

TRANSCRIPTION

Company: Endeavour Group

Date: 31 October 2023

Time: 10:00AM AEDT

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Peter Hearl: Ladies and gentlemen, fellow shareholders, good morning. My name is Peter Hearl, and I am the Chairman of the Board of Endeavour. Before we commence today's meeting, I would like to introduce Aunty Donna Ingram to deliver the Welcome to Country.

Aunty Donna's First Nation family connections are the Wiradjuri of Central West New South Wales, and she was born and raised here in Sydney on Gadigal land. Aunty Donna is proud to be a cultural representative of the local Indigenous community in Sydney and has worked in Aboriginal affairs, government, and community organisations for the last 35 years, predominantly in education. I thank Aunty Donna for making the time to be here with us today. Aunty Donna, would you like to come up?

Aunty Donna Ingram: Good morning, everyone. It is my great pleasure to be here today with permission from my Elders to offer you Welcome to Country for the Endeavour Group AGM 2023. It gives me pride to represent my community in this important cultural protocol. It shows respect for and recognition to the unique position of Aboriginal and Torres Strait Islander people in Australian culture and history. We are gathered on the traditional land of the Gadigal who are one of 29 clans of the Eora Nation, which is bordered by the Hawkesbury, the Georges and the Nepean Rivers.

I am an Aboriginal woman who proudly identifies with the Wiradjuri nation through my family connections from Central West New South Wales. I was born on Gadigal land and I have had the privilege to live, work and raise my four children on this land for most of my life. My family has grown and I am now a proud grandmother to [Elia, Elijah, Kilala, Lukoda, Jake Junior, Arky and baby Kay], recently joined the family. My wish for my grandchildren is to grow up happy and healthy in a safe and inclusive society where they believe that their dreams can come true. I hope that their voices are heard.

I acknowledge the Gadigals, their spirits and ancestors who will also remain with the land, mother earth, and I thank them for their ongoing custodianship. I am also very proud to be part of the oldest living culture in the world, the Aboriginal culture of Australia. We have maintained our care of and connection to country and culture for over 65,000 years, and will continue to do so into the future. We will ensure that our next generations are proud of their heritage. I pay my respects to our Elders both past and present, and we must never forget the sacrifices made by our leaders to create a better future for Aboriginal people.

I do this as a reminder and as a tribute to Elders and those who have gone before us to fight for land rights, justice, and equity for our communities. We will continue to honour their work and the fight for equality. I extend my respects to Aboriginal and Torres Strait Islander people from all clans and nations who are present this morning, I also recognise our non-Aboriginal sisters and brothers from all backgrounds who walk beside us to share good times. I now offer you a warm and sincere welcome to the land of the Gadigal of the Eora Nation, wish you a safe stay on the land, and safe travels from the land.

I have the same wish for those of you joining online from whichever country that you are viewing. On behalf of my community and the Gadigals, I wish you an interesting and information day, hearing about the successes and challenges of the past year and the priorities of the year ahead to contribute to your purpose of creating a more sociable future together. Of helping people get together, making memories, and leaving a positive imprint across this, not so little, island of ours. In closing, we remember that this is, was and always will be Aboriginal land. Thanks, everyone. Have a beautiful day.

Peter Hearl: Thank you, Aunty Donna, for that Welcome to Country. I too, acknowledge the Gadigal people, and pay my respects to their Elders, past, present and emerging. I also extend this acknowledgement to any First Nations people who are joining us on the call or in the room today. On behalf of my fellow directors, I welcome all shareholders to Endeavour's Annual General Meeting. As we have a quorum, I declare the 2023 Annual General Meeting open.

For those of you who are not able to be here in person, we are pleased that technology allows us to connect with you through our live webcast, as well as the online platform, and by telephone. Instructions to participate in today's meeting via the online platform and telephone, including how to vote and ask questions are in the virtual meeting online guide available on our website. If you have issues during the meeting, please call Link on 1800-990-363. This number is also in the virtual meeting online guide.

Before introducing my colleagues, I will outline the procedures for today's meeting. Only shareholders, proxyholders, and corporate representatives may speak and vote during the meeting. All others are welcome as observers. Shareholders submitted a number of questions prior to the meeting, I will endeavour to cover most of the issues raised by shareholders as we proceed. I will introduce each item of business separately, and then invite questions and comments.

It is my intention to run an orderly meeting, and give shareholders a fair opportunity to ask questions and make comments. I ask that these are confined to the business of the meeting. If your question relates to a particular item of business, I will address the question when we come to that item, even if you have submitted your question earlier in the meeting. For specific questions relating to your experiences as an Endeavour customer, I ask that you speak to one of our customer service representatives at the desk located in the foyer outside of this room.

To ensure that all shareholders and proxyholders have an opportunity to comment and ask questions, I will take one comment or question at a time. Please be as concise as possible with your comments and questions, and limit your questions to no more than three per item of business. For each item I will take questions in the room first, then move to telephone questions, and finally, will take online questions. If you are in the room, and wish to ask a question, please move to one of the microphones and one of the registry attendants will introduce you.

To ask a question over the telephone, press star one on your handset, please tell the operator whether your question relates to a specific item of business or to general business. At the relevant time, the operator will introduce you to the meeting and unmute your line. If you change your mind, and no longer wish to ask a question, press star two on your handset. To ask a question through the online platform, click on the, ask a question, button and type your question, and click, submit. For you to submit a question, it cannot be longer than 512 characters. Questions can be submitted online at any time.

I will endeavour to answer all relevant questions during today's meeting. However, I reserve the right as Chairman to determine the questions on a certain topic have been answered adequately and should no longer be asked. For discussion on each item of business, valid direct and proxy votes will be displayed on the screen, I will then ask you to vote on the item. You can vote at any time once the poll is opened. Shareholders, proxyholders and corporate representatives can vote by marking, for, against, or abstain, on the voting card you were handed upon registration, or through the online portal.

For those in the room, yellow cards are for shareholders and proxyholders who may speak and vote. Blue cards are for shareholders who may speak, but not vote. All other attendees with a red visitor card, or green media card are welcome, but may not address the meeting or otherwise participate. As Chairman, I intend to vote all available undirected proxies on and in favour of items 2, 4, 5 and 6, and against item 3. The voting exclusions for items 4 and 5 are set out in the Notice of Meeting.

Voting on the resolutions will be conducted by way of poll, which I now declare open. The poll will close 10 minutes following the meeting's completion. Please place your voting card in the poll box as you leave the room, or if you are voting online, click the, submit vote, button to lodge your votes. As the results of the poll will not be available before the meeting closes, they will be released to the ASX later today, and on our website.

Every effort has been made to ensure the meeting runs smoothly. If we do experience a significant technological issue during the meeting, I will call a short recess of the meeting, until we are able to recommence, or if we are unable to recommence within a reasonable period of time, I will adjourn the meeting to another day and time. We will provide shareholders with details of the adjournment via the ASX.

I would now like to introduce your Board and the Company's Secretary. From my far right, or your left, we have Rod van Onselen, Joe Pollard, and our Company Secretary, Taryn Morton, and to my immediate left, and your right, Steve Donohue, our Managing Director and CEO, Duncan Makeig, Anne Brennan, Colin Storrie, and Bruce Mathieson Junior. Members of Endeavour's Management Team are seated in the front two rows. Jamie Gatt, from our auditor, Deloitte, is available to respond to any specific questions you may have on the conduct of the audit.

The Notice of Meeting has been distributed, and I will take it as read. The agenda for today's meeting is as follows. Firstly, I will address the meeting. Our CEO, Steve Donohue, will then speak, and after Steve's address, we will proceed with the formal items of business as set out in the Notice of Meeting.

At Endeavour, we are guided by our purpose of creating a more sociable future together and our values, which are, we are real, we are inclusive, and we are responsible. Embedded in Endeavour's culture is a commitment to endeavour for better. The pandemic and post pandemic period has resulted in a volatile market backdrop for our first two years as a public company with the team delivering a solid performance, but we recognise there is much more to do.

The Board is conscious of the recent volatility in Endeavour's share price and we, like you, are disappointed. In this regard, we face an increasing cost of capital, with rising interest rates impacting the value of our very significant real estate exposures, as well as lower levels of consumer confidence as household discretionary incomes are put under pressure by those same interest rates, rising petrol prices, utility costs, and food inflation.

While we may have achieved strong performance through our first two years as a listed company, with more to do, your Board is laser focused on delivering shareholder values through capital discipline and prioritisation, as well as cost optimisation. While we will never use it as an excuse, the reality is we also face regulatory uncertainty in the gaming sector, and we have been and will continue to work with legislators and regulators to bring clarity, consistency and certainty to investors in the area of gaming regulations.

It would also be remiss of me to ignore the significant disruption to the business, our shareholders, our team and customers have suffered from the ongoing Board dispute with the Bruce Mathieson Group. I am sure we will hear from representatives and affiliates of the Bruce Mathieson Group and other shareholders today, but let me first address a number of items.

We are definitely committed to ensuring the Board operates effectively and managing the renewal of the Board in a way that ensures the right skills are brought to bear to the benefit of all shareholders. We consider it appropriate that the Bruce Mathieson Group with its current shareholding, be represented on the Board, and have stated so publicly.

While we are focused on our share price performance, we prioritise long term value creation. Many of the observations of the Bruce Mathieson Group, and some others, are reflected in our strategic focus going forward, including the importance of sales momentum in our retail businesses, cost discipline across the Group, lifting capital returns in hotels, and more transparency in relation to capital management. However, it is more helpful if this debate can be grounded in fact.

While we continue to seek a constructive resolution to the shareholder campaign, we are focused on delivering value for all shareholders, and with this in mind, we believe that while the Bruce Mathieson Group should have appropriate representation on the Board, this right does not extend to disproportionate control.

While much has been made through this recent campaign regarding the performance of retail, our retail business continues to perform. Most notably, our Q1 F24 results demonstrate momentum with Dan Murphy's and BWS delivering 2.6% growth and the total retail segment delivering sales growth of 1.9%. We believe that the most significant opportunity to accelerate growth in our portfolio is to drive higher returns on hotels invested capital.

To enable greater focus on this opportunity, we will, going forward, be more explicit in our strategy to specifically focus on hotels and capital optimisation. We will be introducing objective scorecard metrics across each of our strategic pillars which we will discuss further at our Investor Day scheduled for November, December I should say, 6 December, I think, in fact.

Let me now turn to our F23 performance. Our teams drove the delivery of a strong result in F23, our first full year of operating without disruption from the pandemic, demonstrating the resilience and stability of the Group. Endeavour continues to lead the market in liquor retail and hotel operations. We have a portfolio of leading brands and businesses with a proven track record of growth and profitability. Notably this year, we have also achieved our first ever \$1 billion EBIT result, up 14% since demerger.

This year the business grew Group sales by 2.5%, while growing Group earnings before interest and tax by 10.7% when compared to F22, which was our first full year operating as a demerged entity. We delivered a Group profit for the year after tax of \$529 million, an increase of over 6.9% on F22, and operating cashflow of \$760 million. We also delivered a total dividend of \$0.218 per share, fully franked, up 7.9% on F22.

You have seen a lot of media coverage about business performance, and Steve will cover this in more detail in his address. I would also like to note, though, that since demerger, we have been focused on delivering stability and value. We have driven growth in our core businesses through our leading omnichannel customer offers and strong customer engagement with our brands. We have also continued to optimise our retail and hotels network to deliver EBIT growth ahead of sales, and invested in our hotels portfolio to position it for growth.

However, we are very aware that we have more to do to deliver to our shareholders. We will continue to drive earnings growth through a balance of sales growth, gross profit margin management, and the execution of our cost optimisation program. We are particularly focused on deploying capital in line with our strategy to maximise returns across the business.

Our vision to become the leading platform enabling social occasions, guides our strategy. We deliver strong returns for our shareholders by operating as an interconnected group, using our assets, customer understanding, and industry partnerships to achieve this vision.

Our strategy has five pillars: (1) creating leading customer offers and brands; (2) driving an efficient end-to-end business; (3) optimising capital allocation to accelerate growth; (4) delivering a positive and sustainable imprint; and (5) and perhaps most importantly, enabling and encouraging our one team to live our purpose and values.

We remain laser focused on our customers and our guests. Our team create meaningful omnichannel experiences, bringing together retail and hotel formats customers love, innovative web and app assets, and trend leading products.

We are equally focused on the need to continue optimising our business end-to-end and accelerating profitable growth. We will do this through disciplined capital investments, operational optimisation and cost control. The One Endeavour Technology Transformation to transition and simplify our business is underway and will ultimately unlock significant simplification and optimisation opportunities for productivity and costs.

We are also continually focused on progressing our sustainability ambition, with emphasis on responsibility and compliance, and ensuring we have the talent and capability to deliver Endeavour's strategic goals.

