Dec-19	15-Dec-22	\$1.42	\$1.42	250,002	—	—	(250,002)	—
17-Apr-21	18-Mar-26	17-Apr-26	\$1.50	\$1.42	1,200,000	—	—	—	1,200,000
17-Apr-21	18-Mar-28	17-Apr-28	\$1.50	\$1.42	15,300,000	—	—	(1,050,000)	14,250,000
8-May-23	1-Mar-28	15-Mar-28	\$1.80	\$1.36	—	500,000	—	—	500,000
8-May-23	1-Mar-30	15-Mar-30	\$1.80	\$1.36	—	500,000	—	—	500,000
					18,490,002	1,000,000	—	(1,480,002)	18,010,000
Weighted average exercise price:					1.50	1.80	—	1.49	1.52

Employee Share Option Plan

Historically, equity incentives for Management and employees were granted in the form of options under the Company's ESOP which the Company considered to have been fit for purpose while the Company was an unlisted public company. Eligibility for the plan, and the exercise price for options issued under the plan, were determined at the discretion of the Board.

Each employee option converts into one ordinary share of Cobram Estate Olives once exercised. No amounts were paid or are payable by the recipient on receipt of the option. The options carry neither rights to dividends nor voting rights. The options may be exercised at any time from the date of vesting to the date of their expiry.

A summary of ESOP options on issue and movements follows:

- No ESOP options were exercised in the financial year ended 30 June 2024 (FY2023: none);
- No ESOP options were forfeited during the year ended 30 June 2024 (FY2023: 1,230,000);
- 780,000 ESOP options lapsed during the year ended 30 June 2024 (FY2023: 250,002); and
- The consolidated entity has 16,230,000 ESOP options on issue as at 30 June 2024.

The Company does not intend to issue any further securities under the historical ESOP.

Long-Term Incentive Plan ("LTIP")

Since listing, any incentive securities in the Company for Australian employees are issued under the Company's ASX-compliant LTIP. The LTIP was established to support the Company's policy of issuing incentive securities to assist in the motivation, retention, and reward of eligible employees. The LTIP was designed to align the interests of employees with the interests of shareholders, providing an opportunity for employees to receive an equity interest in the Company. The LTIP also provides flexibility for the Company to grant options to acquire shares and/or rights to acquire shares as incentives, subject to the terms of individual offers. The LTIP was approved by the Board on 7 June 2021.

A summary of LTIP options on issue and movements follows:

- No options were issued under the LTIP for the year to 30 June 2024 (FY2023: none);
- No options have been issued under the LTIP since 30 June 2024; and
- The consolidated entity has zero LTIP options on issue as at 30 June 2024.

USA Equity Incentive Plan ("USEIP")

Cobram Estate Olives Limited has an established and expanding business in the USA. On 8 May 2023 the Company established a USEIP to advance the interests of the Company and its shareholders by providing an incentive to attract, retain, and reward persons in the USA performing services for the Company. The USEIP does not replace, and is intended to operate in parallel with, any existing equity incentive plan established by the Company.

The USEIP provides flexibility for the Company to grant options to acquire shares and/or rights to acquire shares as incentives, subject to the terms of individual offers.

A summary of USEIP options on issue and movements follows:

- No options were issued under the USEIP for the year to 30 June 2024 (FY2023: 1,000,000);
- No options have been issued under the USEIP since 30 June 2024; and
- The consolidated entity has 1,000,000 USEIP options on issue as at 30 June 2024.

For further information, please refer to note 32 of the financial statements.

Indemnification of Officers

During or since the end of the financial year, the consolidated entity has given indemnity or entered into an agreement to indemnify, or paid insurance premiums for Directors' and officers' liability cover.

Further disclosure of the premium required under section 300(9) of the *Corporations Act 2001* is prohibited under the terms of the insurance contract.

Indemnification of Auditors

No indemnities have been given or insurance premiums paid, during or since the end of the year, for any auditors of the consolidated entity.

Auditor's Independence Declaration

A copy of the auditor's declaration under section 307C of the *Corporations Act 2001* in relation to the audit for the financial year is provided with this report on page 82.

Provision of Non-Audit Services

Details of amounts paid or payable to the auditor for non-audit services provided during the year by the auditor are outlined in note 6 to the financial statements.

The Directors are satisfied that the provision of non-audit services, during the year, by the auditor is compatible with the general standard of independence for auditors imposed by the *Corporations Act*.

The Directors are of the opinion that the services as disclosed in note 6 to the financial statements do not compromise the external auditor's independence, based on advice received from the Audit and Risk Committee, for the following reasons:

- All non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor; and
- None of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional & Ethical Standards Board, including reviewing, or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Proceedings on Behalf of the Consolidated Entity

No person has applied for leave of Court to bring proceedings on behalf of the consolidated entity or intervene in any proceedings to which the consolidated entity is a party for the purpose of taking responsibility on behalf of the consolidated entity for all or any part of those proceedings.

Rounding of Amounts

The consolidated entity is a Company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, dated 24 March 2016, and in accordance with that Corporations Instrument amounts in the Directors' Report and the financial statements are rounded off to the nearest thousand dollars, unless otherwise indicated.

Signed in accordance with a resolution of the Board of Directors, made pursuant to Section 298 (2) of the *Corporations Act 2001*.

On behalf of the Directors



Director: Rob McGavin



Director: David Wills

Dated this: 23 August 2024

Auditor's Independence Declaration



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23 August 2024

The Board of Directors
Cobram Estate Olives Limited
151 Broderick Road
Lara, Victoria 3212

Dear Directors

Auditor's Independence Declaration to Cobram Estate Olives Limited

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the Directors of Cobram Estate Olives Limited.

As lead audit partner for the audit of the financial report of Cobram Estate Olives Limited for the year ended 30 June 2024, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully

A handwritten signature in black ink that reads "Deloitte Touche Tohmatsu".

DELOITTE TOUCHE TOHMATSU

A handwritten signature in black ink that reads "David Haynes".

David Haynes
Partner
Chartered Accountants

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Financial Statements

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Contents

84	Consolidated Statement of Profit or Loss
85	Consolidated Statement of Comprehensive Income
86	Consolidated Statement of Financial Position
87	Consolidated Statement of Changes in Equity
89	Consolidated Statement of Cash Flows
90	Notes to Financial Statements
142	Directors' Declaration
143	Independent Auditor's Report

Consolidated Statement of Profit or Loss

For the year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Total Revenue and Other Income			
Sales revenue	4	227,777	168,954
Other income	4	3,300	4,945
Net change in fair value of agricultural produce	4	43,757	42,416
		<u>274,834</u>	<u>216,315</u>
Expenses			
Cost of sales		(185,465)	(151,129)
Administrative expenses		(17,854)	(17,626)
Distribution expenses		(10,314)	(8,515)
Marketing expenses		(10,767)	(12,664)
Occupancy expenses		(3,962)	(3,106)
Finance costs	5	(11,800)	(8,405)
Other expenses		(2,964)	(560)
		<u>(243,126)</u>	<u>(202,005)</u>
Profit before income tax		<u>31,708</u>	<u>14,310</u>
Income tax expense	8	(13,176)	(6,591)
Profit from continuing operations		<u>18,532</u>	<u>7,719</u>
Profit for the year		<u>18,532</u>	<u>7,719</u>
Profit is attributable to:			
Owners of Cobram Estate Olives Limited and Controlled Entities		<u>18,532</u>	<u>7,719</u>
		<u>18,532</u>	<u>7,719</u>
Earnings/(Loss) \$ per share			
From continuing operations			
Basic earnings per share	39	0.0445	0.0186
Diluted earnings per share	39	0.0427	0.0178

The accompanying notes form part of these financial statements.

Consolidated Statement of Comprehensive Income

For the year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Profit for the year		18,532	7,719
Other comprehensive income			
<i>Items that may be reclassified to profit or loss</i>			
Exchange differences on translation of foreign operations	24(b)	(545)	3,456
Changes in fair value of cash flow hedges	24(d)	(1,059)	320
Changes in deferred tax recognised in other comprehensive income	24(d)	318	(96)
<i>Items that will not be reclassified to profit or loss</i>			
Revaluation of land and buildings, net of tax		27,833	761
Other comprehensive income for the year		<u>26,547</u>	<u>4,441</u>
Total comprehensive income for the year		<u>45,079</u>	<u>12,160</u>
Total comprehensive income for the period is attributable to:			
Owners of Cobram Estate Olives Limited and Controlled Entities		<u>45,079</u>	<u>12,160</u>

The accompanying notes form part of these financial statements.

Consolidated Statement of Financial Position

For the year ended 30 June 2024

		30 June 2024 \$'000	30 June 2023 \$'000
Current assets			
Cash and cash equivalents	9	11,347	13,674
Trade and other receivables	10	19,237	14,731
Inventory	11	102,539	101,759
Biological assets	14	4,086	5,421
Current tax assets	8(c)	-	1,606
Other financial assets	12	1,241	1,273
Other assets	13	1,688	2,129
Total current assets		140,138	140,593
Non-current assets			
Other receivables	10	3,257	7,697
Other financial assets	12	2,596	3,624
Intangible assets	15	6,678	6,678
Property, plant and equipment	17	532,394	446,491
Right-of-use assets	18	5,009	5,378
Total non-current assets		549,934	469,868
Total assets		690,072	610,461
Current liabilities			
Trade and other payables	19	31,238	32,324
Lease liabilities	20	611	806
Borrowings	21	10,667	20,016
Provisions	16	2,088	1,916
Current tax liabilities	8(c)	6,749	-
Other liabilities	22	5,184	4,809
Total current liabilities		56,537	59,871
Non-current liabilities			
Lease liabilities	20	5,063	5,163
Borrowings	21	214,672	171,489
Provisions	16	159	132
Deferred tax liabilities	8(e)	90,297	79,994
Other liabilities	22	1,599	6,023
Total non-current liabilities		311,790	262,801
Total liabilities		368,327	322,672
Net assets		321,745	287,789
Equity			
Share capital	25	183,933	181,698
Reserves	24	97,015	70,343
Retained earnings	23	40,797	35,748
Total equity		321,745	287,789

The accompanying notes form part of these financial statements.

Consolidated Statement of Changes in Equity

For the year ended 30 June 2024

Consolidated FY23	Contributed equity \$'000	Asset revaluation reserve \$'000	Foreign currency translation reserve \$'000	Share based payments reserve \$'000	Cash flow hedge reserve \$'000	Retained earnings \$'000	Total Equity \$'000
Balance at 1 July 2022	179,756	65,667	(3,948)	783	3,255	41,516	287,029
Profit for the year	-	-	-	-	-	7,719	7,719
Exchange differences arising on translation of foreign operations	-	-	3,456	-	-	-	3,456
Other comprehensive income for the year	-	761	-	-	224	-	985
Total comprehensive income/(loss) for the period	-	761	3,456	-	224	7,719	12,160
Share based payments expense	-	-	-	337	-	-	337
Transactions with owners in their capacity as owners:							
Dividends paid or reinvested	1,942	-	-	-	-	(13,679)	(11,737)
Expired/cancelled options (transfer from reserve)	-	-	-	(192)	-	192	-
Total transactions with owners in their capacity as owners	1,942	-	-	(192)	-	(13,487)	(11,737)
Balance at 30 June 2023	181,698	66,428	(492)	928	3,479	35,748	287,789

The accompanying notes form part of these financial statements.

Consolidated Statement of Changes in Equity continued

Consolidated FY24	Contributed equity \$'000	Asset revaluation reserve \$'000	Foreign currency translation reserve \$'000	Share based payments reserve \$'000	Cash flow hedge reserve \$'000	Retained earnings \$'000	Total Equity \$'000
Balance at 1 July 2023	181,698	66,428	(492)	928	3,479	35,748	287,789
Profit for the period	-	-	-	-	-	18,532	18,532
Exchange differences arising on translation of foreign operations	-	-	(545)	-	-	-	(545)
Other comprehensive income for the year	-	27,833	-	-	(741)	-	27,092
Total comprehensive income/(loss) for the period	-	27,833	(545)	-	(741)	18,532	45,079
Share based payments expense	-	-	-	363	-	-	363
Transactions with owners in their capacity as owners:							
Dividends paid or reinvested	2,235	-	-	-	-	(13,721)	(11,486)
Expired/cancelled options (transfer from reserve)	-	-	-	(238)	-	238	-
Total transactions with owners in their capacity as owners	2,235	-	-	(238)	-	(13,483)	(11,486)
Balance at 30 June 2024	183,933	94,261	(1,037)	1,053	2,738	40,797	321,745

The accompanying notes form part of these financial statements.

