



ANNUAL GENERAL MEETING 2025

16 December 2025





ACKNOWLEDGEMENT OF COUNTRY

Orica acknowledges all Traditional Custodians of the lands and waters on which we operate.

We pay our respects to Elders past and present for they hold a crucial role in passing on traditions and cultural practices from one generation to the next.



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BOARD OF DIRECTORS



**Malcolm
Broomhead**



**Sanjeev
Gandhi**



**Vik
Bansal**



**John
Beevers**



**Mark
Garrett**



**Denise
Gibson**



**Vanessa
Guthrie**



**Karen
Moses**



**Gordon
Naylor**



**Krista
Stewart**



CHAIRMAN'S ADDRESS



Malcolm Broomhead
Chairman



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Safety remains our number one priority



Highest earnings in 13 years



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**Scope 1 and 2 emissions reduced by 51% from
2019 baseline levels**



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Governance and succession



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Personal reflections



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MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER'S ADDRESS



Sanjeev Gandhi
Managing Director and CEO



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A full-page photograph of a male worker in profile, facing left, operating a large industrial control panel. He is wearing a white hard hat, safety glasses, and a dark blue jacket with orange reflective stripes and the 'ORICA' logo. He is also wearing yellow gloves. The control panel is grey and features numerous digital displays showing numbers like 5.9, 12.0, 2.0, 7.0, 8.0, and 85.0, along with various red and green buttons and switches. A yellow lightning bolt warning symbol is visible on the panel. The background shows industrial pipes and machinery.

Continued commitment to safety



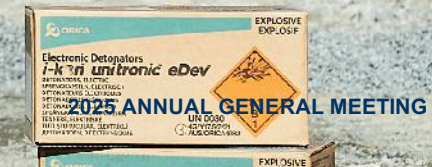
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Our people are central to Orica's success

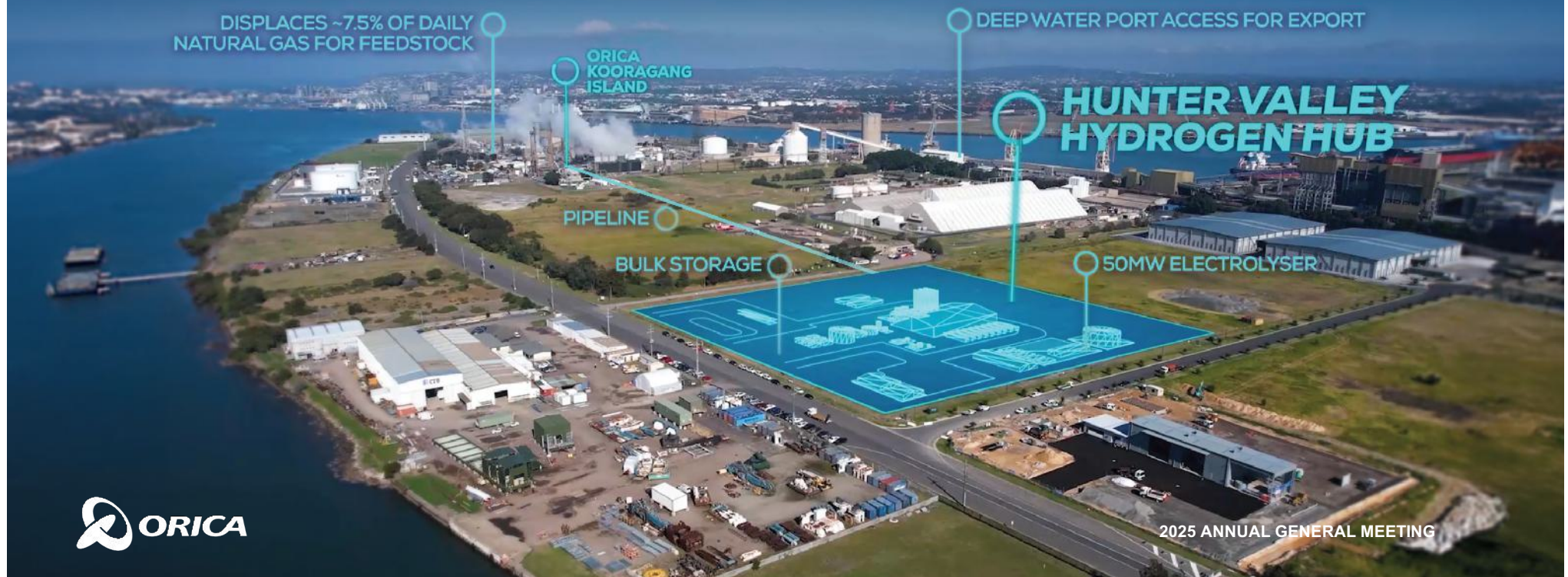


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Strong strategy execution and continued demand lead to strong financial performance



Continued work towards a potential Hunter Valley Hydrogen Hub



Looking ahead



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**Thank you, Malcolm for 15 years of
combined service**



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