I will now say a few words on Endeavour's remuneration framework. This framework is designed to align performance with reward. The Board sets targets for both short and long-term rewards to encourage performance. The Board is confident that the determinations made, facilitated the right alignment between performance, reward and stakeholders' interests. Equally, we recognise the need to review this framework to ensure it aligns Management's focus with shareholders' expectations, and we will consider appropriate adjustments as we look to F25.

We continue to make considerable progress against our sustainability strategy, on our key pillars of community and responsibility, people and planet. While we are pleased with the progress we have made, we recognise that we do not have all the answers as yet. We will continue to listen, adapt and reflect stakeholder feedback as we mature our approach.

Aligned with that approach this year, we have completed our first extensive independent materiality assessment aimed at identifying and prioritising our most material environmental, social and governance

issues and opportunities. This work confirmed that our focus on responsibility and compliance can make the biggest social impact, and is the strong foundation we need for the positive imprint we are creating.

Of course, over the year, we have had some changes to the Board. Bruce Mathieson Junior joined the Board in November last year, after receiving the required regulatory approvals. In June, we welcomed Rod van Onselen as an independent non-executive director, who brings a wealth of knowledge and experience in digital innovation and technology, business transformation and business growth strategies. Holly Kramer, a non-independent NED stepped down from the Board in August, and Colin Storrie, another non-independent NED will leave us at the end of this calendar year.

Both Holly and Colin have made significant contributions to Endeavour since demerger, and in the case of Colin, going back to 2018, when he joined the old ALH board, and subsequently the pre-demerger board of Endeavour.

We are focused on adhering to the highest standards of corporate governance as we consider Board composition and cohesion for the benefit of all Endeavour shareholders. This includes having appropriate diversity, experience and skills, and comprising a majority of independent directors. In seeking replacement directors for Holly and Colin, an externally facilitated non-executive director search is well underway, and we are currently engaging with prospective candidates.

We intend to be in a position to announce the outcomes of our search process in the first quarter of the 2024 calendar year. We are focused on establishing a Board that can operate constructively and collaboratively, and provide a level of governance and oversight in the interests of all shareholders and to deliver shareholder value creation.

On the day the director nominations closed, we received a nomination from Mr William (Bill) Wavish seeking election as an independent non-executive director. Mr Wavish declared he meets Endeavour's independence criteria despite being strongly linked to the Bruce Mathieson Group. While Mr Wavish has rejected our offer for him to participate in the Board renewal process, Endeavour continues to extend that offer to Mr Wavish.

The resolution to elect Mr Wavish will be voted on later today, and thanks to the effort of our team, particularly our Company Secretary, we have been able to procure all necessary regulatory approvals for Mr Wavish's appointment from the gaming and liquor regulators where prior approval is required, and that is in the states of South Australia, Western Australia, and Victoria.

Turning now to Bruce Mathieson Junior, who is the current representative of the Bruce Mathieson Group, on the Board, the Board endorsed Bruce Mathieson Junior's nomination to be put forward to shareholders prior to the release of the Notice of Meeting, and the commencement of the campaign conducted by the Bruce Mathieson Group and Bruce Mathieson Senior.

As I said earlier, even if shareholders choose not to support Bruce Junior's election, the Board intends to extend a Board seat to the Bruce Mathieson Group, assuming the maintenance of at least their current level of shareholding. The Board remains committed to and recognises the importance of working constructively together, and it remains our genuine hope that we can move quickly to resolve the current dispute between the Board, the Bruce Mathieson Group, and Endeavour.

In closing, I would like to acknowledge and thank you for your continued support of our business and brands, and assure you that our focus remains on delivering the best results for our shareholders. Your Board is absolutely committed to working together in the interests of all shareholders. I would also like to thank Steve, and our team of 30,000 dedicated and passionate customer enthusiasts, or customer maniacs, as I call them, as we continue to make Endeavour a strong and better business, led by our purpose and values.

Most importantly, I would like to thank our customers and the communities of which we are part, and who have supported our journey as we work on creating a more sociable future together.

As we look forward, we do face changing and challenging macroeconomic conditions, normalising the higher capital costs and ongoing, gradual evolution of our regulatory landscape. The Board and Management will continue to focus on supporting our responsibility initiatives, adapting our business plans to meet the evolving market, and delivering profitable growth through our compelling offers, disciplined capital investment, operational optimisation, and focused and disciplined cost control.

While we still have work to do as a business, we have a clear purpose, a strong commitment to making a positive imprint, a 30,000 strong team of exceptional people, a portfolio of leading brands, and a customer-focused strategy. I have no doubt that going forward, we are well placed and ready to deliver for all stakeholders and all shareholders. In closing, I thank you for your time and attention, and I look forward to answering your questions, shortly. I will now ask our CEO, Steve Donohue, to address the meeting, thank you.

Steve Donohue: Thank you, Peter, and good morning, everyone. I would also like to acknowledge the traditional owners of the land on which we are meeting today, and pay my respects to Elders, past, present and emerging. Like, Peter, I would also like to reflect on F23, our financial performance, the progress we have made against our strategy, the challenges we face, and our focus on the opportunities ahead to drive operational performance and returns.

In F23 we operated for the first time in three years without pandemic related disruptions. However, we, like other companies, continue to navigate an unpredictable market and an evolving regulatory landscape. Against this operating backdrop, I am proud of what the Endeavour team has collectively achieved by maintaining momentum in our core businesses, while still progressing our strategic initiatives to expand and modernise our customer offers and to separate from the Woolworths Group.

However, I also want to be clear, that we acknowledge and share the concerns of our investors regarding our share price performance. We clearly have more to do to deliver the performance and shareholder returns that investors expect.

The key principals behind successful retail and hospitality businesses are enduring, delivering customers a best in class offering that meets their needs for value and convenience in the most frictionless way. The demands of customers today are changing very rapidly. Driving change in our business to meet these shifting expectations is critical for all of us in these sectors, and can only be delivered by having the best capability focused on improving customer experience at a faster rate and more seamlessly and conveniently than ever before.

Our investments are in endeavourX our digital and loyalty capabilities, and our upcoming PubPlus app roll out for our hotels, are all examples of our response to these fast-evolving trends, and our acknowledgement that we must know our customers individually and connect with them in whichever way they would prefer. We will increase our transparency in relation to the returns we generate from these investments and continue to take inspiration from global operators like Walmart, Costco, Amazon, and our former parent in the Woolworths Group, with the knowledge that underinvesting in digital capabilities is a path to failure in this new dynamic and very connected age.

I have spent 30 years in this business. I joined Dan Murphy's when it comprised just two stores in Melbourne. I worked directly for Mr Murphy, as we called him, and I benefited from his and Tony Leon's coaching over many years. I was there when Woolworths acquired the business in September 1998, and I now have the privilege of leading Endeavour Group as a stand-alone company. This is a group that has always set the pace of change across the sectors we operate in, but there is much more to do.

That said, overall, in F23 the Group delivered a strong result reflecting our focus on delivering stability and value since the demerger. We have driven profitable growth across our core businesses with Group sales up 2.5% on last year to \$11.9 billion, and EBIT up 10.7% bringing us to our first milestone of over \$1 billion in EBIT.

In the retail business, we generated \$9.9 billion in sales, a softening of 1.8% from the prior financial year, reflecting the cycling of a strong first half as we normalise from pandemic driven highs. Despite macroeconomics factors being more challenging in the second half of the year, sales momentum actually improved with sales increasing by 0.7 of 1% in H2, supported by very strong customer metrics.

While retail EBIT declined, at 1.2% to \$658 million, our EBIT margin improved by four basis points, a testament to the strength of our brands and the benefits of our strategic investments alongside strict operational cost control. We intend to continue our successful strategy of balancing sales growth and margin management to deliver profitable growth in future.



Our hotel segment achieved record sales of \$2 billion in F23, representing growth of 31% as we celebrated our first full year of operations since the pandemic. In hotels, we also saw a 35.9% increase in EBIT to \$428 million compared to the prior year. While our sales and EBIT growth was supported by the relaxation of pandemic related trading restrictions when compared to the first half of the prior year, it also reflects the positive impact of our newly acquired hotels, and the appeal of our hotels to customers looking for great quality and value.

Around 50% of our capital expenditures deployed to our hotel business, however, we acknowledge the need to improve the returns generated from these investments. Lifting returns from hotels is our most significant opportunity, and is something that we are very focused on. Our F23 financial performance reflects the strength and stability of our earnings derived from our core businesses. It confirms the customer appeal of our brands, particularly, Dan Murphy's, and the resilience of our business as we continually navigate change.

We delivered that F23 result by focusing on key priority initiatives across all five of our strategic pillars. Our leading customer offers drive growth across our businesses. We have continued to grow customer reach, leveraging our iconic brands and strong capabilities to create compelling offers that cater for all customer occasions and needs. This saw us growing My Dan's Membership by 15.6% to 5.2 million active users, growing our BWS app active base to a peak of 400,000 users, and reaching 2 million social media followers of our ALH hotels.

Additionally, Pinnacle Drinks has contributed to our continued delivery of high quality and award-winning products at competitive prices, achieving \$1.7 billion in retail sales in F23, backed by 730 innovative Pinnacle owned and exclusive brands. Supporting this, we have made advancements in our digital and omnichannel capabilities that enabled us to better understand and engage with customers, at the right place, and at the right time.

My Dan's continues to lead the market with a 79% scan rate, and in our hotels, we now have 343 venues that are equipped with contactless order and pay technology. In September, we launched our new retail media platform, Mixin by Endeavour, which uses our significant data sets to provide suppliers the opportunity to better communicate and engage with customers through our media channels. We remain focused on optimising our business across the value chain.

The Group's optimisation program, endeavourGo, have been effective driving sustainable cost out across the business, delivering \$60 million in cost savings in F23 as we face headwinds driven by inflation. We have also invested in step changing our advance analytics capabilities to drive margin and cost benefits, and progress the One Endeavour Technology Transformation program to transition and simplify our business as a foundation for future growth.

Notably this year, we have implemented a stand-alone Group wide spend management system and progressed the consolidation of our people systems. We continue to drive growth in our core business through the prioritised employment of capital. We have invested in improving our market leading network executing 122 store renewals, and 46 hotel renewals throughout the year including the roll out of the innovative BWS 4.0 store format.

We further expanded our network adding eight Dan Murphy Stores, 18 net new BWS stores, and acquiring 11 new hotels. We also added to our Paragon Wine Estates portfolio with the acquisition of Shingleback Wines in McLaren Vale and Cape Mentelle in Margaret River. As I mentioned, we are reviewing our hotels portfolio with the aim of lifting our returns on capital deployed in line with our group targets, and we will update the market in relation to the status of this work and our Investor Day in December, as Peter referenced.

Also, as Peter referenced earlier, our continuous focus on sustainability and team actually underpins everything we do. I am pleased with the progress that we have made, against our sustainability commitment across the three pillars of Responsibility & Community, People and Planet. Our commitment to Responsibility & Community goes beyond merely meeting our regulatory obligations, it extends to strengthening our responsibility, culture and driving compliance through every part of our operations.

This year we launched Player Protect, an evolution of our approach to responsible service of gambling across our hotels throughout Australia, and separately, through our Darwin Community Advisory Committee we signed a landmark partnership with Larrakia Nation, signifying our long-term commitment on community issues and supporting positive change in the Darwin community.

On the topic of People, we are pleased with our progress in relation to inclusion and activated our 'Reflect' level Reconciliation Action Plan, which focused on enabling team engagement with First Nations people in our business and beyond.

Finally, on Planet, we have continued to invest in driving efficiencies and innovation as remain committed to better understand the environmental impacts of our operations to inform our climate change strategy, and action our progress towards decarbonisation.

In F24, we expect macroeconomic conditions will continue to be challenging with heightened inflation, increase in the cost of labour, supply chain, lease and energy costs. As consumers face continued cost of living pressures, we expect that they will continue to seek out value which while also looking for new opportunities, to enjoy new quality products and experiences. So, we will therefore stay very focused on delivering our lowest price proposition at Dan Murphy's. Outstanding value, service, and convenience at BWS and our unique local offerings across our hotel network.

Our retail and hotel businesses are well positioned to continue to grow in this environment, and reflecting this we have seen good momentum in the first quarter of F24. In retail, we grew sales by 1.9% in the first quarter

of the year, and Dan Murphy's and BWS reported combined sales growth of 2.6% continuing to be the most preferred brands by customers. Dan Murphy's has the strongest value perception of any liquor retailer in Australia due to the lowest liquor price guarantee. It also has the widest range and expert service.

Over 600,000 active members joined the My Dan's program in the past 12 months gaining access to our proactive price beats, and reflecting the program's importance as cost-of-living pressures impact customers. Our hotels remain well positioned as an affordable destination for social occasions with sales up 2.8% in Q1.

Food and bar sales were particularly strong as customers gathered in our venues for major sporting events and for Father's Day. We, along with the rest of Australia celebrated with the Matildas and our hotels actually sold 1.2 kegs of beer every minute during the semifinals and the final in August. We also welcomed 65,000 plus guests on Father's Day.