Consolidated Statement of Cash Flows

For the year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Cash flows from operating activities			
Receipts from customers		231,771	170,546
Payments to suppliers and employees		(167,713)	(116,422)
Cash generated from operations		<u>64,058</u>	<u>54,124</u>
Interest received		532	301
Finance costs		(11,897)	(9,987)
Interest paid for leases		(189)	(253)
Income tax payments		(4,626)	(5,176)
Net cash provided by operating activities	27(b)	<u>47,878</u>	<u>39,009</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(66,185)	(56,024)
Proceeds from sale of property, plant and equipment		1,393	50
Proceeds from loans from key management personnel		4,434	-
Net cash (outflow) from investing activities		<u>(60,358)</u>	<u>(55,974)</u>
Cash flows from financing activities			
Proceeds from borrowings		30,085	52,307
Repayment of borrowings		(7,803)	(15,355)
Payment for leases		(620)	(519)
Dividends paid to shareholders		(11,485)	(11,738)
Net cash inflow from financing activities		<u>10,177</u>	<u>24,695</u>
Reconciliation of cash and cash equivalents			
Cash and cash equivalents at the beginning of the period		13,674	5,944
Effects of foreign exchange rate changes		(24)	-
Net (decrease)/increase in cash and cash equivalents		<u>(2,303)</u>	<u>7,730</u>
Cash and cash equivalents at end of the year	27(a)	<u><u>11,347</u></u>	<u><u>13,674</u></u>

The accompanying notes form part of these financial statements.

Notes to Financial Statements

For the year ended 30 June 2024

NOTE 1: GENERAL INFORMATION

The financial report was authorised for issue by the directors on 23 August 2024.

The financial report is for Cobram Estate Olives Limited and its controlled entities (the Group). Cobram Estate Olives Limited is an entity limited by shares, incorporated and domiciled in Australia.

The registered office of the consolidated entity is:

151 Broderick Road
LARA VICTORIA 3212

(a) Statement of compliance

These financial statements are general purpose financial statements which have been prepared in accordance with the Corporations Act 2001, Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB), and comply with other requirements of the law.

The financial statements comprise the consolidated financial statements of the Group. For the purposes of preparing the consolidated financial statements, the Company is a for-profit entity.

Compliance with Australian Accounting Standards ensures that the financial statements and notes of the Group comply with International Financial Reporting Standards (IFRS Accounting Standards) as issued by the International Accounting Standards Board (IASB). Consequently, this financial report has been prepared in accordance with and complies with International Financial Reporting Standards as issued by the IASB.

(b) Presentation currency and rounding

These financial statements are presented in Australian Dollars (\$).

The company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 and in accordance with that Corporations Instrument amounts the financial report are rounded off to the nearest thousand dollars, unless otherwise indicated.

NOTE 2: APPLICATION OF NEW AND REVISED ACCOUNTING STANDARDS**(a) Standards and interpretations on issue not yet adopted**

At the date of authorisation of the financial statements, the following applicable Standards and Interpretations listed below were on issue but not yet adopted by the consolidated entity.

Standard/Interpretation	Effective for annual reporting periods beginning on or after
AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2025
AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants	1 January 2024
AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback	1 January 2024
AASB 2023-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements	1 January 2024
AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability	1 January 2025
AASB 18 Presentation and Disclosure in Financial Statements	1 January 2027
AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments (AASB 7 and AASB 9)	1 January 2026
Annual Improvements to IFRS Accounting Standards - Volume 11	1 January 2026

These Standards and Interpretations will be first applied in the financial report of the consolidated entity that relates to the annual reporting period beginning after the effective date of each pronouncement. For the standards that are effective 1 January 2024, the Group has completed an assessment for the impact of adopting these new standards and concluded that there is no impact. For the remaining standards, the entity is still in the process of estimating the impact of the new standards/interpretations not yet adopted.

NOTE 2: APPLICATION OF NEW AND REVISED ACCOUNTING STANDARDS (CONTINUED)**(b) Amendments to Accounting Standards that are mandatorily effective for the current reporting period**

The consolidated entity has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to their operations and effective for an accounting period that begins on or after 1 July 2023.

There has been no material impact to the business in the current year. As part of the adoption of AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates, the Group has disclosed material accounting policy information rather than significant accounting policies. The adoption of AASB 2021-5 Amendments to Australian Accounting Standards - Deferred Tax related to Assets and Liabilities arising from a Single Transaction has led to separate disclosure of the deferred tax asset and deferred tax liability related to lease liabilities and right-of-use assets.

The amendments to AASB 112 have been introduced in response to the Organisation for Economic Co-operation and Development (OECD)'s Base Erosion and Profit Shifting (BEPS) Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception - the use of which is required to be disclosed - applies immediately. The amendments had no impact on the Group's consolidated financial statements as the Group is not in scope of the Pillar Two model rules as its revenue is less than EUR 750 million/year.

New and revised Standards and amendments thereof and Interpretations effective for the current year are as follows:

Standard/Interpretation	Effective for annual reporting periods beginning on or after
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates	1 July 2023
AASB 2021-5 Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 July 2023
AASB 2023-2 Amendments to Australian Accounting Standards – International Tax Reform – Pillar Two Model Rules	1 July 2023

NOTE 3: SEGMENT REPORTING

Segment products and locations

The segment reporting reflects the way information is reported internally to the joint Chief Executive Officers (CEO's) for the purpose of resource allocation and assessment of segment performance. The joint CEO's are the chief operating decision makers.

The consolidated entity has the following business segments:

- Australia - production and marketing of olive oil
- United States of America (USA) - production and marketing of olive oil
- Boundary Bend Wellness - innovation and value-add products

The accounting policies of the reportable segments are the same as the accounting policies described in the Notes. Segment Earnings before interest, tax, depreciation, and amortisation (EBITDA) represents the EBITDA earned by each segment.

All assets are allocated to reportable segments other than current tax and deferred tax balances. Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments; and all liabilities are allocated to reportable segments other than borrowings, current tax and deferred tax balances. Liabilities for which reportable segments are jointly liable are allocated in proportion to segment assets.

Earnings before interest, tax, depreciation, and amortisation (EBITDA) and Earnings before interest and tax (EBIT) are non-IFRS financial measures. Non-IFRS measures are used internally by management to assess operating performance of the Group. The Group calculates EBITDA by adding back to EBIT the depreciation for the period prior to capitalisation of depreciation to biological assets, inventory and property, plant and equipment. The non-IFRS measures have not been subject to audit or review.

NOTE 3: SEGMENT REPORTING (CONTINUED)**Major customers**

Included in revenue from customers arising from Australian operations of \$157.81 million (2023: \$122.87 million) are revenues from two major customers, as noted below. No other single customer contributed 10% or more to the consolidated entity's revenue for 2024 or 2023.

	Net sales		Percentage of net sales	
	2024	2023	2024	2023
	million	million	%	%
Customer A	\$61.51	\$53.19	39%	43%
Customer B	\$41.90	\$36.39	27%	30%
Total	\$103.41	\$89.58	66%	73%

Geographical information

The presentation of geographical net sales revenue is based on the location of the selling entity.

	Net sales revenue	
	2024	2023
	\$'000	\$'000
Australia	156,081	122,744
United States of America	69,081	45,273
Other geographical locations*	2,615	937
Total	227,777	168,954

*Includes countries that are individually less than 10% of the Group's net sales revenue.

The segment information provided to the joint CEO's is referenced in the table below.

Notes to Financial Statements continued

NOTE 3: SEGMENT REPORTING (CONTINUED)

(a) Segment results

	Olive oil		Innovation and value-add		Eliminations & Corporate		Total Operations	
	Australian Operations	USA Operations						
	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and other income								
Total oil revenue from external customers	155,996	121,596	64,912	42,568	-	-	220,908	164,164
Total other revenue from external customers	1,812	1,276	4,116	2,364	941	1,150	6,869	4,790
Intersegment revenue	9,717	10,072	349	-	-	523	(10,066)	(10,595)
Total segment revenue	167,525	132,944	69,377	44,932	941	1,673	(10,066)	(10,595)
Other income	2,413	2,581	1,350	2,877	432	392	(895)	(905)
Net change in fair value of agricultural produce	42,654	42,416	1,103	-	-	-	-	-
Total revenue and other income	212,592	177,941	71,830	47,809	1,373	2,065	(10,961)	(11,500)
EBITDA	60,108	38,535	5,761	2,905	809	(845)	-	205
Depreciation/amortisation of segment assets							(23,170)	(18,085)
EBIT							43,508	22,715
Finance costs							(11,800)	(8,405)
Profit before income tax							31,708	14,310
Segment assets (excl. intercompany)	499,735	476,675	189,723	132,328	604	1,016	10	442
Segment liabilities (excl. intercompany)	54,543	56,378	22,235	19,440	159	95	291,390	246,759

NOTE 4: REVENUE AND OTHER INCOME

The consolidated entity derives its revenue from contracts with customers for the transfer of goods and services at a point in time in the following major product lines. The disclosure of revenue by product line is consistent with the revenue information that is disclosed for each reportable segment under AASB 8 (refer to Note 3).

	2024 \$'000	2023 \$'000
External revenue by product line		
Olive oil - Australian operations recognised at a point in time	155,996	121,596
Olive oil - USA operations recognised at a point in time	64,912	42,568
Innovation & Value-add product sales recognised at a point in time	941	1,150
Other revenue recognised over time	5,928	3,640
Total	227,777	168,954

Other income:

Management/service fees	560	457
Rental income	238	129
Interest income	600	392
Freight income	507	584
Other income	650	1,059
Proceeds from legal settlement	-	1,292
Government reimbursements	-	765
Unrealised foreign currency losses	338	47
Subsidies and grants*	407	220
	3,300	4,945

Fair value adjustments - Refer to Note 11

Net increase in fair value of agricultural produce	43,757	42,416
	274,834	216,315

Revenue from contracts with customers	229,732	171,183
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*The FY2024 amount includes a \$261,000 research agreement with Horticulture Innovation Australia Limited regarding educating health professionals about Australian olive products (FY2023: \$120,000) and a \$70,000 grant from Sustainability Victoria for a pomace drier investment.

Revenue is measured at the value of consideration to which the consolidated entity expects to be entitled in a contract with a customer. The consolidated entity recognises revenue when it transfers control of a product or service to a customer.

Revenue from the sales of goods is recognised when control of the goods has transferred, being at the point in time when the goods are delivered to the customer. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods and bears the risks of obsolescence and loss in relation to the goods. Revenue is measured at gross price less any discounts or in-store promotional spend.

NOTE 4: REVENUE AND OTHER INCOME (CONTINUED)

The Group's main revenue and other income streams are as follows:

Olive oil - Australian and USA operations

The majority of the Group's revenue is sales of bulk and packaged olive oil products, where all the risks and rewards are transferred to the customer at point of delivery.

Innovation and Value-add product sales

This includes the online sale of premium olive leaf teas and the sale of refined olive oil, where all the risks and rewards are transferred to the customer at point of delivery.

Other revenue

Processing fee income relates to revenue generated from third-party growers for the processing of third-party growers' olives.

Harvesting income relates to the revenue generated from harvesting services performed by the Group on behalf of third-party growers.

Fair value adjustments

Olives are the primary agricultural produce for the Group. Adjustments to the carrying value of the olives to its current market value, often referred to as its fair value, results in increases in revenue.

During the year, the harvested Australian and US olive crop has been valued at fair value at the point of harvest and a fair value gain has been recognised as the difference between the fair value and the actual costs of production.

NOTE 5: PROFIT FOR THE YEAR

Profit for the year has been arrived at after charging/(crediting):

	2024 \$'000	2023 \$'000
Finance costs*:		
Interest expense	9,653	6,221
Borrowing costs	1,958	1,959
Chattel mortgage charges	158	147
Lease charges	31	78
	<u>11,800</u>	<u>8,405</u>
Depreciation and Amortisation**:		
Buildings	2,462	1,298
Plant and equipment	7,833	5,657
Irrigation assets	1,399	1,092
Bearer plants	9,470	7,705
Motor vehicles	994	1,046
Office furniture and equipment	108	141
Furniture and fittings	50	59
Right-of-use assets	854	1,087
	<u>23,170</u>	<u>18,085</u>
Employee benefits***:		
Share based payments	363	337
Defined contribution superannuation expense	2,001	1,758
Salaries and wages	23,691	22,108
	<u>26,055</u>	<u>24,203</u>

*Finance costs charged to the profit for the year is \$11.8 million. In addition, an amount of \$1.1 million has been capitalised to biological assets and bearer plants with the total finance costs for the period being \$12.9 million.

**Depreciation and Amortisation of \$23.2 million is prior to the capitalisation of \$20.2 million to biological assets and bearer plants.

***Employee benefits of \$26.1 million is prior to the capitalisation of \$7.9 million to biological assets and bearer plants.

NOTE 6: AUDIT FEES

	2024 \$	2023 \$
Deloitte and related network firms		
Audit and review of financial reports:		
- Deloitte Touche Tohmatsu, Australia	363,000	261,442
- Deloitte Touche Tohmatsu, United States	-	200,498
Other services:		
- Grant acquittal	-	4,200
	<u>363,000</u>	<u>466,140</u>

The auditor of Cobram Estate Olives Limited is Deloitte Touche Tohmatsu.

NOTE 7: OTHER GAINS AND LOSSES

	2024 \$'000	2023 \$'000
Unrealised foreign exchange gain	(338)	(47)
Net remeasurement of loss allowance on trade receivables	79	7
Net remeasurement of inventory obsolescence	(642)	664
Loss/(profit) on sale of property, plant and equipment*	1,823	(155)
	<u>922</u>	<u>469</u>

*Of the loss on the sale of property, plant and equipment, \$2.4 million relates to the remaining carrying amount of the last Barnea variety of trees removed at Wemen for the year ended 30 June 2024. This loss is partially offset by the profit from the sale of other fixed assets.