As we look forward, we are maintaining our trading momentum with continued improvements in October and with the all-important month of November and December ahead. But as I said earlier, I do recognise the need to deliver improved shareholder returns, and we remain focused on that, too.

So, to our priorities. We will continue to connect with our customers through our brands, supported by increasingly integrated omnichannel experiences which drive earnings growth. We will further improve our existing retail and hotel networks, and undertake innovations, for example, like the new BWS 4.0 format, and concept stores, like The Cellar by Dan Murphy's, to provide pathways to future growth.

Alongside this, our Pinnacle Drinks business, will remain responsive to fast changing customer needs, and continue to deliver returns on the capital that we invest in it. We also aim to deliver profitable growth that efficiently balances sales, gross margins, and cost control. We have committed to delivering at least \$200 million in savings between F24 and F26 from our endeavourGo, or group optimisation program, and that is supported by a zero-based approach to our above store and venue costs, optimising instore and hotel operations, and driving supply chain efficiency.

We will continue to progress the One Endeavour Technology Transformation transitioning the stand alone technology capabilities to simplify our business and lay the foundations for future growth. We recognise the need to bring great transparency to how we plan to optimise capital across the Group. In particular, we know we need to enhance the performance of our hotels portfolio and drive improved returns.

We are also committed to maintaining net debt at a level that supports future growth and shareholder distributions including by driving a reduction in working capital. We understand that shareholders are seeking more information from us on our strategic plans for F24 and beyond, and we are looking forward to sharing in more detail our plans for hotels, in particular, at our planned Investor Day in early December.

We will at that forum also provide great transparency for investors on the metrics and measures that we use to hold ourselves to account as we deliver our strategy. In particular, as previewed by Peter, we will be introducing objective score card metric across each of our strategic pillars that will enable us to articulate to shareholder in greater detail, exactly what our ambition looks like, and how we will measure performance.

The progression of our sustainability and team ambitions, in particular, responsibility and compliance, will also remain a key focus for us. We continue to work with governments and regulators to bring clarity, consistency and certainty to the market and to ensure that we are well prepared for any proposed changes to regulations in all jurisdictions, and as always remain focused on ensuring we have got the talent and capabilities to deliver on our strategic goals.

In closing, while we are operating in a complex environment, our purpose of creating a more sociable future together remains as relevant and as important as ever. As people turn to places and moments of social connection in challenging times, we will be there to bring them together. We operate some of the most iconic and loved retail brands in Australia, and an impossible to replicate network of hotels across the country.

We do not take any of this for granted, and we are committed to driving performance, continued performance, and shareholder returns as we enter F24. To conclude, on behalf of our 30,000 team members around the country and in New Zealand, I would like to thank all shareholders for their continued support, and I will now hand back to Peter.

Peter Hearl: Thank you, Steve. We will now move to the first formal item of business, which is to discuss the financial report, the directors report and the auditor's report for the year ended 25 June 2023. While there is no resolution on this item, it is an opportunity for shareholders to ask general questions. I highlight that this is the time for questions on the reports, excluding the remuneration report, which we will deal with separately, the management and operations of Endeavour generally, as well as the conduct of the audit.

Prior to taking questions, I will respond to a number of questions and comments raised by shareholders prior to this meeting. The first question we had was, why was the dividend reinvestment plan, or DRP, announced but not activated in the F23 final dividend? We understand that the DRP is important to some shareholders, so we have implemented one during the year to activate it when appropriate.

The Board considers each dividend recommendation carefully, as well as all other factors which may impact the payment of a dividend and the DRP. In August, the Board determined that the DRP would not be activated for the F23 final dividend. With each dividend the Board will consider the DRP, and if appropriate at the time, will look to activate it.

The second question that was high on shareholders' minds was, what are you doing about the drop in the share price? Well, we all share that pain. As mentioned in my opening address, the Board is very conscious of the recent share price performance which is driven by (1) increasing cost of capital, with rising interest

rates, as well as uncertainty around consumer resilience when household incomes are under pressure. While it should never be an excuse, there is also uncertainty around the regulatory environment, and upon which we are working to bring clarity, consistency and certainty to investors in the area of gaming regulations.

While our first two years as a listed company have yielded a strong performance, we know there is much more to do. As a Board we are focused on long term value creation for shareholders. We are committed to driving shareholder value by taking a disciplined approach to both capital and operational costs optimisation, and working collaboratively with regulators and industry.

Another question asked was, can you address the performance critique of Bruce Mathieson Senior's letter to shareholders and explain Endeavour's next steps? BMG's campaign has used selective and incomplete information in a manner which was designed, in my opinion, to destabilise the Board and Management and to exert disproportionate control over the business. Endeavour continues to lead the market in liquor, retail and hotels, we have delivered strong growth in F23, and we achieved our first \$1 billion EBIT result.

Our focus is on delivering profitable growth through compelling offerings, coupled with disciplined capital management, cost control and cost optimisation. Dan's and BWS are powered by a customer first strategy enabled by our very strong digital capability designed to deliver personalised market leading omnichannel experiences and loyalty. That said, we know we will always have more to do and we are getting on and doing it.

I now invite you to ask a question, or make a comment relevant to this item of business. As I indicated at the commencement of the meeting, I will take questions from those in the room first, followed by the telephone, and then those online. For those in the room, if you have a comment or question, please move to the closest microphone. Are there any questions in the room, please approach a microphone nearest to you? Microphone three?

Attendant: Chairman, I would like to introduce Julieanne Mills as a property holder and a shareholder.

Peter Hearl: Good morning, Julieanne, how are you?

Julieanne Mills: (Shareholder) Good, thank you. Julieanne Mills from the Australian Shareholders' Association. I just had one question, well, I actually had more than one question.

Peter Hearl: One at a time, Julieanne.

Julieanne Mills: (Shareholder): One at a time. The death of the 20-year-old employee at Darwin BWS is a tragedy, and while we appreciate that there are ongoing investigations, and an ongoing court case, we would like to know what Endeavour has done since this event to implement a safer workplace for its employees? We acknowledge the voluntary 5% reduction in STI of the CEO, and MD of BWS, and another executive, we also note that the safety metric is considered in the short-term incentives, and we commend this. However,

the metric seems to ignore death. Should and could this be improved? Is a zero [focused] fatality gateway appropriate given that everyone acts in a predictable way, not everyone acts in a predictable way in these situations, what other measures have you considered to prevent a repeat of this outcome?

Peter Hearl: Right, thank, Julieanne for your question. Well, look, I would first of all like to acknowledge the tragic incident that occurred at the BWS Airport Drive store in the Northern Territory in March of this year. It unfortunately resulted in the loss of a team member, Declan Laverty's life, and the Northern Territory community will never be the same, and the memory of it sits heavy on the hearts of every member of Endeavour.

Following Declan's tragic death, we immediately moved to commence a full review and an investigation of the matter, and not just in that store, but across our whole operations in the Northern Territory. We looked at every measure of safety and security that we took, we found nothing that was systemic in our operations that gave us cause for concern. Unfortunately, our processes were not followed in this particular instance, and I have to say that currently this matter is before the courts, it is a murder investigation, and I cannot comment much more on the specifics of the incident.

But I will tell you that we have gone through all of our stores and we have looked at things like store design, safety and security processes, we have put security guards in all of our BWS stores in the Northern Territory, we have put in locked spirit cabinets, auto lock doors, and we are looking at safe haven areas in our stores. So, we are taking as much action as we possibly can and we are looking at stores outside the Northern Territory, as well, to see whether we can enhance safety and security of our team members and our customers. Thank you for your question.

Julieanne Mills: (Shareholder): Thank you. Can I continue?

Peter Hearl: Look, I think I would like to share it around. So, feel free to come back up. Microphone one?

Attendant: Chairman, I would like to introduce Dr Jonathan Tyler, a shareholder.

Peter Hearl: Hi, Dr John, how are you?

Dr Jonathan Tyler: (Shareholder) Peter, well, thank you. Thank you for the opportunity to ask questions. When you talk of misinformation, it is always interesting that it is the people who are against you that give it, rather than the people who are for you. Now, I am not suggesting in any way that you have provided misinformation, but with an inflation rate of 6.0% in 2022/23, a 2.5% increase in sales is actually a 3.5% decrease in sales. Your increase in earnings was similar but again a decrease. Your increase in comprehensive income was zero. In fact, comprehensive income in real terms went back 6%. Just a comment, I am not looking for an answer.

Peter Hearl: Okay, well, we note your comment. Microphone two?

Attendant: Chairman, I would like to introduce Weir, Rowan, a shareholder.

Peter Hearl: Good morning.

Rowan Weir: (Shareholder) Hello, I am Rowan Weir, and I am a shareholder, and it is more a comment because back to the hotels, I was just interested on how extensive, because I date back to the days when you used to cross the Murray to play the pokies. You are opening them in Margaret River, which is Western Australia, and Darwin. So, where mainly are the hotels, or rent throughout Australia? Are they still mainly in New South Wales?

Peter Hearl: well, we had 350 odd hotels spread around Australia...

Rowan Weir: (Shareholder) That is what I thought.

Peter Hearl: ...and we are actually in all states and territories, although not in the ACT, and most of those outlets or hotels, venues, as we call them, are concentrated on the Eastern Seaboard in Queensland, New South Wales and Victoria. We do have 28 odd hotels in Western Australia, none of which by the way have gaming machines in them. They operate without gaming machines and they operate profitably.

Rowan Weir: (Shareholder) Yes.

Peter Hearl: We also have a dozen or so in Tasmania.

Male: Yes, five.

Rowan Weir: (Shareholder) That would – as I say, you were thinking, and then you talked...

Peter Hearl: We are a national operator of hotels.

Rowan Weir: (Shareholder) Yes, I [unclear]. Thank you.

Peter Hearl: Thank you very much. Be careful. Microphone five?

Attendant: Mr Chairman, introducing Ross Blair-Holt, proxyholder for BMG.

Peter Hearl: Good morning, Ross. How are you?

Ross Blair-Holt: (Proxyholder) Good, Peter. I just...

[Aside discussion]

Ross Blair-Holt: (Proxyholder) Yes, thanks, Peter. I represent BMG Group obviously, with 15%. Unfortunately, Bruce Mathieson Senior has some health issues this week and cannot be here in person. But he asked me to ask a few questions. If I can just make two comments on your speech, Mr Hearl. One, the customers did

not seem to get much of a run in your speech, and the second one was, the use of the words disproportionate control, or influence.

I am not sure how you can justify those comments, when Bruce Mathieson Junior is one of eight directors, and Bruce Mathieson Senior as a major shareholder is trying to help all shareholders by pointing out some obvious bits and pieces, and I would not call it a lot of misinformation.

My first question, and I have shortened it considerably, Mr Hearl, because I have taken out the swear words, for those who know Bruce. In light of the significant shareholder value destruction of over \$6 billion since listing, will the Chairman step down from his role? Or will it take the Bruce Mathieson Group to call an EGM at a later date so that he can finally accept he has lost the trust of the shareholders as reflected in the share price below \$5.00?

Peter Hearl: Well, thank you, Ross, for those kind words, and please give Bruce Senior my best wishes for a speedy recovery. Look, the independent NEDs and I act in the interests of all shareholders, not a selected and noisy few. As Chair, I am very committed to resolving the current dispute with BMG and to the Board renewal process that we have had underway for some time.

BMG's public campaign supported by other former Woolworths executives is an attempt to elect Mr Wavish, and gain greater control than their 15% of BMG would warrant. Their aim appears to me to be to disrupt the Board and Management, to exert disproportionate control over Endeavour without paying for it. As Chair, I have been very transparent about the governance around, and our commitment to Board renewal. The Board is very focused on share price performance, and as Chair I take my responsibilities seriously in acting in the interests of all shareholders. Thank you for your question.

Ross Blair-Holt: (Proxyholder) Can I ask another one?

Peter Hearl: Well, I want to move it around, Ross, if there is – Microphone six?

Attendant: Thank you, Chair. I would to introduce Miss Jane Marks, shareholder.

Peter Hearl: Good morning, Jane.

Jane Marks: (Shareholder) Hello. Look, I would just like to say that two big demographic groups are baby boomers and the millennials. Are the millennials drinking less alcoholic drinks? Less alcohol content, because they are being more sensible? The other thing I wanted to ask about that they are thinking of bringing in labelling on alcohol, like they did with cigarettes, and what do you feel about that? You know, alcohol is dangerous, and blah blah blah.

Peter Hearl: Okay, look, in terms of drinking trends, there is a general trend in most western countries where people are drinking less, but they are drinking better. I will let Steve elaborate on this in a little bit. But what

is happening is that people are probably drinking less volume, but they are drinking better quality wines, and that is why luxury and premium grade wines and indeed spirits, we are seeing growth in those categories, and that is indeed why we have invested in a couple of wineries which provide premium and luxury grade wines. So, yes, there is that trend, but we also provide an extensive range of low and zero alcohol products as well. But I will let Steve, perhaps elaborate a little bit more on that.

Steve Donohue: Yes, thank you, Jane, for the question. Historically, traditionalists and baby boomers have accounted for the majority of the spend in the alcoholic beverage category, but that has changed pretty considerably over the last couple of years so that now generation X accounts for the majority of purchase demand, but they don't really drive the trends. The trends are being driven by millennial and Gen Z customers. They are accounting for almost 50% of the spend now.

So, we know that very soon they are going to account for more than half of the spend in the category, and our businesses were really built to serve the needs of baby boomers, matter of fact, as was a lot of what Gen X, I suppose, has been working on over the last decade or so, but we are very much focusing now on servicing the needs of the emerging consumer, and they are of course, a very connected consumer, but they are equally a very health conscious consumer.

While there has been a long-term trend in the reduction of leaders of pure alcohol consumed by all generations, actually, we are seeing a little bit of an acceleration of that at the moment. But people continue to drink better, is what we observe, and that is why Dan Murphy's particularly, and to a degree BWS, are very focused on meeting that customer need.

Jane Marks: (Shareholder) What about the labelling?

Steve Donohue: Yes, well, I think what we do with labelling is continue to work closely with all regulators in relation to changes there. There has obviously been in most recent times, the change to labelling as it relates to pregnancy warnings and that has been rolled out across the industry. As I said in my remarks, we continue to engage very closely with regulators and community groups on their expectations in this regard, but there are no firm plans to change from that point at the moment, as we understand it.

Jane Marks: (Shareholder) Thank you.

Steve Donohue: Thank you.

Peter Hearl: Thanks for your question. I think Microphone four might have been up before three, and then we will come back to five.

Attendant: Chairman, I would like to introduce Mr Kaz Kazim, a shareholder.

Peter Hearl: Good morning, Mr Kazim.

Kaz Kazim: (Shareholder) Thank you. In your opening remarks, where you mentioned why the dividend reinvestment plan was not introduced. It was introduced, but not implemented, and yet, when you followed up you talked about the high cost of capital. Now, how many people signed up for the dividend reinvestment plan, and why did you not implement the DRP, when clearly you were getting interest free money? You talked about high cost of capital, and here you are, the shareholders are offering you interest free money, and you are not accepting it. So, this seems a bit odd for you to have rejected that implementation of the dividend reinvestment plan. How do you explain that?

Peter Hearl: Well, we did not think it was appropriate at the time. We have significant headroom in our debt coverage, and we have got a lot of headroom there, so we simply did not need the funds from the DRP. We are looking at reducing our working capital down, as Steve has already indicated and we had some one-off payments in F23 that drove our debt level up a bit, but it is coming down.

Kaz Kazim: (Shareholder) Oh, okay.

Peter Hearl: We just did not need the extra capital. That is the short answer.

Kaz Kazim: (Shareholder) But are you saying your debt is decreasing?

Peter Hearl: It went up – a lot of it was one time, and we have got a lot of headroom left. We just did not think it was an appropriate way to manage the capital.

Kaz Kazim: (Shareholder) Okay, thank you.

Peter Hearl: Yes, three, Julieanne, and then back to Ross.

Julieanne Mills: (Shareholder) The ASA notes your early adoption of the new closing times, of 4:00am to 10:00am for gaming rooms in Victoria, can you comment on the changes, your sales results for the first quarter of F24 released yesterday mentioned softness in gaming revenue. Was this caused by recent restrictions placed on gaming? When will you publish gaming revenue as a separate item in your financial reporting?

Peter Hearl: Thanks, Julieanne. Look, let me deal with the last point first. Hotel revenue is made up of a number of different revenue streams, food, beverage, accommodation, gaming, and a lot of our venues also have live event and entertainment activities and revenues, so to split it out would not necessarily mean a lot of and it also could be to the detriment of Endeavour in terms of giving competitors knowledge of our revenue streams. That said, look, we will continue to review our disclosures and make sure that stakeholders are adequately informed of any material business information that they require.

In terms of the early move on reforms in Victoria, we moved ahead to accelerate the early closing hours in Victoria. A lot of the reforms or changes that the Victorian government are considering, and are going to –

more than considering, have announced, and impact in June of next year, we were already doing. But we did take the decision to accelerate the early closing of our hotels in Victoria and we assessed the commercial impact on that, and we have taken mitigating steps to reduce or minimise that impact, and to date, we are in line with those assessments. I don't know, Steve, do you want to add anything?

Steve Donohue: Yes, I would just say that gaming data is available publicly in most states, so you can track it there. We said yesterday, that the impact of the changes we took early in Victoria was in line with our expectations and nominal, and that is the case. So, there is variation in gaming performance on a State-by-State basis, which is all publicly available.

Peter Hearl: The only other thing I would say, is look, we took those decisions because we aspire to lead in the area of responsibility. We are a big organisation, we are a big target, and we recognise that we have got the opportunity to impact how our industry behaves, and we take that role very seriously.

Julieanne Mills: (Shareholder) Thank you, Chair.

Peter Hearl: Do you want to ask another question, or make a comment?

Julieanne Mills: (Shareholder) Can I make a comment?

Peter Hearl: Yes, sure.

Julieanne Mills: (Shareholder) Given the regulatory changes that are happening and likely to happen with gaming, don't you think that it is appropriate to provide those financials so that shareholders can at least make up their own minds whether they want to take that risk?

Peter Hearl: I will take that as a comment, and thank you for it. Ross?

Ross Blair-Holt: (Proxyholder) Bruce wanted to comment on the early closures in Victoria, but we said...

Peter Hearl: I got Bruce's comments when he called me, when I was overseas.

Ross Blair-Holt: (Proxyholder) Probably with a few swear words as well.

Peter Hearl: You got it.

Ross Blair-Holt: (Proxyholder) But we just see it as a known goal 12 months ahead of all the other hotels and they are taking advantage of it. Bruce's second question was that about five weeks ago, the CEO, Mr Donohue, rang him and talked about Endeavour selling the hotel chain. What did he think about that, and would he be interested? Bruce lost it, obviously, and said, you do not sell flagship assets. There was some talk in the market, but it was speculation, but Bruce Senior wanted to confirm that he did take the phone call,

and it is not speculation. My question is, did Mr Donohue have Board approval to make that approach to Bruce?

Peter Hearl: Look, I'm not going to comment on every piece of speculation and accusation that appears in the press. If I did that, we'd probably be here for a week. Look, suffice to say that hotels are a critical part of Endeavour's portfolio and our future growth, and we're committed to their future.

Ross Blair-Holt: (Proxyholder) I've got one more, and then I'll [unclear].

Peter Hearl: Okay. There's one over here, so could you just hold on? Yeah, microphone four?

Attendant: (Proxyholder) Chairman, I would like to introduce Mr Freeman Tsang, a shareholder.

Peter Hearl: Hi, Freeman, how are you?

Freeman Tsang: (Shareholder) Yes, Freeman's my name. I just want to make a comment and subsequent question for that. First of all, I agree with the Chairman and also Steve about the customer first for retail business. It's really, really important that the customer have a good experience when they come to the store and purchase the products, and they're happy to go home. I'll just share about my experience. Okay, first of all, I get involved in constructing the first Dan Murphy's store in Melbourne and Sydney, and also, I put the LED lighting in all BWS stores, so I do have a little bit of experience and know objectives about the business. Okay, that's my background.

My experience in the Dan Murphy's store is I found the store is big, and there's a lot of corridors put in the store. So when I go to purchase the products, and first of all, I found sometimes it's difficult to locate the products I want, because it's such a big store. The second thing is, there seems no map to help me to find where is the products, so at least I can go to the [website] and can find - or certain products, I can go and find it. It's very hard sometimes to find it in some Dan Murphy's stores, I found.

Second thing is when I ask the staff in the store, some of them - not all of them, obviously - I found they do not have the experience to introduce what the best of the products and where you can find the products. Sometimes, even they don't aware of their advertised online products that are on sale at the time, and find it difficult. The other thing is, because of that reason, it doesn't give the experience to find easy and pleasant in shopping experience, and that's my concern.

As a shareholder, I want every customer who comes to the store and buys the products easily to find, and good price and enjoy. That is the experience I found, and I just want to ask - probably seek the answers, how you provide the training? Because I found some of the staff us very young and inexperienced in the store, alone. There's not enough staff I can find to answer questions, so that's my comment and question.



Peter Hearl: Thanks. Just before Steve answers the detailed question about training and store layout, Dan's has leading - by a country mile - NPS scores, net promoter scores. We research our customer experience daily, weekly, monthly, and we track it, and the Board has live sight to that, and all the data we've said that nationally - nationally, Dan's has got incredibly market-leading scores around customer satisfaction. But I'll let Steve answer the specifics around training and store layout.

Stephen Donohue: Yes, thanks, Mr Tsang for the question. Firstly, can I just say, my apologies for us not meeting your expectations. It's never our intent as any part of our business, and as Peter says, we do focus very closely on our customer service, so I might like to take the topic up with you separately after the meeting, if possible. We've put a lot of effort, actually, into training our team. We do serve millions of customers every week, and there are tens of thousands of us, as we've said, so I acknowledge that we don't always get it right.

Actually, our team is the people that we rely on to help people navigate the store. Notwithstanding that, our latest store format, the 2.0 format, we've put a lot of effort into wayfinding to make it easier for customers to find the products that they're looking for through signage and those sorts of things. Again, I'd appreciate the opportunity to have a chat about your specific experience after the meeting, so that I can address those concerns directly. But as Peter says, we are very, very focused on responding to customer feedback on a real-time basis and do invest heavily in training our teams.

Peter Hearl: Thank you. Ross?

Ross Blair-Holt: (Proxyholder) One last question, Mr Chairman, on Dan Murphy's, actually. I'm a very happy customer. I'm one of the 27 million-thousand members.

Peter Hearl: 5.3 million.

Ross Blair-Holt: (Proxyholder) I do find the service and deliveries very good. However, what I'm noticing is that Dan's was built on the everyday low price retailer and category killer. How do we explain the first eight quarters of listing, when Coles Liquor beat us every quarter? I know that the quarter just gone yesterday or today, we actually beat Coles Liquor for the first time for nine quarters, but hardly shooting the lights out with 1.9% versus Coles Liquor, 1.8%. Have we lost the mojo in Dan's, and it's no longer the everyday low-price retailer?

Peter Hearl: No, not at all. Dan's has got incredible value scores, as Steve has already said. Our surveys and research say that Dan's scores 60% having best value. Next competitor is like 40%. We have 600,000 price checks being done daily to ensure that we beat competition in real time, so - and the low-price - the low-cost guarantee is well understood by customers.

Coming back to your point about competition and how we've performed, I'm going to start with some facts. Our retail revenue has grown over the four-year period from F19 to F23. Bear in mind that F20, F21 and F22 were all impacted by distortions in the marketplace via COVID. So we've grown at compound average growth rate of 4%, which is right in line with our next nearest competitor, the one that you mentioned. That's off a much larger base.

Our retail sales are about 2.5 times greater than the next nearest competitor. Our margins are stronger by 200 basis points to the next nearest competitor, so we're doing that. We're managing sales, GP margin and costs, and it's going to the bottom line, and we're doing that through better buying, premiumisation - people are drinking better. They might be drinking a little less, but they're drinking better, and that means higher margins. We've got the advantage of having our Pinnacle Drinks - not Peninsula drinks, as somebody referred to them recently. But Pinnacle Drinks provides us with tremendous opportunity to innovate, and we've driven our margin through the Pinnacle range, without detracting from the ranges that we offer on well-known other brands. Thank you for your question, Bruce.

Ross Blair-Holt: (Proxyholder) I'll pass on to Bruce Sr. Thank you.

Peter Hearl: Thank you. Three? Julieanne. This is your third one.

Julieanne Mills: (Shareholder) I know, I know. Australia is currently in the middle of a wine glut of sales to China, it appears, and although that now looks more promising, inventory buildup is currently hurting the industry. Can the Chair expand on Endeavour's strategy for this part of the business?

Peter Hearl: Sure.

Julieanne Mills: (Shareholder) Do you intend to grow the wineries, and what does this add to Endeavour?

Peter Hearl: Let me start, and then I'll let Steve add to it, but not all wines are created equal, okay? That's where I'd start. There's luxury, there's premium and there's commercial, and the glut that you refer to is largely around commercial-grade wine. We're not about to go out and buy commercial-grade wines. There is a shortage of luxury and premium-grade wines, and the acquisitions we've made in the wineries that we've bought over the last couple of years play right into that trend. It's not just the trend here in Australia, but it's a trend internationally, and companies like TWE are growing in their premium and luxury portfolios quite extensively.

So we see the focus on premium-grade wines, the luxury-grade wines, as accretive to margins and shareholder value. Steve, do you want to add anything to that?