NOTE 8: INCOME TAX**(a) Components of tax expense**

	2024 \$'000	2023 \$'000
Current tax	12,949	14
Deferred tax	(513)	6,175
Other adjustment	1	(64)
(Over)/under provision in prior years	739	466
	<u>13,176</u>	<u>6,591</u>

NOTE 8: INCOME TAX (CONTINUED)**(b) Prima facie tax payable**

The prima facie tax payable on profit is reconciled to the income tax expense as follows:

Tax expense at the Australian tax rate of 30% (2023 - 30.0%)	9,512	4,292
Add tax effect of:		
- Other non-allowable items	83	110
- Offshore deferred tax assets not brought to account	2,016	1,447
- Share based payments	109	101
- Under provision in prior years	739	466
- Difference in overseas tax rates	1,266	742
	<u>4,213</u>	<u>2,866</u>
Less tax effect of:		
- Research and development deductions	(549)	(567)
	<u>(549)</u>	<u>(567)</u>
Income tax expense attributable to profit	<u>13,176</u>	<u>6,591</u>

(c) Current tax

<i>Current tax (assets)/liabilities</i>		
Opening balance	(1,606)	2,849
Income tax	12,949	14
Tax payments	(4,626)	(5,176)
Other adjustment	19	(5)
Under/(over) provision of prior year liability	13	712
Current tax (assets)/liabilities	<u>6,749</u>	<u>(1,606)</u>

(d) OECD Pillar Two model rules

The Group has applied the exception to recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes due to the Group not having global revenues exceeding EUR 750 million (approximately A\$1.2 billion). Accordingly, the Group has not recognised, or disclosed information about, deferred tax assets and liabilities relating to Pillar Two income taxes.

NOTE 8: INCOME TAX (CONTINUED)**(e) Deferred tax balances**

	Opening balance \$'000	Recognised in profit or loss \$'000	Recognised directly in equity \$'000	Closing balance \$'000
2023				
<i>Deferred tax asset</i>				
The balance comprises:				
Employee benefits	500	37	-	537
Listing costs	184	(58)	-	126
Expected credit losses	55	5	-	60
Lease liabilities	1,320	15	-	1,335
Accrued interest	945	888	-	1,833
Other	(1,070)	1,933	-	863
Tax losses brought to account	882	1,487	-	2,369
	<u>2,816</u>	<u>4,307</u>	<u>-</u>	<u>7,123</u>
<i>Deferred tax liability</i>				
The balance comprises:				
Inventory	10,149	571	-	10,720
Leases - right-of-use assets	1,264	(21)	-	1,243
Property, plant & equipment	63,498	9,627	(761)	72,364
Unrealised FX gain	1,243	81	-	1,324
Cash flow hedge	1,370	-	96	1,466
	<u>(77,524)</u>	<u>(10,258)</u>	<u>665</u>	<u>(87,117)</u>
Net deferred tax (liabilities)/assets	<u>(74,708)</u>	<u>(5,951)</u>	<u>665</u>	<u>(79,994)</u>
2024				
<i>Deferred tax asset</i>				
The balance comprises:				
Employee benefits	537	48	-	585
Listing costs	126	(57)	-	69
Expected credit losses	60	(36)	-	24
Lease liabilities	1,335	(83)	-	1,252
Accrued interest	1,833	881	-	2,714
Other	863	(60)	-	803
Tax losses brought to account	2,369	(481)	-	1,888
	<u>7,123</u>	<u>212</u>	<u>-</u>	<u>7,335</u>
<i>Deferred tax liability</i>				
The balance comprises:				
Inventory	10,720	(2,016)	-	8,704
Leases - right-of-use assets	1,243	(101)	-	1,142
Property, plant & equipment	72,364	2,636	10,382	85,382
Unrealised FX gain	1,324	(68)	-	1,256
Cash flow hedge	1,466	-	(318)	1,148
	<u>(87,117)</u>	<u>(451)</u>	<u>(10,064)</u>	<u>(97,632)</u>
Net deferred tax (liabilities)/assets	<u>(79,994)</u>	<u>(239)</u>	<u>(10,064)</u>	<u>(90,297)</u>

NOTE 8: INCOME TAX (CONTINUED)**(f) Deferred tax revenue included in income tax expense**

	2024	2023
	\$'000	\$'000
(Decrease) in deferred tax assets	(212)	(4,307)
(Decrease)/increase in deferred tax liabilities	(301)	10,506
Under/(over) provision in prior years	752	(248)
	<u>239</u>	<u>5,951</u>

(g) Deferred income tax related to items credited directly to equity

Increase/(decrease) in deferred tax liabilities arising on the fair value gain/(loss) on hedging instruments and revaluation of land and buildings during the period	<u>10,064</u>	<u>(665)</u>
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(h) Deferred tax assets not brought to account

Deferred tax asset not brought to account relating to:

USA Operations:

Other deferred tax assets	5,770	3,627
Tax losses - Federal and State	17,166	16,932
Net deferred tax asset not brought to account	<u>22,936</u>	<u>20,559</u>

The benefits of the deferred tax assets not brought to account will only be realised if the conditions for deductibility occur.

As of 30 June 2024, the USA segment companies had USA Federal and State net operating losses available to offset future taxable income. The federal and state net operating loss carryforwards begin to expire in 2035 if not utilised.

In addition, the use of net operating loss and tax credit carryforwards may be limited under Section 382 of the Internal Revenue Code in certain situations where changes occur in the stock ownership of a company. In the event that the Company has had a change in ownership, utilisation of the carryforwards could be restricted.

NOTE 9: CASH AND CASH EQUIVALENTS

	2024 \$'000	2023 \$'000
Cash at bank	11,347	13,674

NOTE 10: RECEIVABLES

	2024 \$'000	2023 \$'000
CURRENT		
Trade debtors (i)	17,028	13,113
Expected credit losses (iii)	(170)	(289)
	16,858	12,824
 Other receivables	 2,379	 1,907
	19,237	14,731
 NON CURRENT		
Other receivables	124	40
Loan to key management personnel (ii)	3,133	7,657
	3,257	7,697

(i) The standard credit period on sales of goods and rendering of services is 30-60 days. A provision has been made for estimated irrecoverable trade receivable amounts arising from the sale of goods and rendering services.

New and existing customers are subject to defined credit limits, which are reviewed on a regular basis. The consolidated entity has credit insurance, where appropriate, for customers to minimise the risk associated with default.

The consolidated entity measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The consolidated entity writes off a trade receivable when there is information that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The following table details the risk profile of trade receivables based on the group's provision matrix. As the group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the group's different customer segments.

NOTE 10: RECEIVABLES (CONTINUED)

	Current \$'000	Up to 3 months past due \$'000	More than 3 months past due \$'000	Total \$'000
30 June 2024				
Carrying amount	15,125	1,780	123	17,028
30 June 2023				
Carrying amount	10,889	1,595	629	13,113

(ii) Unsecured loans were provided by Cobram Estate Olives Limited to entities controlled by each of Sam Beaton and Leandro Ravetti (who are both Executive Directors of the Company) in April 2021, for amounts of \$4.0 million and \$6.4 million, respectively. During March 2024, Sam and Leandro repaid \$4.43 million of principal (FY2023: nil). Interest of 8.27% was charged against both loans (2023: 4.77%). Loans to key management personnel have undergone an assessment for expected credit losses, and the amount has been deemed insignificant.

	2024 \$'000	2023 \$'000
(iii) Reconciliation of expected credit losses		
Opening balance at 1 July	(289)	(431)
Net remeasurement of loss allowance	79	7
Amounts written off during the year	40	135
Closing balance at 30 June	<u>(170)</u>	<u>(289)</u>

NOTE 11: INVENTORY

	2024 \$'000	2023 \$'000
CURRENT		
Value-add products	313	1,114
Raw materials/packaging	5,962	7,895
Provision for redundant stock	(507)	(1,021)
Olive oil	96,771	93,771
	<u>102,539</u>	<u>101,759</u>

Olive oil

Olive oil is produced by the group from olive fruit. Olive fruit, prior to harvest, meets the definition of a biological asset under AASB 141 Agriculture and is required to be valued at fair value less estimated costs to sell at the point of harvest at which time it is transferred to inventory.

The olive fruit produced at the point of harvest is valued at fair value less costs to sell, forming part of the measurement of inventory cost. To determine the fair value less cost to sell at the point of harvest, the Group is required to make a number of assumptions which are subject to some uncertainty.

- Forecast allocation of oil between sales channels,
- Forecast selling price of oil by sales channel; and
- Forecast costs to sell.

NOTE 11: INVENTORY (CONTINUED)**Olive oil (continued)**

As olive oil is sold, either as finished goods or bulk oil, it is recognised as cost of sales.

Other inventories

Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition.

Inventories are measured at the lower of cost and net realisable value. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

NOTE 12: OTHER FINANCIAL ASSETS

	2024 \$'000	2023 \$'000
CURRENT		
Hedging instruments - interest rate swaps	1,241	1,273
	<u>1,241</u>	<u>1,273</u>
NON CURRENT		
Shares in other corporations	10	10
Hedging instruments - interest rate swaps	2,586	3,614
	<u>2,596</u>	<u>3,624</u>

Interest rate swap contracts exchanging floating rate interest amounts for fixed rate interest amounts are designated as cash flow hedges to reduce the Group's cash flow exposure resulting from variable interest rates on borrowings. The interest rate swaps and the interest payments on the loan occur simultaneously and the amount accumulated in equity is reclassified to profit or loss over the period that the floating rate interest payments on debt affect profit or loss.

To qualify as a cash flow hedge the underlying transactions generating the cash flows must be highly probable. Changes in the fair value of a derivative that is designated and qualifies as cash flow hedges is recognised in equity in the cash flow hedging reserve. This gain or loss is released to profit or loss in the same period when the forecast transactions occur, thereby mitigating any exchange rate or interest rate fluctuations that would have transpired in the absence of the hedge. The effective portion of changes in the fair value of derivatives and other qualifying hedging instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under the heading of changes in fair value of cash flow hedges, limited to the cumulative change in fair value of the hedged item from inception of the hedge.

The fair value change on hedging instruments is recognised in other comprehensive income.

For financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described in Note 30.

NOTE 13: OTHER ASSETS

	2024 \$'000	2023 \$'000
CURRENT		
Prepayments	1,349	1,815
Other current assets	339	314
	<u>1,688</u>	<u>2,129</u>

NOTE 14: BIOLOGICAL ASSETS

	Note	2024 \$'000	2023 \$'000
CURRENT			
<i>At fair value less costs to sell</i>			
Biological assets - nursery trees		245	430
Biological produce		3,841	4,991
		<u>4,086</u>	<u>5,421</u>

Biological produce

As at 30 June 2024, little biological transformation has occurred at reporting date for the US Olive crop and no fair value gain/(loss) has been recognised as cost is the best approximate of fair value. The Group expects a fair value gain to be recognised for the 2025 US Olive crop in the 2025 half year financial report. All olives in Australia have been harvested and therefore there is no hanging crop as at 30 June 2024.

	2024 \$'000	2023 \$'000
<i>Reconciliation of changes in carrying amount of biological assets</i>		
Opening balance	4,991	2,655
Increases due to growing costs	24,844	14,811
Decreases due to harvest	(69,751)	(54,891)
Gain recognised from changes in fair value	43,757	42,416
Closing balance	3,841	4,991

NOTE 15: INTANGIBLE ASSETS

	2024 \$'000	2023 \$'000
Water rights at cost	326	326
Trademarks at cost	6,352	6,352
	<u>6,678</u>	<u>6,678</u>

Trademarks

Trademarks are initially recorded at the purchase price and are subsequently carried at cost. Trademarks have an indefinite life, are not amortised and are tested annually for impairment.

An impairment loss is recognised where the carrying amount of the asset exceeds its recoverable amount. The recoverable amount of an asset is defined as the higher of its fair value less costs to sell and value in use.

Impairment testing has been completed for each trademark, being Cobram Estate and Red Island. As the recoverable amount for each trademark is in excess of the carrying amount, no impairment has been recognised.

Management have assessed that there is no reasonable possible change in valuation inputs or assumptions that would lead to an impairment.