Stephen Donohue: Yes, I'll make a couple of brief remarks. I think the first thing I'll say is that we recognise our role in the wine industry in Australia. We're as significant a producer as anybody else of domestic wine to be sold in the domestic market, and that's through our Pinnacle Drinks business, which historically is

overweight the commercial end of the category, so it's what prompted us to embark on a premiumisation strategy, which included the acquisition of a number of wineries, all of which are intended to focus on the higher price points that are in such demand.

In fact, we cannot supply sufficient wine to meet the demand that we have for the majority of our Paragon Wine Estates portfolio, so we're working through how we can do that better. But we do see opportunities to continue to increase the penetration and relevance of the wine category to Australians, but also overseas, and we've begun with very small steps to export our wines internationally. So we look forward to growing that.

Peter Hearl: The only other thing I'd add is that wineries, hotels, retail outlets, all have to deliver upon their business case, investment return levels, and we target a 15% - minimum 15% on any growth investment that we make. So far, the wineries we've acquired are meeting those hurdle rate return targets. I think five might have been next? No, two, and then we'll go to one.

Attendant: Chairman, I'd like to introduce Toshi Bennett, a shareholder.

Peter Hearl: Good morning. How are you?

Toshi Bennett: (Shareholder) Hi, good. I would like to refer to your quote that you started with, which is that - what is it? Consumers or household discretionary incomes are under pressure, and knowing that Dan Murphy's entire model is on cheap alcohol, have you and the Board failed to realise that younger people have been switching from cask wine to spirits and premixed drinks, and will you consider coming with your own home brands, such as your own -196 or your own Endeavour Group vodka to lower the prices amongst young people?

Peter Hearl: Steve, I might let you answer that, other than to preface it by saying we take our responsible service of alcohol very seriously. We have a whole range of programs in place that ensure that we do adhere to our responsible service of alcohol. So in terms of the product offering itself, I'll let Steve answer that.

Stephen Donohue: Yes, no, thank you for the question. I think it's really relevant in the modern context, and I made remarks before about the material shift towards Millennial and Gen Z consumers accounting for almost 50% of the spend. Their appetite for product is very different to that of Gen X, which I'm a part of, and certainly baby boomers and traditionalists that preceded us.

Peter Hearl: Baby boomers.

Stephen Donohue: And traditionalists. Anyway, the reality is that there are huge shifts taking place in the nature of consumer demand off the back of that generational change. What we've tried to do through our Pinnacle Drinks portfolio is keep pace with that. In fact, our largest selling vodkas are our own, and they are

produced for us by producers around the world, most notably in Europe, so we've already got a base there. One of our brands is called Mishka Vodka, and we also produce it in a RTD or premixed equivalent.

More recently, we've partnered with a supplier in Japan to take advantage of the phenomenon that is lemon-flavoured shochu-based drinks, and we'll - or we just launched a Monsuta equivalent of something akin to the Suntory -196, which is hugely popular with those younger adult customers.

Peter Hearl: Thank you. I think I should have asked for your ID, too. Microphone four, sorry. One first? Yes, just go one.

Attendant: Chairman, I'd like to reintroduce Dr Jonathan Tyler, a shareholder who has another question.

Dr Jonathan Tyler: (Shareholder) Chair, I would like to thank you and the Board for inviting Aunty Donna Ingram here today to welcome us to country, so I won't acknowledge - I won't go on by acknowledging the Gadigal People of the Eora Nation. But I note that Aunty Donna finished by saying this land is, was and always will be traditional owner land. Can I take from this that the Board has an intention to hand back all property in Australia to the traditional owners. If that is an intention, is it a decision of the Board or will it be a resolution at an Annual General Meeting?

Peter Hearl: I don't think the intent of Aunty Donna's remarks was to take back land that is owned by people around the country, so I'd - but I'll take that as a comment. We've got no plans to conduct an EGM around that matter. We respect the First Nations people and we'll continue to do so. Thank you. Microphone 4.

Attendant: Chairman, I would like to reintroduce Mr Kaz Kazim, a shareholder with another question.

Peter Hearl: Welcome back, Kaz.

Kaz Kazim: (Shareholder) Thank you. I've been following the dispute between the different parties vying for power in the [unclear] of the Board. That suggests some sort of turbulence, management turbulence. As a consequence, are you seeking advice from our traditional consultants, one of the four consultants that were found to have engaged extremely disgraceful behaviour and gouging the pockets of the punters around the country?

Peter Hearl: I'm not sure to which advisers you're referring.

Kaz Kazim: (Shareholder) No, no, I'm talking about I've been following the disputes, the different risk parties trying to control the Board or increase their influence on the Board, et cetera, et cetera. It suggests that there is discomfort in the administration and management of Endeavour.

Peter Hearl: Sure.

Kaz Kazim: (Shareholder) So are you using any consultants, any of the four major consultants, EY, KPMG or the other two majors, whose behaviour was found to be extremely disgusting? If you are, how - which company did you use, and how much did you pay? Or are you using funds to develop your own management skills within the Company?

Peter Hearl: Well, I think the advisers you're referring to are the accounting audit firms that are out in the marketplace. Our auditor is Deloitte, and we have a representative here today, Mr Jamie Gatt, and there's been no - we've had no issues with Deloitte and the conduct of their business. We do use advisers outside of the accounting firms to help us with matters like we're dealing with the Bruce Mathieson Group. That's quite common in our industry, but I can assure you that the costs are not out of the ordinary for this sort of work.

But we also have our own internal staff that are experienced in these matters as well, so it's a combination of using external advisers and our own internal resources to make sure that we're representing the best interests of all shareholders.

Kaz Kazim: (Shareholder) I understand the auditing work is very different to other methods of advice that are being provided by consultants. I was thinking more of the consultancy advice.

Peter Hearl: Like not audit services?

Kaz Kazim: (Shareholder) Yes, that's correct.

Peter Hearl: Okay. Well, look, I think Deloitte's, from memory, their non-audit services account for about 6% or 7% of the total fees that we pay them, and we use from time to time other - I think we may have used Ernst & Young on occasions for one or two things. Kate Beattie is here. Maybe, Kate, you could elaborate on that.

Kate Beattie: Chair, and thank you for the question.

Peter Hearl: Stand up, Kate, and - sorry.

Kate Beattie: For those in the room, I'm Kate Beattie. I'm the CFO of Endeavour Group. Thank you for the questions. We do from time to time use multiple of the Big Four, as you've called them, for various services to the Group, largely advisory services in relation to things like a technology transformation program, where we do rely on external expertise to support us in making sure we implement those programs judiciously and with the right expertise underpinning how we design the outcomes that we are executing.

Kaz Kazim: (Shareholder) Have you considered universities, who have a much greater research facility, as well as capacity to provide such advice, because they're consistently teaching and expanding their research interests to the students that attend the universities?



Peter Hearl: Well, to my knowledge, we haven't considered universities, but we'll take that suggestion onboard and give it due consideration. Thank you for it.

Kaz Kazim: (Shareholder) Okay. Just one other question I want to ask about the dividend reinvestment plan. I meant to ask you how many shareholders had signed up, at the time, and do you have any figures?

Peter Hearl: I don't have that number.

Taryn Morton: Yes, we have about 4.8%, 420,000.

Peter Hearl: Yes, about - Taryn's just told me - our Company Secretary has told me that there's about 4.8% or 420,000-odd shareholders.

Kaz Kazim: (Shareholder) If they had participated in the dividend reinvestment plan, how much money would have been raised as a consequence?

Peter Hearl: I don't know. It depends how many shares each of those shareholders had, so I can't give you an answer on that, but I'm happy to take it on notice and come back to you.

Kaz Kazim: (Shareholder) Terrific. Thank you.

Peter Hearl: Thanks a lot. Number two? Sorry, was four next? No, you're all right. Two, sorry.

Attendant: Chairman, I would like to reintroduce Toshi Bennet.

Toshi Bennett: (Shareholder) I had previously said that responsibility and governance is your main focus. I personally think that this is ridiculous for this Company, but I would like to point out that will you lobby the Western Australian Government and further put pressure on the Ministers to allow Endeavour Group to put gaming machines in your Western Australia hotels?

Peter Hearl: We have no plans to do that.

Toshi Bennett: (Shareholder) Is this because of your responsibility, or you believe it's morally wrong or is it...

Peter Hearl: No, it's just it's the law of the land in Western Australia, so we're adhering to the law of the land?

Toshi Bennett: (Shareholder) Are you going to pressure the existing government to change this law?

Peter Hearl: No.

Toshi Bennett: (Shareholder) Is there any reason for that?

Peter Hearl: We just don't think it's appropriate. We've got 20-odd hotels in Western Australia, and the major part of our operations on the eastern seaboard, and we operate those 28-odd hotels in Western Australia profitably as they are.

Toshi Bennett: (Shareholder) Are you not interested in increasing your profit margin?

Peter Hearl: Absolutely, and we're doing it through a range of means. Hotels are more than just about gaming. It's an important part of it, and that we have - it will be for a long time. But we've got food. We've got beverage. We've got accommodation. We've got events and live acts. In fact, pre-COVID, we were the largest employer of live acts in Australia. It's gradually coming back. It's not to where it was pre-COVID, but we see our hotels as multifaceted sources of entertainment, discretionary spending amongst the community, and we'll continue to do so. We'll tailor our offerings according to the laws of the land and the communities within which we're operating.

Toshi Bennett: (Shareholder) Thank you for your time.

Peter Hearl: Thank you. Number five?

Attendant: Mr Chairman, introducing Dan Hunc as a shareholder.

Dan Hunc: (Shareholder) Thank you, Chairman.

Peter Hearl: Morning, Dan.

Dan Hunc: (Shareholder) So my question is just a small draw. All right, so if you take a look at the big border there, we are like - I'm a big enthusiast on recycling, and I'm just wondering why the beer, water and drink cans - they've all got \$0.10 recycling levels, and the big bottles, like wine and white wine, wine like that, they are not worth any cents at all for recycling. So where do they end up? Do they end up in landfills, so they would be a waste? So I'm just wondering if that can be promoted as a - [bringing] effects to promote the environment, like the beer can - the beer bottles and the cans. I'm always wondering why.

One big bottle I think is like three or four sizes of the 375 millilitres of beer, water. They could be very beneficial to the environment, so I just wanted to find out, why are those bottles not recyclable?

Peter Hearl: I have no idea, Dan, but I'm sure Steve does, so I'll hand over to Steve on that one.

Stephen Donohue: No, no, thank you for the question. No, thank you. Container deposit schemes are conducted on a State-by-State basis, and as it stands, they only apply to those smaller vessels that you were talking about. However, in Victoria, they're about to launch on larger bottles, so wine and glass spirits bottles, and there is an intention for that to take place in Queensland as well in the future. So there are changes afoot, but they are led by the state governments. I would add that we pursue a number of recycling initiatives

in our retail outlets, as well, so things like corks and carton dividers and those sorts of things are very actively recycled by our teams, and we encourage customers to return them to our stores so that we can reuse them.

Peter Hearl: Okay, thank you. We'll go six, three and then four and back to five. Make it easier by working our way around the room.

Attendant: Thank you, Mr Chairman. I would like to introduce Mr Alan Legman, a shareholder.

Peter Hearl: Good morning, Alan.

Alan Legman: (Shareholder) Good morning, Mr Chairman. In addition to being a shareholder, I'm also a customer, particularly of Dan Murphy's, and a very regular customer, I must say.

Peter Hearl: I'm pleased to hear that.

Alan Legman: (Shareholder) I'm eager to ask a further question that I've asked at previous Annual General Meetings, but it's probably directed more to Mr Stephen Donohue. My question, really, is the Company prepared to take on an educational role in addition to its sales role of quality wine by having tasting rooms or some sort of equivalent at their various stores? That way - I'm thinking in my case, I'd be interested in trying different wines of higher quality, and I just wondered again, at this Annual General Meeting, whether there could be some steps taken towards...

Peter Hearl: Well, I'll let Steve elaborate, but quite a number of our Dan's stores do have tasting areas in them. But...

Stephen Donohue: Yes, thank you, Alan, for the question. If I may, I might just clarify my former answer. The Queensland container deposit scheme on the large format starts tomorrow, so that is already afoot, just to clarify that point.

Regarding team and customer education, we invest very heavily behind our team education, and I'm very proud of the fact that we would lead the Australian market in the Wine and Spirits Education Trust, or WSET training, for the maximum number of people that is appropriate in our business. In particular, in Dan Murphy's, we focus on providing customers access to tastings on a regular basis, as is appropriate, generally, as the higher footfall times over the weekends and so on.

We also invest behind what we describe as wine merchants in our stores, and these folk are experts in the topic, but affable experts, folks that you can have a proper conversation with, without it getting too highfalutin. Or if you'd like it to be very highfalutin, they're also able to do that. So I'd be happy to take up the topic with you separately as to where you're shopping and what aspirations you might have to participate perhaps in something like WSET.

Peter Hearl: Thank you. Microphone three.

Attendant: Chairman, I would like to reintroduce Julieanne Mills as a shareholder at this time.

Peter Hearl: A fine point, Julieanne.

Julieanne Mills: (Shareholder) Sorry. I'm speaking purely on a personal basis here, because a lot of my members may not agree with my views here, but I would like to commend you on your bringing forward those closing hours, because I really do believe that it's a good indication of how you are leading in responsibility, and that's all I have to say. Thank you.

Peter Hearl: Thank you. Thank you for your comment. No, five?

Attendant: Mr Chairman, introducing Peter George as shareholder.

Peter Hearl: Good morning, Peter.

Peter George: (Shareholder) Morning, thank you, and just to clarify or add to your previous answer regarding gaming for Perth, I understand the legislation that established Crown Casino basically it meant that they were the only venue in Perth that has gaming machines.

Peter Hearl: That's correct.

Peter George: (Shareholder) I know there's no plan to change that.

Peter Hearl: No.

Peter George: (Shareholder) Just with regard to the investment in hotel - in wineries and vineyards and so forth, in a capital expensive world, you seriously think you can get a 15% return on those assets?

Peter Hearl: Yes, on the premium and luxury wineries, which we're focused on, the business cases are that they can deliver 15% plus return, and so far, they're tracking towards that. I guess we'll be held accountable if they don't deliver. They're very different economics in premium and luxury wines versus commercial-grade wines, and most of the problems in the wine industry are driven by commercial-grade wineries. Thank you for your question, though. Three?

Attendant: Chairman, I would like to introduce Daniel Chan, a shareholder.

Daniel Chan: (Shareholder) Good morning.

Peter Hearl: Good morning, sir.

Daniel Chan: (Shareholder) I am just interested to know, hotel business also involves accommodations, am I right?

Peter Hearl: Yes. Correct. Not everywhere, but in a large number of our hotels, we...

Daniel Chan: (Shareholder) Are we making any profit on this accommodation business?

Peter Hearl: The short answer is yes. Yes, we do. We've started to expand our accommodation focus, and we're very pleased with the occupancy rates and so forth that we're getting out of our hotels. It's another way of increasing the revenues per square foot in our hotels. Rest assured, we wouldn't be doing it if we weren't going to make money out of it.

Daniel Chan: (Shareholder) What is the occupation rate?

Peter Hearl: Look, I don't have that number off the top of my head, but I think it's in the order of 70% or 80%, around that order.

Daniel Chan: (Shareholder) Okay, thank you.

Peter Hearl: But I stand to be corrected on that number, but look, rest assured, we're very focused on making sure that the rooms that we have for accommodation in our hotels - and I've stated a number of them, and they're well patronised. Thank you. Number six?

Attendant: Thank you, Mr Chairman. I'd like to introduce Ms Aileen Hayes, a shareholder.

Peter Hearl: Good morning, Aileen. How are you?

Aileen Hayes: (Shareholder) Thank you, Chair. I'd just like to say that this is clearly a multifaceted, complex business, and I would like to commend the way you've been inclusive, honest, sincere, confident in your strides to improve the business for all of us. The interest that's been generated is quite clear. Look at the number of people you have here.

Peter Hearl: Well, thank you for those kind words.

Aileen Hayes: (Shareholder) So the other thing is that in being transparent, I would like to see - and I think perhaps others - that the names certainly along the top table also show your roles in the business. That is part of transparency, so that later on, when there are lots of people gathered outside, we can see the person we want to speak to.

Peter Hearl: Okay.

Aileen Hayes: (Shareholder) Not only that, but I think badges should be worn. Name and role. We can then go to the person who is probably best able to answer the question, or we can be directed by that person, say, this person might be more appropriate.

Peter Hearl: Thank you for that suggestion. Appreciate it.

Aileen Hayes: (Shareholder) Yes, thank you. The other thing is maybe this is the answer to another lady's question, that maybe a map would help to show where the stores are in other states or around the country, accommodation. I think there was a comment from the Chair about not giving too much information away to competitors.

Peter Hearl: We're not trying to hide our locations from our customers.

Aileen Hayes: (Shareholder) I understand.

Peter Hearl: But I actually think a lot of that information is on our website, isn't it? It is available on our website, but...

Aileen Hayes: (Shareholder) I'm talking about here, at the meeting.

Peter Hearl: Oh, I see what you mean.

Aileen Hayes: (Shareholder) This is our chance to see and to hear.

Peter Hearl: Okay, that's a good thought. We'll take that onboard.

Aileen Hayes: (Shareholder) The other thing is, it's been mentioned, page 4, page 8, this endeavourGo. It's also been mentioned in the meeting, but what is it? I still don't understand. Maybe it needs a definition and then an example. Thank you, Chair.

Peter Hearl: Okay. If you'd like, I can ask Steve to give a very brief explanation of our Group optimisation program, which is all about cost optimisation and right-sizing the organisation for future growth.

Stephen Donohue: Yes, thank you for the question, and Peter's correct. That is exactly what it is. So it's Group optimisation, which is in effect the removal of costs from our processes across both our retail outlets and our hotels, as well as at the Board office. What we've talked to the market about is the - what we think, good beginning progress across the last couple of years, where we've progressively removed \$30 million and then \$60 million in costs, and our aspiration going forward is to continue to drive efficiency through optimisation across the Group. So it's really about how we become a more efficient business.

Peter Hearl: Yes. [Unclear].

Stephen Donohue: Yes, certainly can. So we look very closely at the processes that are undertaken by our teams in the stores or the hotels that they're operating, and then we work to help them with technology and better rostering to streamline their processes, so that we don't have wasted team hours in a pub or a bottle shop. We also optimise things like our supply chain to make sure that our trucks arrive on time and that time aligns with the team being there to unload them and so on and so forth. So it's all nature of efficiency steps that we've taken inside the retail and hotel operations.

Peter Hearl: Thank you.

Stephen Donohue: Thank you.

Peter Hearl: Thank you. Are there any more questions? Microphone five.

Attendant: Mr Chairman, introducing Roger Corbett as shareholder.

Roger Corbett: (Shareholder) Thank you, Mr Chairman.

Peter Hearl: Good morning, Roger. Happy Halloween.

Roger Corbett: (Shareholder) Thank you, and the same to you, sir. The same to you. Chairman, my comments are going to take five minutes. Do I have the leave of you and the shareholders to speak for five minutes, please?

Peter Hearl: Sure.

Roger Corbett: (Shareholder) Thank you, Chairman. First of all, I must say that I want to disassociate myself with your demeaning comments about the Mathieson family. They're demeaning to me. I stand as an independent, informed shareholder. Mr Wavish is also independent. There is no attempt to get a greater control on the Board, and your demeaning comments are without evidence and insulting, and I find them deeply insulting, and deeply insulting to Mr Mathieson, who has made a great contribution to this Company, as has his son, and sir, there's no one in this room that knows that better than me.

Mr Chairman, I am very disappointed I need to stand and speak. I feel obligated to do so in the interest of all shareholders, particularly small shareholders, of which of course I am one. My fellow shareholders will no doubt have a view whether I have the credibility to say what I'm about to say. I'm very sorry you failed to see the lifeline to you personally and to our Company that has been extended in Bill Wavish's nomination to this Board.

You've chosen not to support Bill's nomination. He would no doubt have been elected today, had you and our Company - and you and our Company would have got the following. We would have got a top financial man to replace the sad and great loss of Colin Storrie. We would have got a Director, sir, that knows the business and industry extremely well, who was with me when - or shortly after we purchased Dan Murphy's and later the hotel business, and of course - which of course facilitated the Company that we have today.

He has more knowledge of this Company and industry than yourself, Chairman, and any of your colleagues on the Board, with the exception of Bruce Mathieson Jr, who of course knows the hotel business. He would have helped you, sir, redress the balance between management and the Board that is so evidently necessary. He would also be very helpful to you in managing your shareholder relations, as you clearly have a problem. He would have provided thought, affecting the changes so urgently necessary in the fundamentals of this

business. But, Chairman, you chose to oppose Bill Wavish's nomination right from the word go. So anxious were you to oppose his election that you violated the ASX rules and had to be publicly corrected, a great embarrassment to our Company.

Further, Chairman, you chose to send out a letter to all shareholders at a cost, I'm told, is somewhere about \$800,000. Here's the letter. It went to everyone. You've all probably seen it. What it says is three things - it tells us we've got a big company. We already knew that, but as a Company going back and a share price of 40% decline. Peter demeaned Bill Wavish, and then he said our senior shareholder couldn't be trusted, because he selected information.

Sir, you selected information, too. The only difference between your selected information is you gave back prior to incorporation of this Company. The Mathieson information is subsequent to incorporation, and therefore a lot more relevant. You refer, sir, in this pamphlet to a strong performance. That's not correct.

Bruce Mathieson has told you that the hotels are not performing. That's why, sir, you might be having trouble. If I was a shareholder and I had 500 - I'd lost \$500 million, I think I might have a bit of trouble with the Chairman myself. I have said, and others have said, that the retail business has completely lost its way, and that it has. I could talk at some lengths on that.

The health of the - the key health figures for any retail company are the following. These are the key variables. I speak as a retailer with a little experience. First of all, comp stores are a vital measure of growth. Our comp stores, adjusted for inflation, are badly negative. Our absolute sales grades, adjusted by inflation, are poor. Our market share has been significantly lost, and in those market figures is a very large increase in the liquor part of IGA - not the food part, sir, the liquor part.

Cost growth relative to sales, costs have been growing consistently above sales. That is a disaster. It could only erode profitability, but in this Company, this has been addressed by increasing margin and reducing competitive - our competitive stance, particularly dangerous for an everyday low-price retailer. By any measure, our stock efficiency is very poor, affecting those hours in part by critical stops, a lot of which appear in our stores in very prominent positions.

We hear we have a world-class loyalty scheme. If this is the case, with all these numbers you quote, why aren't our sales going up? Our sales are by any measure falling. As a result of these, sir, denied facts, our share price has dropped a massive 40%, \$6 billion. Everyone in this room has lost 40% of the value of their assets - 40%, \$6 billion. That's not something we try to fix. It's got to have fundamental reasons that caused it.

Remember, the share price has got nothing to do with COVID, Mr Andrews, any regulations. It is an estimation of forward earnings. The market is saying your earnings are worth X amount, which has lost you and me, shareholders, \$6 million. The Chairman says business as usual, no problems. However, sir, I put to you the

numbers, informed opinion, of which I am one and I think Mr Mathieson is another, and the share price say big problems.

Sir, if you say, as you are, there are no problems - we're trying to fix a few little things - you indeed become the problem, and you have, sir, disenfranchised yourself as our Chairman. You, sir, should go immediately and let someone else take the Chair who does recognise we have serious problems. Surely, a prerequisite to fixing them and - surely a prerequisite to fixing them is to acknowledge we've got the problems in the first place. We need someone who knows we've got a problem, who's got the experience and skills necessary. With respect, sir, you clearly do not have those skills.

These issues are urgent and damaging our business seriously, take it from me, on a day to day basis. We have no time to lose in fixing them. We need to act immediately. Accordingly, sir, you need to go forthwith. That is, at the conclusion of today's meeting, I call for your immediate resignation.

Peter Hearl: I thank you for those kind words, Roger. I'm sorry. Look, I also note that your comments - I preface your comments with the fact that you've got very close family ties with the Mathieson family. In terms of - I'm not...

Roger Corbett: (Shareholder) [Unclear] not close ties, we are friends [unclear].

Peter Hearl: Roger, I'm not going to get into a public debate about this. The reality is that Mr Wavish didn't go through our external processes for any deselection. We offered him the chance to go through that process. He refused. We have questions about his independence, the relevance and currency of his experience, whether it's in modern ESG governance terms, or we live in a digital age these days, and it's been some time since Mr Wavish has been a listed company director. We also question his commitment. Our spec requires us to have NEDs who are prepared to stand for two three-year terms. Mr Wavish was only prepared to commit to one.

In terms of the ASX issue, we're always happy for Mr Wavish to stand for election, but we recognised under our constitution that he couldn't - the motion couldn't be put to the meeting if he didn't have is regulatory approvals. Our Company Secretary has worked feverishly to work to get him those approvals, which I'm pleased to say he's got, and so we're able to put his election today on an unconditional basis.

In terms of the letter that went out to the shareholders, it cost nowhere near \$800,000. That's a total misnomer. I can't imagine how much money the Bruce Mathieson Group has spent on getting their messages out to shareholders. It's important that all shareholders have a fair and accurate representation of what the facts are.

In terms of selective information, I stand by the comments we've made. F20, F21, F22 were all impacted by COVID, which distorted any meaningful comparison. The most meaningful comparison is F19, and we've

grown at a compound average growth rate of 4% in our retail business, and that's right in line with our next nearest competitor, so our market share is pretty much where it was pre-COVID. That's a fact.