NOTE 16: PROVISIONS

	2024 \$'000	2023 \$'000
CURRENT		
Employee benefits	2,088	1,916
NON CURRENT		
Employee benefits	159	132
Total employee benefits provision	<u>2,247</u>	<u>2,048</u>

	Employee benefits \$'000
At 1 July 2023	2,048
Additional provision in the year	1,438
Utilisation of provision	(1,239)
At 30 June 2024	2,247

NOTE 17: PROPERTY, PLANT AND EQUIPMENT

	2024 \$'000	2023 \$'000
Land and buildings		
Land and buildings at fair value	259,071	204,003
Less accumulated depreciation	-	(5,844)
	<u>259,071</u>	<u>198,159</u>
Plant and equipment		
Plant and equipment at cost	138,639	119,220
Less accumulated depreciation	(62,055)	(56,789)
	<u>76,584</u>	<u>62,431</u>
Irrigation assets at cost	46,541	41,908
Less accumulated depreciation	(8,692)	(7,301)
	<u>37,849</u>	<u>34,607</u>
Bearer plants at cost	196,634	187,246
Less accumulated depreciation	(52,866)	(46,130)
	<u>143,768</u>	<u>141,116</u>
Motor vehicles at cost	11,308	8,427
Less accumulated depreciation	(4,674)	(3,952)
	<u>6,634</u>	<u>4,475</u>
Office equipment at cost	1,561	1,609
Less accumulated depreciation	(1,247)	(1,255)
	<u>314</u>	<u>354</u>
Furniture, fixtures & fittings at cost	570	582
Less accumulated depreciation	(381)	(345)
	<u>189</u>	<u>237</u>
Total work in progress	7,985	5,112
Total property, plant and equipment	<u>532,394</u>	<u>446,491</u>

NOTE 17: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**(a) Reconciliations**

Reconciliation of the carrying amounts of property, plant and equipment:

	2024 \$'000	2023 \$'000
<i>Land & buildings</i>		
Opening carrying amount	198,159	179,105
Additions	24,356	18,042
Disposals	(70)	-
Depreciation expense	(2,510)	(1,298)
Net foreign currency movements	(180)	1,838
Revaluations	38,215	-
Reclassification/transfers between groups	1,101	472
Closing carrying amount	<u>259,071</u>	<u>198,159</u>
<i>Plant & equipment</i>		
Opening carrying amount	62,431	52,765
Additions	19,176	4,322
Disposals	(548)	(3)
Depreciation expense	(7,751)	(5,657)
Net foreign currency movements	(45)	385
Reclassification/transfers between groups	3,321	10,619
Closing carrying amount	<u>76,584</u>	<u>62,431</u>
<i>Irrigation assets</i>		
Opening carrying amount	34,607	29,606
Additions	4,312	5,244
Disposals	(70)	-
Depreciation expense	(1,398)	(1,092)
Net foreign currency movements	(22)	168
Reclassification/transfers between groups	420	681
Closing carrying amount	<u>37,849</u>	<u>34,607</u>
<i>Bearer plants</i>		
Opening carrying amount	141,116	127,960
Additions	13,104	18,808
Disposals	(2,417)	-
Depreciation expense	(9,457)	(7,705)
Net foreign currency movements	(75)	621
Reclassification/transfers between groups	1,497	1,432
Closing carrying amount	<u>143,768</u>	<u>141,116</u>

NOTE 17: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**(a) Reconciliations (continued)**

	2024	2023
	\$'000	\$'000
<i>Motor vehicles</i>		
Opening carrying amount	4,475	3,745
Additions	3,368	1,645
Disposals	(216)	(46)
Depreciation expense	(990)	(1,046)
Net foreign currency movements	(3)	203
Reclassification/transfers between groups	-	(26)
Closing carrying amount	<u>6,634</u>	<u>4,475</u>
<i>Office equipment</i>		
Opening carrying amount	354	365
Additions	70	(75)
Disposals	(2)	(4)
Depreciation expense	(108)	(141)
Net foreign currency movements	-	2
Reclassification/transfers between groups	-	207
Closing carrying amount	<u>314</u>	<u>354</u>
<i>Furniture, fixtures & fittings</i>		
Opening carrying amount	237	262
Additions	5	31
Disposals	(3)	-
Depreciation expense	(50)	(59)
Net foreign currency movements	-	3
Closing carrying amount	<u>189</u>	<u>237</u>
<i>Work in progress</i>		
Opening carrying amount	5,112	14,792
Additions	9,389	3,705
Disposals	(157)	(13,385)
Reclassification/transfers between groups	(6,339)	-
Net foreign currency movements	(20)	-
Closing carrying amount	<u>7,985</u>	<u>5,112</u>
<i>Total property, plant and equipment</i>		
Carrying amount at 1 July	446,491	408,600
Additions	73,780	51,722
Disposals	(3,483)	(53)
Depreciation expense	(22,264)	(16,998)
Net foreign currency movements	(345)	3,220
Revaluations	38,215	-
Carrying amount at 30 June	<u>532,394</u>	<u>446,491</u>

NOTE 17: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(a) Reconciliations (continued)

Work in progress is made up of Grove costs \$3.3 million (includes \$3.1 million trees deposit), Irrigation \$2.6 million, Plant and equipment \$1.7 million (includes \$0.5 million for a US harvester), and Land and buildings \$0.4 million.

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and any accumulated impairment losses. Land and buildings are recognised at fair value with all other classes of property, plant and equipment carried at historic cost.

Land and buildings

Freehold land and buildings are measured at fair value. At each balance date the carrying value of each asset is reviewed to ensure that it does not differ materially from the asset's fair value at reporting date. Where necessary, the asset is revalued to reflect its fair value.

The directors have obtained external valuations from LAWD and CBRE, independent valuers, for the year ended 30 June 2024.

As part of their fair value assessment, the independent valuers have considered the following:

- Relevant current prices in an active market for properties of different nature, condition or location (or subject to different leases or other contracts), if adjustment can be made to reflect those differences; and;
- Recent prices of similar properties in less active markets if available, with adjustments to reflect any changes in economic conditions since the date of the transactions that occurred at those prices.

The directors have adopted the fair value outlined by the independent valuers for land and buildings as at the reporting date which has resulted in a net uplift of \$38.2 million. Included in this net uplift is a \$4.6m revaluation decrement relating to the Boort olive mill, which is recognised in other comprehensive income, which partially offsets fair value gains recognised for this asset in prior years.

As at the date of revaluation of land and buildings, the accumulated depreciation has been eliminated against the gross carrying amount of land and buildings.

Refer to Note 30(a) for the outline of the fair value hierarchy.

Bearer plants

Bearer plants comprising of mature and immature olive trees in the olive groves are measured on the cost basis. Costs associated with immature trees will be capitalised in the year of planting and the following four years. Bearer plants are considered mature after eight years from planting.

Processing and harvesting costs are not capitalised when any of these immature trees are harvested.

The carrying amount of bearer plants is reviewed annually to ensure it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

No impairment indicators have been identified in relation to bearer plants.

NOTE 17: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**Bearer plants (continued)**

As at 30 June 2024, the total independent valuation of the Group's bearer plants, excluding those on leasehold land, is \$248.5 million. The carrying amount for these bearer plants is \$129.0 million. We note that bearer plants only located on freehold land have been valued independently. The carrying amount of bearer plants included on US leasehold land was \$14.8 million as at 30 June 2024.

We have presented below the details of the valued assets including the associated carrying amounts:

Bearer plants (AUD in millions)	Carrying amount \$'M	Independent valuation 30 June 2024 \$'M	Fair value uplift not recognised in the accounts \$'M
Australia (LAWD)			
Boort	68.6	118.6	50.0
Boundary Bend and Wemen	41.9	107.1	65.2
Australia total	110.5	225.7	115.2
USA (CBRE)			
Bearer plants on freehold land	18.5	22.8	4.4
USA total	18.5	22.8	4.4
Group total excluding bearer plants on leasehold land	129.0	248.5	119.6
Bearer plants on leasehold land (USA)	14.8		
Group total including bearer plants on leasehold land	143.8		

Depreciation

The depreciable amount of all property, plant and equipment is depreciated over their estimated useful lives commencing from the time the asset is held ready for use.

Class of fixed asset	Depreciation rate	Depreciation method
Buildings	2.5% - 10%	Straight-line
Irrigation assets	2.5% - 6.25%	Straight-line
Plant & equipment	2.5% - 20%	Straight-line
Bearer plants	5% - 10%	Straight-line
Motor vehicles	18.75%	Diminishing value
Office equipment	10% - 60%	Diminishing value
Furniture, fixtures & fittings	4.5% - 22.5%	Diminishing value

The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period, with the effect of any changes in estimates accounted for on a prospective basis.

NOTE 18: RIGHT-OF-USE ASSETS

	Land & Buildings \$'000	Plant \$'000	Equipment \$'000	Total \$'000
Cost				
At 1 July 2022	5,721	99	155	5,975
Additions	1,381	-	-	1,381
At 30 June 2023	<u>7,102</u>	<u>99</u>	<u>155</u>	<u>7,356</u>
Accumulated depreciation				
At 1 July 2022	(825)	(48)	(18)	(891)
Depreciation	(978)	(74)	(35)	(1,087)
At 30 June 2023	<u>(1,803)</u>	<u>(122)</u>	<u>(53)</u>	<u>(1,978)</u>
	Land & Buildings \$'000	Plant \$'000	Equipment \$'000	Total \$'000
Cost				
At 1 July 2023	7,102	99	155	7,356
Additions	442	-	-	442
At 30 June 2024	<u>7,544</u>	<u>99</u>	<u>155</u>	<u>7,798</u>
Accumulated depreciation				
At 1 July 2023	(1,803)	(122)	(53)	(1,978)
Disposals	-	-	-	-
Depreciation	(747)	(25)	(39)	(811)
At 30 June 2024	<u>(2,550)</u>	<u>(147)</u>	<u>(92)</u>	<u>(2,789)</u>
Carrying amount				
At 30 June 2023	<u>5,299</u>	<u>(23)</u>	<u>102</u>	<u>5,378</u>
At 30 June 2024	<u>4,994</u>	<u>(48)</u>	<u>63</u>	<u>5,009</u>

The consolidated entity leases several assets including land and buildings, plant and IT equipment. The average lease term, including options to extend, on land and buildings is 33 years for US leases and 8 years for Australian leases. Plant & Equipment lease terms range from 2-3 years.

The analysis of lease liabilities is presented in Note 20.

The total cash outflow for leases amounts to \$620,000 (2023: \$519,000).

NOTE 19: PAYABLES

	2024 \$'000	2023 \$'000
CURRENT		
<i>Unsecured liabilities</i>		
Trade creditors	27,373	22,159
Other creditors and accruals	3,865	10,165
	<u>31,238</u>	<u>32,324</u>

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 43 days. For suppliers, no interest is charged on the trade payables. The group has financial risk management policies in place to ensure that all payables are paid within the pre-agreed credit terms.

NOTE 20: LEASE LIABILITIES

	2024 \$'000	2023 \$'000
Payable		
- not later than one year	611	874
- later than one year and not later than five years	1,798	2,061
- later than five years	6,280	6,229
Undiscounted lease payments	8,689	9,164
Less future finance charges	(3,015)	(3,195)
Total lease liability	<u>5,674</u>	<u>5,969</u>
Represented by:		
Current liability	611	806
Non-current liability	5,063	5,163
	<u>5,674</u>	<u>5,969</u>

The consolidated group had the following movements in lease liabilities for the year:

	Foreign	Debt	Principal	New Asset		30 June
1 July 2023	Exchange	Drawdown	Repayment	Financing	Adjustments	2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
5,969	(82)	-	(620)	407	-	5,674
1 July 2022	Foreign	Debt	Principal	New Asset		30 June
\$'000	Exchange	Drawdown	Repayment	Financing	Adjustments	2023
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
5,459	132	-	(519)	897	-	5,969

NOTE 21: BORROWINGS

	Note	2024 \$'000	2023 \$'000
CURRENT			
<i>Secured liabilities</i>			
Bank loans	27(d)	3,980	3,811
Asset financing		304	12,362
Chattel mortgage liability	26	6,383	3,843
		<u>10,667</u>	<u>20,016</u>
NON-CURRENT			
<i>Secured liabilities</i>			
Bank loans	27(d)	190,365	156,879
Chattel mortgage liability	26	24,307	14,610
		<u>214,672</u>	<u>171,489</u>
Total Borrowings		<u>225,339</u>	<u>191,505</u>

Refer to Note 27 for further information on borrowings.

Refer to Note 26 for further information on chattel mortgages.

Assets pledged as security

In Australia and the US, assets have been pledged to secure borrowings of the group. The group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity without consent from the lender.

NOTE 22: OTHER LIABILITIES

	2024 \$'000	2023 \$'000
CURRENT		
Deferred income	2,177	2,725
Overseas equipment contracts	3,007	2,084
	<u>5,184</u>	<u>4,809</u>
NON-CURRENT		
Other entities liabilities	-	2,721
Overseas equipment contracts	1,599	3,302
	<u>1,599</u>	<u>6,023</u>

NOTE 22: OTHER LIABILITIES (CONTINUED)

Overseas equipment contracts relate to purchases of plant & equipment on credit from suppliers. The terms of the contracts are as follows:

- Australia: Monthly repayment of EUR €106,000 or AUD \$165,000 to December 2025. No interest is charged on the outstanding amount.

- US: Monthly repayment of EUR €73,800 or AUD \$125,000 to August 2025. Interest of EUR €41,400 or AUD \$67,000 will be incurred over the length of the contract.

NOTE 23: RETAINED EARNINGS

	2024 \$'000	2023 \$'000
Retained earnings at beginning of year	35,748	41,516
Net (loss)/profit	18,532	7,719
Transfers from reserves	238	192
Dividends declared	(13,721)	(13,679)
	<u>40,797</u>	<u>35,748</u>

NOTE 24: RESERVES

	2024 \$'000	2023 \$'000
Asset revaluation reserve	24(a) 94,261	66,428
Foreign currency translation reserve	24(b) (1,037)	(492)
Share-based payments reserve	24(c) 1,053	928
Cash flow hedge reserve	24(d) 2,738	3,479
	<u>97,015</u>	<u>70,343</u>

NOTE 24: RESERVES (CONTINUED)**(a) Asset revaluation reserve**

The asset revaluation reserve is used to record revaluations of land and buildings.