Our retail - in terms of retail, yes, I agree with you on comp store sales, and that's an area that we've got to put focus on. But that's something that we're addressing, and I'm pleased to say that in the most recent quarter, we've seen comp store sales growth. We're very focused on market share and we'll continue to be, as we always have been. In terms of costs, we've had - first of all, had to stand up a publicly listed company, and that cost a significant amount of money, and that was all outlined in the demerger booklet.

We also had to reopen our pubs following COVID, and there was significant costs associated with that, and that's embedded in the comparisons you're referring to. We're all about balancing sales growth, margin growth and cost management. We've been able to improve our margins by a combination of better buying, premiumisation that I've talked about and via the use of our Pinnacle range of products, which has brought considerable innovation to the category.

I'd also mention that Pinnacle is not taking up shelf space in our stores that would otherwise be available to other brands. Far from it. We offer great range and great value, and Dan Murphy's everyday low prices are a clear winner with the customers. 90% of Dan's sales come from My Dan members, with a 79% scan rate. We've grown My Dan's membership by a compound 23% since FY19. So this is a very powerful brand, and I disagree with most of the things you've said.

I certainly disagree with the fact that I said it was business as usual. Never. I never said it was business as usual. I've said, consistently, that this Board is all about providing great governance and focussing on disciplined capital management, disciplined cost control and growing profits ahead of sales.

So I appreciate your comments, but I obviously have significant disagreements with them, and I don't intend to step down. I'm elected as Chairman of the Board and will continue to do so, and I'm very committed to making sure that we work through the dispute we have with the Bruce Mathieson Group, and we'll be doing so as expeditiously as we possibly can. Thank you.

Are there any other questions in the room? Microphone five.

Attendant: Reintroducing Peter George, Chairman.

Peter Hearl: Hey, Peter.

Peter George: (Shareholder) Interesting that the accounts don't break out the gaming revenue in the hotel segment when it's available if we were to trawl through the regulatory authorities around Australia. I think it probably highlights that if they were broken out, just how appallingly the food and beverage operation is travelling. But I really wanted to readdress the question of the acquisition of wineries and vineyards and so forth in the Pinnacles division. I know wealthy families who have family-controlled wineries and vineyards in

the Margaret River region, super premium. They run it themselves. They're hands on. They've got no debt, and they're not making any money, but we're going to make 15%. How are we going to do that as a public company with all the overhead and infrastructure that we've got, when they can't do it, hands on?

Peter Hearl: Steve, do you want to respond to that? The business case is the business case. We're tracking the business case, and so far, the acquisitions in wineries are delivering. I can't respond to a lack of data. I can't respond to opinion.

Peter George: (Shareholder) I bet you in a few years, we're writing them off.

Peter Hearl: I doubt that, but that's your opinion.

Peter George: (Shareholder) [Unclear].

Peter Hearl: Well, I may not be here, but I'll still own my 75,000 shares. Okay, any other questions in the room? If not, then I'll turn to the telephone. Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Okay, are there any online questions?

Attendant: Chairman, this question is from Mr Mayne. Well done for voluntarily getting ahead of the reduced operating hours in Victoria before the start on 1 July next year, but why is Endeavour still advertising the old hours? I drove past the Plough in Mill Park on Saturday, and it was still advertising nine a.m. to five a.m., and the Doncaster Hotel this morning still had big signs saying eight a.m. to four a.m. If 20 hours a day is gone, please change all the signs, or is this just a temporary move as Endeavour lobbies against reducing Australia's longest pokies operating hours?

Peter Hearl: Well, thank you, Mr Mayne. No, it's not a temporary move, and we're not lobbying against the changes that have been made. I assume that even though our hotels are now closed at earlier hours, we're still working through the implementation of the change of signage, and we'll progressively update those signs. I also note that there's been change of signage regulations in New South Wales, and a lot of hotels in New South Wales - not ours, but a lot of other hotels - have not yet changed their signage. So thank you for the question, and rest assured that we'll expeditiously get those signs changed as soon as we can. Are there any other online questions?

Attendant: Chairman, the next question is from Ms Gilbert. How can shareholders put faith in the future of Endeavour, as clearly the shares are well below where they should be? What can you do moving forward to improve share prices, as clearly, you don't care about the shareholders, big or small?

Peter Hearl: Well, we care about every shareholder, and we're very conscious of the recent share price and are disappointed, as you are. Both the Board and management team acknowledge there is more to do, and

I've already covered that in my address. As I said in my opening remarks, we are laser focused on disciplined capital management, prioritisation of that capital and cost optimisation to drive shareholder value against the challenging macroeconomic backdrop that we've got.

In terms of your question around poker machines, poker machine numbers are regulated by state. They vary from state to state, and we tend to have as many EGMs in our hotels as are allowed by the state regulations. Thank you for your question. Are there any other online questions?

Okay, well, there being no further general questions, I'll now move to the next item on the agenda. I'm sorry?

Attendant: Sorry, my microphone was just turned off. Apologies, Chairman. There is a question from Mr Fernandez. Are there any plans for Endeavour to further diversify into other ventures which would increase future profits for Endeavour Group?

Peter Hearl: Look, let me say, we're very focused on - we're not opportunity limited. We're not capital limited. Our growth opportunities exist across the 2,000 communities, which we already serve, and that includes continuing to upgrade our store and hotel networks, continuing to expand our store and hotel networks, continuing to improve our customer experiences via new offerings and product innovation and technology, and increasing our e-commerce trade. We've got a wonderful platform for our retail business, and we intend to expand that into the hotel business, and we've got the Pinnacle range of products, which I had mentioned earlier, and which provide a great platform of innovation.

We also believe that we've got opportunities to grow our international wine export trade, as the tariffs in China come off and other significant opportunities arise. We're always looking at adjacencies to our existing business, whatever that may be. We have a regular interface between Board and management to look at strategies and how we can grow the business down the track. Thank you for your question.

Attendant: Chairman, the next question is from Mr Mayne. This is a financial accounts question. Will the December investor day finally see Endeavour disclose the gross gambling revenue from our circa 12,500 poker machines, which is arguably the world's biggest poker machine fleet within a single corporate entity? Star, Crown, Tabcorp and Redcape all disclose this figure. Could the auditor comment as to why he doesn't insist on this metric being disclosed as a pivotal metric for public investors? Is it true that gamblers are losing more than \$1.5 billion a year at our 300-plus pokies pubs?

Peter Hearl: Well, I think - Jamie, do you want to say anything on that? I'm not sure that it's appropriate, but up to you.

Jamie Gatt: Is it on? Thanks, Stephen, for the question. Essentially, the accounting standard doesn't require - it doesn't insist on disaggregating revenue, and essentially, the next place we've talked is the segment

disclosures and it falls below that level. It just falls below every disaggregation level, so it's not required to be disclosed.

Peter Hearl: Look, I just want to emphasise what I said earlier. We'll continue to review all our disclosures with the aim of providing stakeholders with whatever adequate information they have, but at the moment, we just don't think it's appropriate. We may change that point of view in the future. Thank you for your question.

Attendant: Chairman, the next question is from Ms Lefort. How does the decision by Endeavour to implement the early reduction of gaming trading hours align with the target of delivering better returns and growth?

Peter Hearl: Well, the decision was taken in line with our aspiration to lead in responsibility. We took that decision consciously. We knew what the likely financial impact was going to be. It was assessed to be minimal, and to date, that's been the case, and I can say no more than that. But we are the largest operator of hotels in Australia, and with that comes the responsibility to ensure that we aspire to leadership, and if we're going to lead, we better lead. Thank you for your question.

Okay, there are no other general questions. I'll move to the next item on the agenda, which is item 2, and that's the election of two Board-endorsed Directors. The resolutions will be dealt with separately. The Notice of Meeting contains details of each Director's background and experience, and I won't repeat all of those details today.

Each Director will briefly address the meeting regarding their candidacy. Item 2A is the election of Bruce Mathieson Jr, who in accordance with the constitution retires as a Director and offers himself for election. Bruce has been a Director of Endeavour since November 2022 and is a member of the People, Culture and Performance Committee, the Transformation Committee and the Nominations Committee. Bruce represents the interests of the Bruce Mathieson Group, a substantial shareholder of Endeavour. He has extensive understanding of the hospitality industry and the management and operation of our hotels business, having been the Managing Director of Hotels before becoming a Non-Executive Director.

The Board does not consider him to be an Independent Director, given he was employed in an executive capacity at Endeavour until June 2022, and his connection to the Bruce Mathieson Group. The Board, except for Bruce, recommends the election of Bruce Mathieson Jr, and I'd now invite Bruce to address the meeting. Bruce?

Bruce Mathieson: Thank you, Peter. Good morning, ladies and gentlemen and fellow shareholders. This is a great Company, a sensational business. I have worked in it since day one, and I'm very proud to say I've worked in it since day one, from the creation of ALH and the joint venture with Woolworths to the Endeavour Group that we know today. I started as the National Operations Manager and became the Managing Director of the Hotels business. I'd like to think that I have played a significant role in building this business to what it

is today. We have extraordinary assets, unmatched licences, great properties and great people. We have enormous potential, and I have tried my best to drive performance.

You've probably just witnessed that I've struggled to get some traction on that. Should you choose to support my election as Non-Executive Director, be assured that I'll be trying my best every day to make the best of the assets that we have. Thank you.

Peter Hearl: Thank you, Bruce. Are there any questions on the election of Bruce Mathieson Junior? Microphone three?

Attendant: Chairman, I would like to introduce Julieanne Mills.

Peter Hearl: Hello, Julieanne.

Julieanne Mills: Hi, Chair, again. Can Mr Mathieson speak to the meeting about how he contributes the Board, his views on the strategy of the Company, how he would work with the current Board if his views do not align, and how he will manage any conflicts of interest with BMG? Does Mr Mathieson support the current CEO and chairman, and has BMG purchased shares during the last month?

Peter Hearl: Bruce, feel free to answer that.

Bruce Mathieson: A few questions there. Of course, being a director we're bound by the purchasing requirements of being a director, so we haven't been able to – or the BMG shareholding entity hasn't been able to purchase any shares. In regards to the current Board CEO and chairperson, I think that's best left behind closed doors as we work through some of the issues that we have, but I certainly have – and I think we share great aspirations for this business. We obviously are working to define that. Your further question, sorry.

Julieanne Mills: There was a question around the strategy and whatever conflict you might have with that.

Bruce Mathieson: Obviously, the strategy doesn't probably align to where I think the potential of this business is.

Julieanne Mills: Could you expand on that?

Bruce Mathieson: Again, I think that's best to work through at a Board level, but I think the share price would reinforce where we are, but I think it has a lot more potential than where we're operating. In regards to independence, the Board has very clear conflict of interest guidelines, and I have abided by those at every time and will continue doing so.

Julieanne Mills: Thank you.

Bruce Mathieson: Thank you.

Peter Hearl: Microphone six.

Attendant: Thank you, Mr Chairman. I'd like to introduce Mr Stephen Bible, a shareholder.

Stephen Bible: (Shareholder) Mr Chairman.

Peter Hearl: Hi, Stephen.

Stephen Bugle: (Shareholder) Mr Mathieson, what actions do you think need to be taken to improve the performance of Endeavour?

Bruce Mathieson: This is a simple business at its heart. I won't go into details because it wouldn't do justice to the complexity and the issues that I think Mr Corbett alluded to. Needless to say, I think I would like to see a large degree of accountability coming to all areas of the business. Thank you.

Peter Hearl: Are there any other questions in the room? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Are there any online questions?

Attendant: Yes, Chairman. This question is from Mr Mayne. Chairman, we have removed an irrelevant part of the question. The Mathieson family's investment performance – apologies. Could Bruce Mathieson Junior comment on whether the family have pledged their \$1.35 billion worth of Endeavour share to receive bank finance to buy Star shares, and how much leverage the stake has? Could the chair and CEO comment as to whether the Mathiesons have been pushing deals between Endeavour and Star?

Peter Hearl: I'll answer the last part of that question. I think – I can't speak for the Mathiesons, but I think from memory, Bruce Senior did raise the question, and we discussed it at a Board level as to whether or not there was interest in us looking at the Star. We decided that we had too much on our plate, so we didn't pursue that and haven't done so since. I'll let Bruce answer the question on the \$1.35 billion.

Bruce Mathieson: No.

Peter Hearl: Sorry, is that no, you won't answer, or no...

Bruce Mathieson: We haven't – there's no crossover between our investment in Star and Endeavour.

Peter Hearl: Are there any more online questions?

Attendant: Chairman, the next question is from Mr Carew. Given Bruce Mathieson Senior's undoubted expertise and business acumen in hotels, why has the Chairman repeatedly publicly disparaged him and the many Endeavor shareholders who support Mr Mathieson Senior and Junior?

Peter Hearl: Firstly, I haven't disparaged Mr Mathieson Senior. I've argued against the sentiments that the Bruce Mathieson Group have been expressing, and I've got no more to say on the matter. Thank you for the question.