	2024 \$'000	2023 \$'000
<i>Movements in reserve</i>		
Opening balance	66,428	65,667
Fair value adjustment	38,215	-
Deferred tax charged directly in equity	(10,382)	761
Closing balance	<u>94,261</u>	<u>66,428</u>

(b) Foreign currency translation reserve

The foreign currency translation reserve is used to record the exchange differences arising on translation of a foreign entity.

	2024 \$'000	2023 \$'000
<i>Movements in reserve</i>		
Opening balance	(492)	(3,948)
Exchange difference arising on translation of foreign operations	6,817	(1,771)
Exchange on related party loans that form part of the investment	(7,362)	5,227
Closing balance	<u>(1,037)</u>	<u>(492)</u>

(c) Share based payments reserve

The share based payments reserve relates to share options granted to employees, officers and consultants under the Employee and Officers Share Option plan. Further information about share based payments to employees and officers is set out in Note 32.

	2024 \$'000	2023 \$'000
<i>Movements in reserve</i>		
Opening balance	928	783
Share based payments expense	363	337
Transfers to retained earnings	(238)	(192)
Closing balance	<u>1,053</u>	<u>928</u>

NOTE 24: RESERVES (CONTINUED)**(d) Cash flow hedge reserve**

The cash flow hedging reserve represents the cumulative effective portion of gains or losses arising on changes in fair value of hedging instruments entered into for cash flow hedges.

	2024 \$'000	2023 \$'000
<i>Movements in reserve</i>		
Opening balance	3,479	3,255
Gain/(loss) arising on changes in fair value of hedging instruments entered into for cash flow hedges:		
- Interest rate swap	(1,059)	320
- Deferred tax charged directly to equity	318	(96)
Closing balance	<u>2,738</u>	<u>3,479</u>

NOTE 25: SHARE CAPITAL

	2024 \$'000	2023 \$'000
Issued and paid-up capital		
2024: 417,420,302 (2023: 415,773,189) ordinary shares	<u>183,933</u>	<u>181,698</u>

(a) Ordinary shares

	2024		2023	
	Shares (000's)	\$'000	Shares (000's)	\$'000
Consolidated				
Opening balance	415,773	181,698	414,500	179,756
Dividend Reinvestment Plan	1,647	2,235	1,273	1,942
At reporting date	<u>417,420</u>	<u>183,933</u>	<u>415,773</u>	<u>181,698</u>

(b) Rights of each type of share

Ordinary shares participate in dividends and the proceeds on the winding up of the parent entity in the number proportionate to the number of shares held.

At shareholders' meetings each ordinary share is entitled to one vote when a poll is called, otherwise each shareholder has one vote on a show of hands. Ordinary shares have no par value.

(c) Share options granted under the Employees and Officers Share Option plan

At 30 June 2024, directors, senior employees and consultants held options over 17,230,000 ordinary shares of the consolidated entity (30 June 2023: 18,010,000 options held).

Share options granted under the Employees and Officers Share Option plan carry no rights to dividends and no voting rights. Further details of the employee share option plan are provided in Note 32.

NOTE 26: CHATTEL MORTGAGE LIABILITY

Payable		
- not later than one year	7,893	4,534
- later than one year and not later than five years	26,271	15,164
- later than five years	514	610
Minimum chattel mortgage payments	34,678	20,308
Less future finance charges	(3,988)	(1,855)
Total chattel mortgage liability	30,690	18,453

Represented by:

Current liability	21	6,383	3,843
Non-current liability	21	24,307	14,610
		30,690	18,453

The consolidated group had the following movements in chattel mortgage commitments for the year:

1 July 2023	Foreign Exchange	Refinanced	Principal Repayment	New Asset Financing	Adjustments	30 June 2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
18,453	(2)	9,014	(3,918)	7,143	-	30,690

1 July 2022	Foreign Exchange	Refinanced	Principal Repayment	New Asset Financing	Adjustments	30 June 2023
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
20,221	3	-	(6,105)	4,189	145	18,453

NOTE 27: CASH FLOW INFORMATION**(a) Reconciliation of cash**

	Note	2024 \$'000	2023 \$'000
Cash at the end of the financial year as shown in the consolidated statement of cash flows is reconciled to the related items in the consolidated statement of financial position as follows:			
Cash at bank	9	11,347	13,674

(b) Reconciliation of profit after income tax to net cash inflow from operating activities

Profit from ordinary activities after income tax	18,532	7,719
Adjustments for non-cash items		
Depreciation and amortisation	23,170	18,085
Trade receivables written off during the year	40	135
Stock obsolescence	(642)	425
(Profit)/loss on sale of assets	1,823	(90)
Share based payment expense	363	337
Unrealised foreign currency gains	(367)	(47)
	24,387	18,845
Change in assets and liabilities		
(Increase)/ decrease in receivables	(4,245)	(4,891)
(Increase)/decrease in prepayments and other assets	440	(626)
(Increase)/decrease in inventories and biological assets for sale	1,196	8,418
Increase/(decrease) in payables	(1,187)	7,683
(Decrease)/increase in current and deferred taxes	8,550	1,665
Increase/(decrease) in provisions	205	196
	4,959	12,445
Cash flows provided by operating activities	47,878	39,009

(c) Purchase of property, plant and equipment under borrowings

On initial recognition of property, plant and equipment which has been purchased on a lease, chattel mortgage or asset financing arrangement and no cash has flowed to or from the group, neither payments for property, plant and equipment nor proceeds of borrowings have been recognised in the consolidated statement of cash flows. Subsequent payments for leases, chattel mortgages or asset financing arrangements are included in financing cash flows.

NOTE 27: CASH FLOW INFORMATION (CONTINUED)

(d) The major facilities of the consolidated entity are summarised as follows:

Facility	Loan origination	Currency	Limit \$'000 (AUD)	Drawn at 30 June 2024	Term
				\$'000 (AUD)	
Current					
Working Capital Debt	Australian issued loans	AUD	4,000	3,980	Rolling 12 months
Total Current Debt			4,000	3,980	
Non-Current					
Core Debt	Australian issued loans	AUD	168,000	141,500	Nov-27
Core Debt	Australian issued loans	AUD	5,000	-	Nov-27
Domestic Foreign Currency Account Facility	Australian issued loans	USD	15,787	15,787	Nov-27
Domestic Foreign Currency Account Facility	Australian issued loans	USD	10,525	10,525	Nov-27
USA Promissory Note	US issued loans	USD	22,554	22,553	Jan-39
Total Non-Current Debt			221,866	190,365	
Total Debt			225,866	194,345	

The Group confirms that it has complied with all borrowing requirements and met the necessary financial ratios during the year.

Australian issued loans

Australian bank loans are issued in Australia by the Commonwealth Bank of Australia (CBA). These loans are secured by a general security interest over the Australian assets of Cobram Estate Olives Limited and its Australian subsidiaries. CBA also has mortgages over the Australian real properties owned by the consolidated entity's Australian subsidiaries. The interest cost under the AUD facilities is referenced to the Bank Bill Swap Bid Rate (BBSY). For the USD facilities, the interest cost is referenced to the Secured Overnight Financing Rate (SOFR) administered by the Federal Reserve Bank of New York. Additionally, a margin and line fee are paid on top of the reference rates. Finance will continue to be provided under these facilities, provided the consolidated entity has not breached any borrowing requirements and meets the required financial ratios.

US issued loans

In January 2024, the Group entered into a US\$15.0m long-term loan (the USA Promissory Note) with the Prudential Insurance Company of America (PGIM). These loans are secured by a general security cover over the US assets of Cobram Estate Olives Limited and its US subsidiaries. The interest cost for the USA Promissory Note is fixed at 6.71%.

NOTE 27: CASH FLOW INFORMATION (CONTINUED)**(d) The major facilities of the consolidated entity are summarised as follows: (continued)**

The consolidated group had the following movements in bank loans and chattel mortgage commitments for the year:

1 July 2023 \$'000	Foreign Exchange \$'000	Debt Drawdown \$'000	Principal Repayment \$'000	New Asset Financing \$'000	Adjustments \$'000	30 June 2024 \$'000
191,505	(306)	30,085	(7,803)	9,082	2,776	225,339

1 July 2022 \$'000	Foreign Exchange \$'000	Debt Drawdown \$'000	Principal Repayment \$'000	New Asset Financing \$'000	Adjustments \$'000	30 June 2023 \$'000
141,105	965	52,307	(15,355)	12,266	217	191,505

NOTE 28: CONTROLLED ENTITIES

	Country of incorporation	Ownership 2024 %	2023 %
Parent Entity:			
Subsidiaries of Cobram Estate Olives Limited:			
Boundary Bend Estate Management Pty Ltd	Australia	100	100
Boundary Bend Estate Pty Ltd	Australia	100	100
Boundary Bend Olives Pty Ltd	Australia	100	100
Boundary Bend Wellness	Australia	100	100
Boundary Bend IP Pty Ltd	Australia	100	100
Olive Management Pty Ltd	Australia	100	100
Cobram Estate Pty Ltd	Australia	100	100
Maqtec Australia Pty Ltd	Australia	100	100
Boundary Bend Assets Pty Ltd	Australia	100	100
Boundary Bend Olives, Inc.	USA	100	100
Boundary Bend Assets, Inc.	USA	100	100
Boundary Bend, Inc.	USA	100	100
Boundary Bend Wellness, Inc.	USA	100	100
Boundary Bend Olives NZ Ltd	New Zealand	100	100

There were no subsidiaries of Cobram Estate Olives Limited that were wound up during the year.

NOTE 29: RELATED PARTY TRANSACTIONS**(a) Trading transactions**

During the year, consolidated entities entered into the following trading transactions with related parties that are not members of the consolidated entity. The trading transactions with related parties in the below are with key management personnel or entities controlled by key management personnel. Please note amounts in this note are in \$, not rounded to \$'000 like the rest of the report.

	Sales of goods/services		Purchase of goods/services	
	2024	2023	2024	2023
	\$	\$	\$	\$
R. McGavin	3,182	7,989	-	-
P & F Riordan	-	1,725	-	-
United Retail Group Pty Ltd	-	1,799	-	-
Riordan Grain Services	-	1,799	-	-
Poligolet Holdings Pty Ltd	6,859	10,582	-	-
The Lifestyle Suite Talent Pty Ltd	-	-	55,660	82,858
Tim Jonas	-	480	-	-
Tim McGavin	2,400	2,400	-	-
Laura Jerez	-	-	21,382	19,589
Fiona Riordan	-	1,090	-	-
Leandro Ravetti	220	-	-	-
Joanna McMillan	140	351	-	-
David Wills	110	-	-	-
Sue Ball	720	-	-	-
	13,631	28,215	77,042	102,447

NOTE 29: RELATED PARTY TRANSACTIONS (CONTINUED)**(a) Trading transactions (continued)**

The following balances were outstanding at the end of the reporting period:

	Amounts owed by related parties		Amounts owed to related parties	
	2024 \$	2023 \$	2024 \$	2023 \$
R. McGavin	-	941	-	-
P & F Riordan	-	1,371	-	-
Poligolet Holdings Pty Ltd	-	2,306	-	-
The Lifestyle Suite Talent Pty Ltd	-	-	10,753	6,325
	-	4,618	10,753	6,325

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. No expense has been recognised in the current or prior periods for expected credit losses in respect of the amounts owed by related parties.

Sale of goods and services were made at the consolidated entity's usual list prices. Purchases were made at market price.

(b) Loans to key management personnel

Unsecured loans were provided by Cobram Estate Olives Limited (CBO) to entities controlled by each of Sam Beaton and Leandro Ravetti (who are both Executive Directors of the Company) in April 2021, for amounts of \$4.0 million and \$6.4 million, respectively. On 18 March 2024, Leandro Ravetti and Sam Beaton both sold 2 million CBO shares to a small group of existing institutional shareholders. Both Leandro and Sam advised the Company's board that they do not intend to sell any further shares in the foreseeable future.

Out of the sale proceeds, Leandro repaid \$3.10 million, and Sam repaid \$1.33 million to reduce the total of their Director loans from \$7.57 million to \$3.13 million. Contractual agreements with both Executives require a defined amount from the sale of their shareholdings to be directly used to repay the debt. The CBO Board has agreed to extend any outstanding loans as at 1 April 2024 to 1 April 2026.

NOTE 29: RELATED PARTY TRANSACTIONS (CONTINUED)**(b) Loans to key management personnel (continued)****FY24:**

Borrower	Leandro Ravetti	Sam Beaton	Total
Initial loan amount	\$6,400,000	\$4,000,000	\$10,400,000
Loan principal remaining	\$1,800,000	\$1,332,667	\$3,132,667
Current amount outstanding	\$37,113	\$27,477	\$64,590
Non-current amount outstanding	\$1,800,000	\$1,332,667	\$3,132,667
Interest charged	\$333,292	\$189,703	\$522,995
Interest paid	(\$296,179)	(\$162,226)	(\$458,405)
Drawdown date	1 April 2021	1 April 2021	
Maturity date	1 April 2026	1 April 2026	

FY23:

Borrower	Leandro Ravetti	Sam Beaton	Total
Initial loan amount	\$6,400,000	\$4,000,000	\$10,400,000
Loan principal remaining	\$4,900,000	\$2,666,667	\$7,566,667
Current amount outstanding	\$4,958,272	\$2,698,380	\$7,656,652
Non-current amount outstanding	-	-	-
Interest charged	\$233,730	\$127,200	\$360,930
Interest paid	(\$175,458)	(\$95,487)	(\$270,945)
Drawdown date	1 April 2021	1 April 2021	
Maturity date	1 April 2024	1 April 2024	

NOTE 29: RELATED PARTY TRANSACTIONS (CONTINUED)**(c) Transactions with key management personnel compensation***(i) Key management personnel equity holdings*

Details of key management personnel compensation are disclosed in Note 36 to the financial statements.

Fully paid ordinary shares of Cobram Estate Olives Limited:

	Balance at beginning of year No.	Received upon exercise of options No.	Acquired during the year No.	Disposed during the year No.	Balance at end of year No.
2024					
Craig Ball	4,287,574	-	102,366	-	4,389,940
Joanna McMillan	33,000	-	692	-	33,692
Rob McGavin	72,073,601	-	-	-	72,073,601
Leandro Ravetti	7,348,584	-	-	(2,000,000)	5,348,584
Sam Beaton	6,531,927	-	9,045	(2,000,000)	4,540,972
Toni Brendish	31,000	-	-	-	31,000
David Wills (b)	-	-	100,000	-	100,000
2023					
Tim Jonas (a)	3,275,376	-	100,000	-	3,375,376
Craig Ball	4,145,727	-	141,847	-	4,287,574
Jonathan West (c)	5,727,166	-	411,413	(2,001)	6,136,578
Joanna McMillan	32,397	-	603	-	33,000
Rob McGavin	72,073,601	-	-	-	72,073,601
Paul Riordan	17,654,708	-	-	-	17,654,708
Leandro Ravetti	7,348,584	-	-	-	7,348,584
Sam Beaton	6,524,050	-	7,877	-	6,531,927
Toni Brendish	-	-	31,000	-	31,000

(a) Tim Jonas resigned from the board effective at the conclusion of the AGM on 3 November 2023.

(b) David Wills was appointed as a Non-Executive Director at the close of the AGM on 3 November 2023.

(c) Professor Jonathan West passed away on 29 July 2023.

NOTE 29: RELATED PARTY TRANSACTIONS (CONTINUED)**(d) Transactions with key management personnel compensation**

Share options of Cobram Estate Olives Limited:

	Balance at beginning of year No.	Granted as compensation No.	Exercised No.	Lapsed No.	Balance at end of year No.
2024					
Tim Jonas	-	-	-	-	-
Craig Ball	-	-	-	-	-
Joanna McMillan	-	-	-	-	-
Rob McGavin	-	-	-	-	-
Leandro Ravetti	3,000,000	-	-	-	3,000,000
Sam Beaton	3,000,000	-	-	-	3,000,000
Toni Brendish	-	-	-	-	-
David Wills	-	-	-	-	-
2023					
Tim Jonas	-	-	-	-	-
Craig Ball	-	-	-	-	-
Jonathan West	250,002	-	-	(250,002)	-
Joanna McMillan	-	-	-	-	-
Rob McGavin	-	-	-	-	-
Paul Riordan	-	-	-	-	-
Leandro Ravetti	3,000,000	-	-	-	3,000,000
Sam Beaton	3,000,000	-	-	-	3,000,000
Toni Brendish	-	-	-	-	-
David Wills	-	-	-	-	-

All share options issued to key management personnel are made in accordance with the provision of the employee share option plan.

During the financial year no options (2023: none) were exercised by key management personnel.

Further details of the employee share option plan and of share options issued during the 2024 and 2023 financial year are contained in Note 32 to the financial statements.

NOTE 30: FAIR VALUE MEASUREMENTS**(a) Fair value hierarchy**

Assets and liabilities measured and recognised at fair value have been categorised into the following fair value measurement hierarchy:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Input other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Inputs for the asset or liability that are not based on observable market data

Year ended 30 June 2024	Level 1	Level 2	Level 3	Total
Recurring fair value measurements	\$'000	\$'000	\$'000	\$'000
<i>Non-financial assets</i>				
Land and buildings at fair value	-	-	259,071	259,071
Biological assets	-	-	4,086	4,086
<i>Financial assets</i>				
Hedging instruments	-	3,828	-	3,828
Year ended 30 June 2023	Level 1	Level 2	Level 3	Total
Recurring fair value measurements	\$'000	\$'000	\$'000	\$'000
<i>Non-financial assets</i>				
Land and buildings at fair value	-	-	198,159	198,159
Biological assets	-	-	5,421	5,421
<i>Financial assets</i>				
Hedging instruments	-	4,887	-	4,887

(b) Transfers between levels

There were no transfers between level 1, level 2 or level 3 of the fair value hierarchy during the year.

(c) Valuation techniques and inputs used in level 2 fair value measurements

	Fair value	Valuation technique	Description of valuation technique and inputs used
	\$'000		
Interest rate swaps	3,828	Income approach	The fair value of interest rate swaps is calculated using the present value of the estimated future cash flows based on observable interest rate yield curves.

NOTE 30: FAIR VALUE MEASUREMENTS (CONTINUED)**(d) Reconciliation of recurring level 2 fair value movements**

	2024 \$'000	2023 \$'000
<i>Hedging instruments</i>		
Opening balance asset/(liability)	4,887	4,567
Total gains and losses recognised in other comprehensive income	(1,059)	320
Closing balance asset	<u>3,828</u>	<u>4,887</u>

(e) Valuation techniques and significant unobservable inputs used in level 3 fair value measurements

	Fair value \$'000	Valuation technique	Description of valuation technique and inputs used
Land & Buildings	259,071	Market approach	Freehold land and buildings are measured at fair value. At each balance date the carrying value of each asset is reviewed to ensure that it does not differ materially from the asset's fair value at reporting date. Where necessary, the asset is revalued to reflect its fair value. The Directors have obtained external valuations from LAWD and CBRE, independent valuers, as at 30 June 2024. As part of their fair value assessment, the independent valuers have considered the following: - Relevant current prices in an active market for properties of different nature, condition or location (or subject to different leases or other contracts), if adjustment can be made to reflect those differences, and; - Recent prices of similar properties in less active markets if available, with adjustments to reflect any changes in economic conditions since the date of the transactions that occurred at those prices. The Directors have adopted the fair value outlined by the independent valuers for land and buildings as at the reporting date which has resulted in a net uplift of \$38.2 million. Included in the net uplift is a \$4.6m revaluation decrement relating to the Boort olive mill.
Biological assets	4,086	Fair value less costs to sell	As at 30 June 2024, little biological transformation has occurred at reporting date for the US Olive crop and no fair value gain/(loss) has been recognised as cost is the best approximate of fair value. The Group expects a fair value gain to be recognised for the 2025 US Olive crop in the 2025 half year financial report. All olives in Australia have been harvested and therefore there is no hanging crop as at 30 June 2024.

NOTE 30: FAIR VALUE MEASUREMENTS (CONTINUED)**(f) Financial assets and liabilities not at fair value**

The following assets and liabilities are at amortised cost which approximates their fair value.

	2024 \$'000	2023 \$'000
Financial assets at amortised cost		
Cash and cash equivalents	11,347	13,674
Trade and other receivables	22,494	22,428
Other assets	1,688	2,129
	<u>35,529</u>	<u>38,231</u>
Financial liabilities at amortised cost		
Trade and other payables	31,238	32,324
Borrowings	225,339	191,505
Lease liabilities	5,674	5,969
Overseas equipment contracts	4,606	5,386
	<u>266,857</u>	<u>235,184</u>

NOTE 31: FINANCIAL RISK MANAGEMENT**Capital risk management**

The consolidated entity manages its capital to ensure that entities within the consolidated entity will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance.

The capital structure of the consolidated entity consists of debt, which includes the borrowings disclosed in Note 21, cash and cash equivalents and equity attributable to equity holders of the parent entity, comprising issued capital, reserves and retained earnings as disclosed in Notes 25, 24 and 23 respectively.

Operating cash flows are used to maintain and expand the consolidated entity's net asset position, as well as to make the normal outflows of tax, dividend and interest obligations. The consolidated entity's policy is to borrow centrally, using a variety of borrowing facilities, to meet anticipated funding requirements.

Debt ratio

The Board of Directors regularly review the capital structure of the business, based on information provided from monthly management reporting. The consolidated entity regularly monitors its debt ratio, calculated as the ratio of total net external debt to tangible assets.

NOTE 31: FINANCIAL RISK MANAGEMENT (CONTINUED)**Debt ratio (continued)**

	2024 \$'000	2023 \$'000
Total external debt	225,339	191,505
Less: cash and cash equivalents	(11,347)	(13,674)
Net external debt	<u>213,992</u>	<u>177,831</u>
Total assets	690,072	610,461
Less: cash and cash equivalents	(11,347)	(13,674)
Total assets less cash	<u>678,725</u>	<u>596,787</u>
Debt ratio	31.53%	29.80%

The consolidated entity monitors and manages the financial risks relating to the operations of the consolidated entity throughout the year at meetings of the Board of Directors and key management personnel.

An annual risk review involving all areas of the business is conducted with a report and recommendations presented to the Board at the conclusion of the review. The consolidated entity has, to date, identified the following financial risks:

- (a) Currency risk
- (b) Interest rate risk
- (c) Credit risk
- (d) Liquidity risk

The Board of Directors have overall responsibility for identifying and managing financial risks.

The consolidated entity undertakes certain transactions denominated in foreign currencies, hence exposing the consolidated entity to the risk of exchange rate fluctuations. The consolidated entity's policy is to trade in stable currencies which are actively traded in local and world markets to reduce the risk of strongly adverse movements in exchange rates.

(a) Currency risk

It is the policy of the consolidated entity to continually monitor its currency risk, which may include entering into forward exchange contracts to buy and sell specified amounts of foreign currencies in the future at stipulated exchange rates to reduce this risk. The objective in entering the forward exchange contracts is to protect the consolidated entity against unfavourable exchange rate movements for both the contracted and anticipated future sales and purchases undertaken in foreign currencies.

NOTE 31: FINANCIAL RISK MANAGEMENT (CONTINUED)**(a) Currency risk (continued)**

At reporting date the carrying amount in AUD of the consolidated entity's external monetary assets and liabilities denominated in foreign currencies were as follows:

	Assets		Liabilities	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Olive oil - Australian operations	-	83	30,013	32,335
Olive oil - USA operations	14,727	13,786	33,619	7,353

Sensitivity

The consolidated entity is mainly exposed to US Dollars (USD), European Euros (EUR), and Argentinean Pesos (ARS). Contracts for sale of olive oil to international markets are generally denominated in EUR. Contracts for the sale of olive oil are also entered into in USD when selling to the US market. The exposure to ARS is as a result of the consolidated entity's investment in land suitable for the establishment of an olive grove in Argentina. A subsidiary of the consolidated entity, Boundary Bend Estate Pty Ltd, that owns this land, has been determined to have a functional currency of ARS at balance date. The US based entities (Boundary Bend Olives, Inc; Boundary Bend Assets, Inc.; Boundary Bend Wellness, Inc.; and Boundary Bend, Inc.) have a functional currency of USD. Exposure to all other foreign currencies is incidental to the trading of the consolidated entity and the effect of movements in the exchange rates with these foreign currencies is considered immaterial.

The table set out below shows the impact that a 10% increase or decrease in the Australian dollar against the relevant foreign currency would have on the financial statements at reporting date. A positive number indicates an increase in profit or other equity where the Australian dollar strengthens against the foreign currency. The stipulated movement for the sensitivity analysis of 10% has been chosen as it represents what may occur in any financial year.

	+10%	-10%	+10%	-10%
	2024	2024	2023	2023
	\$'000	\$'000	\$'000	\$'000
United States Dollars				
Impact on profit before tax	20	(25)	(1,996)	1,996
Impact on equity	4,109	(5,023)	(2,692)	2,692
European Euros				
Impact on profit before tax	316	(386)	(585)	585
Impact on equity	-	-	-	-

(b) Interest rate risk

The consolidated entity is exposed to interest rate risk, which is the risk that a financial instrument's value will fluctuate as a result of changes in market interest rates, because the consolidated entity borrows funds at both fixed and floating interest rates.

NOTE 31: FINANCIAL RISK MANAGEMENT (CONTINUED)**(b) Interest rate risk (continued)**

The consolidated entity manages its interest costs using a mix of fixed and floating rate debt. The consolidated entity has fixed a certain amount of debt with the remaining balance subject to a variable interest rate. The consolidated entity has fixed a portion of the floating rate debt by entering into interest rate swaps.

The consolidated entity's exposure to interest rates on financial assets and liabilities are detailed in the liquidity risk management section of this note.

Sensitivity

The following sensitivity analysis has been determined based on the consolidated entity's exposure to long term debt obligations. Changes in interest rates would also have an effect on the interest received by the consolidated entity, however, this effect is considered immaterial for the purpose of the sensitivity analysis.

The analysis has been conducted based on a 100 basis point change (1.00%), either up or down, in the prevailing interest rate at the end of the financial year applied to outstanding debt obligations at reporting date. A 100 basis point sensitivity has been used for the analysis as this is deemed a reflective basis point variance given recent market conditions.

Taking into consideration the variable interest rate instruments at reporting date, if interest rates had been 100 basis points higher or lower and all other variables were held constant, the consolidated entity's net profit would (decrease)/increase:

	-1% 2024 \$'000	+1% 2024 \$'000	-1% 2023 \$'000	+1% 2023 \$'000
Interest rate movement				
Impact on profit before tax	1,121	(1,121)	(989)	989

(c) Credit risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date of recognised financial assets is the carrying amount of those assets, net of any expected credit losses, as disclosed in the consolidated statement of financial position and notes to financial statements.

Credit risk for derivative financial instruments arises from the potential failure by counterparts to the contract to meet their obligations. The credit risk exposure of forward exchange contracts is the net fair value of these contracts.

The consolidated entity minimises concentrations of credit risk in relation to trade receivables by undertaking transactions with a large number of customers, and where appropriate, has trade credit insurance. Transactions only occur with reputable banks to minimise credit risk.

NOTE 31: FINANCIAL RISK MANAGEMENT (CONTINUED)**(d) Liquidity risk**

Ultimate responsibility for liquidity risk management rests with the Board of Directors, who have built an appropriate liquidity risk management framework for the management of the consolidated entity's short, medium and long-term funding and liquidity management requirements. The consolidated entity manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The tables below have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the consolidated entity can be required to pay. The tables below include the weighted average effective interest rate.

Year ended 30 June 2024	Weighted average effective interest rate	< 6 months	6 - 12 months	> 12 months, < 5 years	5+ years	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Financial assets:</i>						
Non interest bearing assets	0%	19,360	-	-	-	19,360
Variable interest rate instruments						
- Cash	0%	11,347	-	-	-	11,347
- Amounts received from directors and key management personnel	8.27%	-	-	3,133	-	3,133
<i>Financial liabilities:</i>						
Non interest bearing liabilities	0%	31,238	-	-	-	31,238
Overseas equipment contracts	0%	1,504	1,504	1,598	-	4,606
Variable interest rate instruments						
- Bank loans	6.32%	3,980	-	108,116	-	112,096
Fixed interest rate instruments						
- Bank loans	3.43%	-	-	59,696	22,553	82,249
- Finance lease liability	3.48%	305	305	1,798	6,280	8,688
- Chattel mortgage liability	5.38%	3,946	3,946	26,271	514	34,677
Year ended 30 June 2023						
<i>Financial assets:</i>						
Non interest bearing assets	0%	15,061	-	-	-	15,061
Variable interest rate instruments						
- Cash	0%	13,674	-	-	-	13,674
- Amounts received from directors and key management personnel	4.77%	-	-	7,657	-	7,657
<i>Financial liabilities:</i>						
Non interest bearing liabilities	0%	32,323	-	-	-	32,323

NOTE 31: FINANCIAL RISK MANAGEMENT (CONTINUED)**(d) Liquidity risk (continued)**

Variable interest rate instruments						
- Bank loans	5.26%	-	-	115,052	-	115,052
Fixed interest rate instruments						
- Bank loans	3.58%	-	-	58,000	-	58,000
- Finance lease liability	3.48%	-	660	1,173	4,136	5,969
- Chattel mortgage liability	4.17%	1,711	2,823	13,309	610	18,453

(e) Functional and presentation currency

The functional currency of each of the individual entities comprising the consolidated entity is measured using the currency of the primary economic environment in which that entity operates. The functional currency of all entities is Australian dollars except for Boundary Bend Estate Pty Ltd which has a functional currency of Argentinean Pesos, Boundary Bend Olives NZ Ltd which has a functional currency of New Zealand Dollars, and the US based entities Boundary Bend Olives, Inc; Boundary Bend Assets, Inc; Boundary Bend Wellness, Inc; and Boundary Bend, Inc., which have a functional currency of US dollars. These financial statements are presented in Australian dollars which is the consolidated entity's presentation currency.

NOTE 32: SHARE-BASED PAYMENTS**(a) Employee Option Plan**

The consolidated entity has an ownership-based compensation scheme for employees, officers and consultants.

Equity-based compensation benefits have been granted by Cobram Estate Olives Limited under an employee share option plan adopted by the Board (Historical ESOP). The Historical ESOP was established to enable Cobram Estate Olives Limited to grant options over Shares to Directors, key management personnel and other employees of the Company.

Each option converts into one ordinary share of Cobram Estate Olives Limited on exercise. No amounts are paid or payable by the recipient on receipt of the option. The options carry neither rights to dividends nor voting rights. Options may be exercised at any time from the date of vesting to the date of their expiry.

In 2021, Cobram Estate Olives Limited resolved to replace the Historical Employee Share Option Plan (ESOP) with the a new Long Terms Incentive Plan (LTIP), prior to listing on the ASX.

This was established to support the Company's policy of issuing incentive securities to assist in the motivation, retention, and reward of eligible employees. The LTIP allows the Company to grant options to acquire shares and/or rights to acquire shares in the Company as incentives, subject to the terms of individual offers.

The plan is designed to align the interests of employees with the interests of Shareholders.

An additional LTIP was adopted by the Company in May 2023, to enable the Company to issue performance securities to its employees in the USA for the purpose of attracting, incentivising and retaining personnel involved in the Company's USA operations. The Plan does not replace, and is intended to operate in parallel with, any existing equity incentive plan established by the Company.

NOTE 32: SHARE-BASED PAYMENTS (CONTINUED)**(a) Employee Option Plan (continued)**

Cobram Estate Olives Limited does not propose to issue any further Options under the Historical ESOP.

Share based payments

Equity settled share based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date. Share options are priced using the Black Scholes option pricing model.

Options that vest on issue are expensed in full on issue date. Options that do not vest on issue are expensed on a straight line basis over the vesting period based on the consolidated entity's estimate of equity instruments that will eventually vest.

Details of the total share options outstanding at the end of the year are provided below:

Grant date	Vesting Date	Expiry date	Exercise price	Fair value at grant date	Balance at start of the period	Granted during the period	Exercised during the period	Forfeited/ Lapsed during the period	Balance at the end of the year
2024									
27-Apr-17	1-Jul-24	1-Aug-24	\$1.50	\$1.33	600,000	-	-	-	600,000
19-Sep-18	19-Aug-23	19-Sep-23	\$1.50	\$1.42	780,000	-	-	(780,000)	-
23-Mar-19	16-Feb-26	22-Mar-26	\$1.50	\$1.42	180,000	-	-	-	180,000
17-Apr-21	18-Mar-26	17-Apr-26	\$1.50	\$1.42	1,200,000	-	-	-	1,200,000
17-Apr-21	18-Mar-28	17-Apr-28	\$1.50	\$1.42	14,250,000	-	-	-	14,250,000
8-May-23	1-Mar-28	14-Mar-28	\$1.80	\$1.36	500,000	-	-	-	500,000
8-May-23	1-Mar-30	15-Mar-30	\$1.80	\$1.36	500,000	-	-	-	500,000
					18,010,000	-	-	(780,000)	17,230,000
Grant date	Vesting Date	Expiry date	Exercise price	Fair value at grant date	Balance at start of the period	Granted during the period	Exercised during the period	Forfeited/ Lapsed during the period	Balance at the end of the year
2023									
27-Apr-17	1-Jul-24	1-Aug-24	\$1.50	\$1.33	600,000	-	-	-	600,000
19-Sep-18	19-Aug-23	19-Sep-23	\$1.50	\$1.42	780,000	-	-	-	780,000
22-Mar-19	16-Feb-26	22-Mar-26	\$1.50	\$1.42	180,000	-	-	-	180,000
6-Dec-19	6-Dec-22	6-Jan-23	\$1.50	\$1.42	90,000	-	-	(90,000)	-
6-Dec-19	6-Dec-24	16-Jan-25	\$1.50	\$1.42	90,000	-	-	(90,000)	-
15-Dec-19	16-Dec-19	15-Dec-22	\$1.42	\$1.42	250,002	-	-	(250,002)	-
17-Apr-21	18-Mar-26	17-Apr-26	\$1.50	\$1.42	1,200,000	-	-	-	1,200,000
17-Apr-21	18-Mar-28	17-Apr-28	\$1.50	\$1.42	15,300,000	-	-	(1,050,000)	14,250,000
8-May-23	1-Mar-28	15-Mar-28	\$1.80	\$1.36	-	500,000	-	-	500,000
8-May-23	1-Mar-30	15-Mar-30	\$1.80	\$1.36	-	500,000	-	-	500,000
					18,490,002	1,000,000	-	(1,480,002)	18,010,000

(b) Fair value of share options granted in the year

There were no options granted during the year (2023: 1,000,000).

(c) Share options exercised during the year

In FY2024, no options were exercised (FY2023: no options exercised).

NOTE 32: SHARE-BASED PAYMENTS (CONTINUED)**(d) Options outstanding at the end of the year**

The share options outstanding at the end of the year had a weighted average exercise price of \$1.52 (2023: \$1.52), and a weighted average remaining contractual life of 1,300 days (2023: 1,598 days).

NOTE 33: DIVIDENDS

	2024 \$'000	2023 \$'000
The Board paid a dividend of 3.3 cents per share on 13 December 2023, franked at 70% (FY2023: 3.3 cents per share, franked at 70%) *	13,721	13,679

Balance of franking account on a tax paid basis at financial year end adjusted for franking credits arising from payment of provision for income tax and dividends recognised as receivables, franking debits arising from payment of proposed dividends and any credits that may be prevented from distribution in subsequent years:

1,500	1,269
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* The FY2024 dividend includes an amount of \$2.2 million that was reinvested under the Dividend Reinvestment Plan (FY2024: \$1.9 million).

NOTE 34: PARENT ENTITY DETAILS

Summarised presentation of the parent entity, Cobram Estate Olives Limited and controlled entities, financial statements:

(a) Summarised parent statement of financial position

	2024 \$'000	2023 \$'000
Assets		
Current assets	14,876	6,724
Non-current assets	434,683	412,015
Total assets	449,559	418,739
Liabilities		
Current liabilities	11,369	1,581
Non-current liabilities	288,639	278,335
Total liabilities	300,008	279,916
Net assets	149,551	138,823

NOTE 34: PARENT ENTITY DETAILS (CONTINUED)**(a) Summarised parent statement of financial position (continued)**

Equity		
Share capital	183,934	181,698
Retained earnings	(42,922)	(52,855)
Reserves	-	-
Investment revaluation reserve	4,749	5,573
Share based payments reserve	1,053	928
Cash flow hedge reserve	2,737	3,479
Total equity	149,551	138,823

(b) Summarised parent statement of comprehensive income

Profit for the year	23,407	18,542
Other comprehensive income for the year	(838)	283
Total comprehensive income for the year	22,569	18,825

(c) Parent entity guarantees

The Australian bank loans are secured by a general security interest over the assets and undertakings of Cobram Estate Olives Limited and its Australian subsidiaries. The bank also has mortgages over the Australian real properties owned by the consolidated entity's Australian subsidiaries. All Australian subsidiaries guarantee the bank loans.

(d) Parent entity contingent liabilities

There are no contingent liabilities as at 30 June 2024.

(e) Parent entity contractual commitments

The parent entity has no contractual commitments for the acquisition of property, plant or equipment.

(f) Tax consolidation

The company and its wholly-owned Australian resident entities are members of a tax-consolidated group under Australian tax law. The company is the head entity within the tax-consolidated group.

Amounts payable or receivable under the tax-funding arrangement between the company and the entities in the tax consolidated group are determined using a 'stand-alone taxpayer' approach to determine the tax contribution amounts payable or receivable by each member of the tax-consolidated group. Transactions within the group are notionally considered a transaction with an external party in each entity and the tax is accounted in the same manner as if the transaction were with a party external to the group. The same basis is used for tax allocation within the tax-consolidated group.

NOTE 35: CONTINGENT LIABILITIES

There are no contingent liabilities as at 30 June 2024 (30 June 2023: nil).

NOTE 36: KEY MANAGEMENT PERSONNEL COMPENSATION**Details of key management personnel**

The directors and other members of key management personnel of the consolidated entity during the year were:

Key management personnel	Position
Rob McGavin	Non-Executive Chair.
Leandro Ravetti	Joint-Chief Executive Officer (Technical and Production).
Tim Jonas	Non-Executive Director. Resigned on 3 November 2023.
Craig Ball	Non-Executive Director.
Jonathan West	Non-Executive Director. Passed away end of July 2023.
Sam Beaton	Joint-Chief Executive Officer (Finance and Commercial).
Joanna McMillan	Non-Executive Director.
Toni Brendish	Non-Executive Director.
David Wills	Non-Executive Director. Appointed on 3 November 2023.

Key management personnel compensation

The aggregate compensation made to key management personnel of the consolidated entity is set out below:

	2024	2023
	\$	\$
Compensation received by key management personnel of the consolidated entity:		
- Short-term employee benefits	2,108,915	2,067,619
- Post-employment benefits	113,704	54,960
- Share-based payments	107,167	91,607
	<u>2,329,786</u>	<u>2,214,186</u>

NOTE 37: SUBSEQUENT EVENTS

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in future financial years.

NOTE 38: COMMITMENTS FOR EXPENDITURE

At 30 June 2024 there were the following commitments for capital expenditure:

- Land and buildings	\$1.5 million
- Plant and equipment	\$9.2 million
- Olive groves	\$4.1 million
- Motor vehicles	\$0.1 million
	<u>\$14.90 million</u>

At 30 June 2023, there were \$24.2 million in commitments for capital expenditure.

NOTE 39: EARNINGS/(LOSS) PER SHARE

	2024	2023
Earnings/(Loss) \$ per share		
From continuing operations		
Basic earnings per share	0.0445	0.0186
Diluted earnings per share	0.0427	0.0178

The calculation of the basic and diluted earnings per share is based on the following data:

	2024 \$'000	2023 \$'000
Earnings		
Profit/(loss) for the purposes of basic and diluted earnings per share	18,532	7,719
	2024	2023
Number of shares		
Weighted average number of ordinary shares for the purposes of basic earnings per share	416,673,251	415,215,300
Weighted average number of ordinary shares for the purposes of diluted earnings per share	434,075,874	432,905,575

Notes to Financial Statements continued

Entity Name	Entity type	Place formed or incorporated	% of share capital held	Australian or foreign	Foreign jurisdiction
Cobram Estate Olives Limited	Company	Australia	100%	Australian	N/A
Boundary Bend Estate Management Pty Ltd	Company	Australia	100%	Australian	N/A
Boundary Bend Estate Pty Ltd	Company	Australia	100%	Australian	N/A
Boundary Bend Olives Pty Ltd	Company	Australia	100%	Australian	N/A
Boundary Bend Wellness Pty Ltd	Company	Australia	100%	Australian	N/A
Boundary Bend IP Pty Ltd	Company	Australia	100%	Australian	N/A
Olive Management Pty Ltd	Company	Australia	100%	Australian	N/A
Cobram Estate Pty Ltd	Company	Australia	100%	Australian	N/A
Maqtec Australia Pty Ltd	Company	Australia	100%	Australian	N/A
Boundary Bend Assets Pty Ltd	Company	USA	100%	Foreign	USA
Boundary Bend Assets Olives, Inc.	Company	USA	100%	Foreign	USA
Boundary Bend, Inc.	Company	USA	100%	Foreign	USA
Boundary Bend Wellness, Inc.	Company	USA	100%	Foreign	USA
Boundary Bend Olives NZ Ltd	Company	New Zealand	100%	Foreign	New Zealand

At the end of the financial year, no entity within the consolidated entity was a trustee of a trust within the consolidated entity, a partner in a partnership within the consolidated entity, or a participant in a joint venture within the consolidated entity.

Directors' Declaration

The Directors of the consolidated entity declare that:

- (1) the consolidated financial statements and notes set out on pages 83 to 141 are in accordance with the *Corporations Act 2001*, including:
 - (a) complying with Accounting Standards in Australia and the Corporations Regulations 2001; and
 - (b) as stated in Note 1, the financial statements also comply with International Financial Reporting Standards; and
 - (c) give a true and fair view of the financial position as at 30 June 2024 and performance for the year ended on that date of the consolidated entity.
- (2) In the Directors' opinion there are reasonable grounds to believe that the consolidated entity will be able to pay its debts as and when they become due and payable.
- (3) In the Directors' opinion, the consolidated entity disclosure statement required by subsection 295(3A) of the Corporations Act 2001 is true and correct.

This declaration is made in accordance with a resolution of the Board of Directors made pursuant to s295(5) of the Corporations Act 2001, refer to rounding of amounts Note 1(b).

Director:



Rob McGavin (Chair)

Director:



David Wills

Dated this

23 August 2024

Independent Auditor's Report

of Cobram Estate Olives Limited and Controlled Entities



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Independent Auditor's Report to the Members of Cobram Estate Olives Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Cobram Estate Olives Limited (the "Company") and its subsidiaries (the "Group") which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the directors' declaration and the consolidated entity disclosure statement.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Group's financial position as at 30 June 2024 and of their financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
Inventory valuation – current year Australian grown oil crop harvested As disclosed in Note 11, the Group held olive oil inventory of \$96.8 million as at 30 June 2024. The olive oil inventory comprises olive fruit that has been fully harvested and crushed at year end which was sourced from the 2024 harvest. The inputs used by the Group in the valuation of Australian olive oil inventory sourced from the 2024 harvest include harvest volumes, growing costs and key assumptions for the fair value of olive fruit. We consider the valuation of the current year Australian olive oil to be a key audit matter because of the judgements involved in the determination of the fair value of the olive fruit at the point of harvest which is a component of the costing of the olive oil.	We performed the following procedures, amongst others: • We obtained an understanding of the valuation processes and controls implemented to measure the harvest volumes • Assessed the Group's accounting policies against the requirements of Australian Accounting Standards. • In conjunction with our valuation specialists, we evaluated the fair value less cost to sell of the Australian fruit at the point of harvest by: • Assessing the methodology applied in the determination of fair value less cost to sell • Challenging the assumptions in the valuation in respect to selling prices and costs to sell • Performing a retrospective review of the accuracy of previous valuations to assist with our challenge of management's inputs and assumptions • Testing the mathematical accuracy of the valuation Evaluating the adequacy of the disclosures made in Note 11 and 14 of the financial statements.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible:

- For the preparation of the financial report in accordance with the Corporations Act 2001, including giving a true and fair view of the financial position and performance of the Group in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the Corporations Act 2001, including giving a true and fair view of the financial position and performance of the Group, and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 72 to 80 of the Directors' Report for the year ended 30 June 2024.

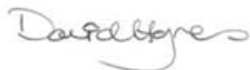
In our opinion, the Remuneration Report of Cobram Estate Olives Limited, for the year ended 30 June 2024, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.



DELOITTE TOUCHE TOHMATSU



David Haynes
Partner
Chartered Accountants
Melbourne, 23 August 2024

Additional Securities Exchange Information

In accordance with ASX Listing Rule 4.10, the Company provides the following information to shareholders not elsewhere disclosed in this Annual Report. The information provided is current as at 14 August 2024 ("Reporting Date").

2024 CORPORATE GOVERNANCE STATEMENT

Cobram Estate Olives Limited is committed to conducting its business activities and governing the Company in accordance with best practice corporate governance standards to the extent appropriate to the size and nature of the Company's operations.

The Company has prepared a statement which sets out the corporate governance practices that are in operation at the Reporting Date (Corporate Governance Statement). This Corporate Governance Statement details the extent to which the Company follows, as at the Reporting Date, the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations ("Recommendations") and provides reasons for not following those Recommendations as well as alternate governance practices (if any) that the Company intends to adopt instead of those Recommendations.

In accordance with ASX Listing Rules, the Corporate Governance Statement is available for review in the corporate governance section of the Company's website (<https://investors.cobramestateolives.com.au/investor-centre/>) and will be lodged with the ASX together with an Appendix 4G at the same time that this Annual Report is lodged with the ASX. The Appendix 4G will detail each Recommendation that needs to be reported against by the Company and will provide shareholders with information as to where relevant governance disclosures can be found.

The Company's corporate governance policies and charters are all available on its website (<https://investors.cobramestateolives.com.au/investor-centre/>).

Number of Holdings of Equity Securities

As at the Reporting Date, the number of holders of each class of Cobram Estate Olives Limited equity securities on issue is as follows:

CLASS OF EQUITY SECURITIES	NUMBER OF HOLDERS
Ordinary Shares	3,586
Options exercisable at \$1.50 and expiring 22 March 2026	1
Options exercisable at \$1.50 and expiring 17 April 2026	1
Options exercisable at \$1.50 and expiring 17 April 2028	8
Options exercisable at \$1.80 and expiring 15 March 2028	1
Options exercisable at \$1.80 and expiring 15 March 2030	1

Voting Rights of Equity Securities

The only class of equity securities currently on issue in the Company which carry voting rights are ordinary shares.

As at the Reporting Date, there were 3,586 holders of a total of 418,020,302 ordinary shares in the Company. The voting rights attached to ordinary shares (as set out in the Company's constitution) are that every member who is present at a general meeting and entitled to vote:

- on a show of hands, has one vote; and
- on a poll, has one vote for each fully paid share the member holds.

DISTRIBUTION OF HOLDERS OF EQUITY SECURITIES

The distribution of holders of the Company's equity securities on issue as of the Reporting Date is as follows.

Twenty Largest Holders of Quoted Equity Securities

The Company only has one class of quoted securities, being ordinary shares. The names of the 20 largest holders of ordinary shares, together with the number of ordinary shares and percentage of capital held by each holder as at the Reporting Date, is as follows:

Top holder

RANK	HOLDER	ORDINARY SHARES	% OF SHARES ON ISSUE
1	ROBERT MCGAVIN	29,027,068	6.94%
2	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	20,403,996	4.88%
3	MCGAVIN INVESTMENTS PTY LTD	17,673,984	4.23%
4	UBS NOMINEES PTY LTD	14,108,318	3.38%
5	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	12,731,091	3.05%
6	R D & K A MCGAVIN PTY LTD	12,510,763	2.99%
7	BELL POTTER NOMINEES LTD	12,063,895	2.89%
8	TROPICO PTY LTD	10,000,000	2.39%
9	PAUL RIORDAN	9,820,800	2.35%
10	GOWING BROS LIMITED	9,470,774	2.27%
11	H & M ASSOCIATES	9,351,677	2.24%
12	BOOL INVESTMENTS PTY LTD	7,837,170	1.87%
13	CITICORP NOMINEES PTY LIMITED	7,501,407	1.79%
14	WOOBINDA NOMINEES PTY LTD	6,650,000	1.59%
15	MR ANDREW MATTHEW CRICHTON CAMERON & MRS DEBORAH MADGE CAMERON	6,053,298	1.45%
16	NEVILLE J BERTALLI	5,795,901	1.39%
17	RAVETTI INVESTMENTS PTY LTD	5,348,584	1.28%
18	MR NEIL JAMES RICHMOND & MRS ELIZABETH AMELIA RICHMOND	5,030,856	1.20%
19	AMENDUNI NICOLA SPA	4,848,147	1.16%
20	AEGP SUPER PTY LTD	4,500,000	1.08%
TOTAL		210,727,729	50.41%

Substantial Shareholders

As at the Reporting Date, the names of the substantial holders of Cobram Estate Olives Limited's equity securities are as follows:

HOLDER ¹	SECURITIES	% OF SECURITIES ON ISSUE
Rob McGavin	72,073,601	17.2%
Perpetual Investments	26,350,118	6.3%

Notes:

- Holders of securities in the Company may hold their interests in those securities directly, or through entities associated with them (e.g. through holdings by companies or trusts).

Additional Securities Exchange Information continued

Unmarketable Parcels

The number of holders of less than a marketable parcel of ordinary shares based on the closing market price as at the Reporting Date is as follows:

UNMARKETABLE PARCELS	MINIMUM PARCEL SIZE	HOLDERS	UNITS
Minimum \$500 parcel at \$1.54 per unit on 14 August 2024	325	285	64,130

Voluntary Escrowed Shares

The Company has no voluntary escrowed shares.

Unquoted Equity Securities

The number of each class of unquoted equity securities on issue, and the total number of holders, as at the Reporting Date, of each security, are as follows:

CLASS OF SECURITIES	NUMBER OF UNQUOTED EQUITY SECURITIES	NUMBER OF HOLDERS
Options	16,630,000	10

There are no persons who hold 20% or more of equity securities in each unquoted class other than under an employee incentive scheme.

On Market Buyback

There is no current on-market buy-back program in place.

Issues of Securities

There are no issues of securities approved for the purposes of item 7 of section 611 of the Corporations Act that have not yet been completed.

Securities Purchased On-Market

No securities were purchased on-market during the reporting period under or for the purposes of an employee incentive scheme, or to satisfy the entitlements of the holders of options or other rights to acquire securities granted, under an employee incentive scheme.

STOCK EXCHANGE LISTING

Cobram Estate Olives Limited's ordinary shares are quoted on the Australian Securities Exchange (ASX issuer code: CBO).

OTHER INFORMATION

Registers of Cobram Estate Olives Limited's securities are held by **Link Market Services**, Level 10, Tower 4, 727 Collins Street, Melbourne, Victoria, 3000, Australia.

Corporate Directory

Directors

Rob McGavin – Non-Executive Chair and Co-Founder
Craig Ball – Non-Executive Director
Toni Brendish – Non-Executive Director
David Wills – Non-Executive Director
Dr Joanna McMillan – Non-Executive Director
Sam Beaton – Joint-CEO and Executive Director
Leandro Ravetti – Joint-CEO and Executive Director

Company Secretaries

Hasaka Martin – Joint Company Secretary
Emily Austin – Joint Company Secretary

Joint Group Chief Financial Officers

Anabel Godino Arevalo – Australia
Trenton Gallagher – USA

Registered Office

151 Broderick Road
Lara, Victoria, 3212, Australia

Share Registry

Link Market Services Limited
Level 10, Tower 4, 727 Collins Street
Melbourne, Victoria, 3000, Australia

Legal Advisors

DLA Piper
Level 12, 80 Collins Street
Melbourne, Victoria, 3000, Australia

Auditor

Deloitte Touche Tohmatsu
477 Collins Street
Melbourne, Victoria, 3000, Australia

Website

cobramestateolives.com.au

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