Attendant: Chairman, the next question is from Mr Mayne. Bruce Mathieson Junior has two sisters Deborah and Jodi, who are both married to top 10 Victorian Poker hotel operators in Dave Tomsic and Gianni Grollo respectively. Given that Bruce Mathieson Senior also manages pokies venues in his own name. Could Bruce Mathieson Junior explain how conflicts are managed when both his dad and two sisters are competitors of Endeavour in the Victorian pokies market? Is Bruce Senior funding his daughters into the Victorian pokies market competing against Endeavour? Can Bruce Mathieson Junior explain what is going on?

Bruce Mathieson: I'll try my best. No, clearly familywise we do not finance my other members of my family at all, to be very clear about it. Going back to the issue raised before, the Board has clear governance guidelines around conflicts of interest, and I abide by those at all times and will continue to do so.

Peter Hearl: Thank you for your question. Are there any other online questions?

Attendant: Chairman, the next question is from Mr Singh. Why does Bruce Mathieson Junior have to be re-elected when he and his dad only want the growth of the business? Should the whole Board be re-elected on the same token?

Peter Hearl: Firstly, all the independent NEDs, including myself, are here to serve all shareholders and not just a select noisy few. The Board was part of one of the largest demergers in Australian history. It's not about any one director, it's about a diverse group of views around the Board table. The independent NEDs are a diverse group, and we constructively challenge management and we're absolutely committed to good governance and the delivery of solid results. Thank you for your question.

Attendant: Chairman, this is the last online question. The following question has been received from Mr Mayne and has been amended to remove inappropriate content. Boards require teamwork and Bruce Mathieson Junior has been publicly criticising the operation of the Board. Of course he wasn't going to be invited to the Board meeting to work up a response to his father's campaign against the Company. In light of this irresponsible behaviour, will Bruce Mathieson Junior agree to retire from the Board if a suitable replacement such as Ross Blair-Holt is accepted by the other directors to represent the Bruce Mathieson Group's 15% stake in Endeavour?

Peter Hearl: Bruce.

Bruce Mathieson: Too young to retire, Stephen.

Peter Hearl: Thank you for your question, Stephen. Are there any other online questions?

Attendant: There are no further online questions at this time.

Peter Hearl: Okay. We'll just – sorry. We've got a question in the room.

Attendant: Chairman, I would like to re-introduce Julieanne Mills.

Peter Hearl: Okay. Julieanne, let's try and make it brief.

Julieanne Mills: Yes, very quick. The ASA would like to hear from Mr Storrie around his reasons for abstaining from the vote.

Peter Hearl: Colin.

Colin Storrie: Two reasons. I've never met Bill, and I don't make an opinion when I don't meet people. Secondly, I didn't think it was appropriate because I was leaving the Board.

Peter Hearl: Thanks, Colin. Just double-checking, no more questions in the room, no more online questions, no more telephone questions.

Operator: There are no questions on the telephone at this time.

Peter Hearl: Given that, I'll now put the resolution to the meeting. Displayed on the screen are the details of the direct and proxy votes received in relation to this resolution. For those in the room, please now mark your voting card in relation to Item 2A, Bruce Mathieson Junior's election. For those online, if you wish to cast a vote, please click the submit button. I'll just pause while that voting takes place.

We'll now move to Item 2B, which is for the re-election of Rod van Onselen who in accordance with the constitution retires as a director and offers himself for election. Rod joined the Board in June 2023. He's a member of the Audit, Risk and Compliance Management Committee, the Transformations Committee, and the Nominations Committee. Rod brings to the Board deep experience in digital innovation, technology, and business transformation, as well as business growth strategies. The Board considers him to be an independent director. The Board, except for Rod, recommends the election of Rod van Onselen. I'd now invite Rod to address the meeting. Rod.

Rod van Onselen: Thank you Peter, and good morning, everyone. I feel really privileged to be here seeking election as a director of Endeavour. Over the past 25 years I've held a variety of executive leadership and advisory roles in a variety of different businesses. Most recently as the Chief Digital Officer at Origin Energy, before that Sportsbet, ANZ, and A.T Kearney. What I've brought to each of these businesses has been a real

focus on leveraging digital, data, as well as technology, and marketing capabilities to help transform and grow businesses. It's what I love doing.

I'm currently a senior advisor at TPG Capital where I lead the operations capability across Australia and New Zealand. I get great pleasure of working with the C-Suites and boards of TPG Capital's portfolio companies to help them grow by transforming the businesses and achieving big step changes in performance and growth. I'm also a non-executive director of Tucker Holdco Proprietary Limited, which operates the Made Group. The Made Group is a producer of innovative food and non-alcoholic beverage brands across Asia Pacific.

With all of that, I believe my extensive experience in digital innovation, technology, and business transformation will be highly relevant and provide insights to Endeavour, its Board, and our strategic agenda. I look forward to contributing also my skills to the recently formed transformation committee that oversees the One Endeavour transformation that's helping build a new business and technology platform for the business. It's a great fit for my skills and I look forward to contributing to the program. So, with your support I hope to serve and look forward to serving as a director of Endeavour.

Peter Hearl: Thank you, Rod. For those in the room, please move to a microphone if you have a question or comment. Are there any questions in the room? Microphone six.

Attendant: Thank you, Chairman. I would like to re-introduce Mr Stephen Bugle, a shareholder.

Peter Hearl: Welcome back, Stephen.

Stephen Bible: (Shareholder) Thank you, Mr Chairman. Mr van Onselen, I put the same questions to you. What actions do you think needs to be taken to improve the performance of Endeavour?

Rod van Onselen: Thanks for the question. One of the great pleasures I get working not only at Endeavour but a lot of the businesses at TPG is, we focus on a number of things that always matter in businesses, sales growth, creating more efficient businesses through cost as well as capital efficiency and management. I think my skills can actually contribute to all those areas. So, definitely my focus over the past years has been business – consumer growth for businesses. Then also from an efficiency and cost reduction perspective the One Endeavour transformation is a big program of work that I'll be heavily involved in. Thanks.

Peter Hearl: Thanks, Rod. Are there any other questions in the room for Rod or around Rod's re-election? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Are there any online questions?

Attendant: There are no online questions at this time.

Peter Hearl: Displayed on the screen are the details of the direct and proxy votes received in relation to this resolution. For those in the room, please mark your voting card in relation to Item 2B, Rod van Onselen's election. For those online, if you wish to cast a vote, please click the submit vote button.

Item 3 is the election of non-Board endorsed director candidate, Mr William Wavish. Item 3 notes that Mr Wavish is a self-nominated and non-Board endorsed candidate. The notice of meeting contains the details of Mr Wavish's background and experience as provided by him to the Company. As advised earlier, Mr Wavish has received all the necessary regulatory approvals to meet the eligibility criteria in Endeavour's constitution to be elected as a director of Endeavour at this meeting.

The resolution will be put to shareholders as set out in the notice of meeting. The Board recommends that shareholders vote against the election of Mr William Wavish. Bruce Mathieson Junior supports Mr Wavish's nomination. As you've just heard, Colin Storrie did not take a position on his nomination. I'd like to invite Bill to address the meeting. Bill, if you could step forward to the microphone here. Thank you. Feel free to address the meeting now, Bill, if you like.

William Wavish: I beg your pardon.

Peter Hearl: Feel free to address the meeting.

William Wavish: Thank you, Chairman. I'll turn to you in a second, please and [unclear]. Thank you all who supported me.

Unidentified Participant: Point of order, Chair.

Peter Hearl: Request denied. It's just going to be disruptive. Please proceed, Bill.

William Wavish: [Unclear].

Peter Hearl: I said please proceed as you were planning to do. No. I don't have to accept a point of order. Thank you.

William Wavish: Thank you all who supported me with their votes, and for their many messages of support, and particularly those that worked with me at Woolworths. Dan Murphy's, BWS, ALH hotels are each businesses that I know well. I nominated for a position on the Board of Endeavour Group because the share price was dramatically down and clearly help was needed. I felt confident that as a director of Endeavour, based on my skills, experience in this Company and indeed the industry, I could provide and add help and support.

Dan Murphy's reporting to me grew from seven Melbourne stores to a national category killer chain with and international reputation. BWS was formed to rationalise hundreds of mid-sized bottle shops under one profitable brand, obviously BWS, and from its founding start Australia's largest pub chain was assembled.

These developmental years featured operational principles which became the basis of the success of this business for many years. Chairman, you have chosen not to support my nomination and that has resulted in the Non-executive Directors and the proxy advisors following your lead. Without your support it means that my election will probably not eventuate. Thank you.

Peter Hearl: Thank you, Bill, and thank you for the contributions you've made in the very early days of Dan Murphy's, BWS, and hotels 20 odd years ago. I'd emphasise that it wasn't just my decision not to endorse you, it was the Board. Are there any questions from shareholders on this resolution relating to Mr Wavish's election? Number six.

Attendant: Thank you, Mr Chairman. I would like to re-introduce Mr Stephen Bible, shareholder.

Stephen Bible: (Shareholder) I'd like to ask Mr Wavish why he was not prepared to stand for more than one term on the Board.

Peter Hearl: Feel free, Bill.

William Wavish: Thank you. Yes, I would like to have that – be able to explain that all over again. What happened was, within a week of putting my application in to join the Board I was interviewed by the Chairman and two executives. They explained that they were at a search process with Russell Reynolds to find two and later three new directors and would I consider joining that process. Because the process was going to go on, as the Chairman said, at least until quarter one next year, and I was already on the agenda, and frankly, I believe in the shareholders make these decisions not the Board making it among themselves, then I declined that and stayed with the application that sees me unsuccessfully here today.

In that interview the three directors handed me two sheets of paper which I believe was drawn up in consultation with Russell Reynolds, but I don't know that for sure. It had from memory, 29 characteristics and it envisaged two positions. One position was a financially based one, and one was more marketing, and a number of general attributes. They waited five minutes while I read each and every one of those attributes. In my biased opinion, I felt that there wasn't one of those that I could not accept, international experience, finance, hotels, gaming, all 28, 29.

The 29th one said, will you be prepared to stay for six years and put up your hand to become chairman. I said, I didn't want to do that. I felt that Woolworths had only taken four years to turn around. [My] three years, and I believe then and today, this business can be turned around in two years and I don't feel the need to stay any longer. That was interpreted as being – it was interpreted as being – saying well, after two or three years you're going to go off. I'll stay as long – I would've stayed as long as is necessary to do the job. I just don't think it's as difficult as some of the other ones.

I believe I could work cooperatively and collegially with the Board, but it wasn't to be. If I had my time over again, sir, I would've been more precise in my answer. I think the answer was taken out of context quite consciously. Thank you.

Peter Hearl: Thank you, Bill. I would clarify a couple of points. I think Bill said there were myself and two executives. Initially there were two other non-executive directors in that meeting. It wasn't an interview, it was a meeting. It was the first time we've met Bill, and we were very explicit about indicating that we were looking for directors that were prepared to stay on the Board for two three year terms. Preferably three year terms if they're still contributing, but a minimum of two three year terms. We asked Bill that question a couple of times and his very specific response was, I guess I don't check that box.

So, I don't think there was any confusion in terms of what was being asked, but be that as it may. Are there any other questions in the room? Microphone six.

Attendant: Thank you, Mr Chairman. I would like to introduce Mr Alan Sherman.

Alan Sherman: Thank you, Mr Chairman. Before I comment about Bill Wavish, I think I heard some comment earlier about a decrease in the sales of alcoholic drinks. If that's correct, this could probably be offset by sales of non-alcoholic drinks as I have had to do in recent times. That's just an aside.

Peter Hearl: I share that with you.

Alan Sherman: Thank you. As far as Bill Wavish is concerned, I don't know the gentleman, but I would see him as being a Woolworths connection rather than a Mathieson connection. Bill, as we all know, has had a long and extensive connection with Woolworths, and I think he was very successful in that area. So, I would see him as being – even though Woolies hasn't directed their proxies in his direction, I would see him more as a Woolies representative rather than a Mathieson representative.

Peter Hearl: Thank you for your comment. Interestingly enough, if he was a Woolworths connections that would still mean that he was not independent. So, I take your point. Are there any other questions or comments in the room? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: I'm just pausing because it looks like we might have a question in the room. Microphone four.

Attendant: Chairman, I would like to introduce Lissa Morrison.

Peter Hearl: Good morning.

Lissa Morrison: Good afternoon, everybody.

Peter Hearl: Oh, it's afternoon already.

Lissa Morrison: More a consideration. When you referenced the looking for other directors, would you and the Board, who seemingly interview them, consider looking to chief executive women and some of the multicultural and Indigenous organisations when you are recruiting new directors, so that potentially it becomes a more inclusive Board to look at the sociable aspects that the Group is focusing on?

Peter Hearl: Absolutely. We're a colour blind, gender blind – our specifications – in fact, we really would like to have at least one more woman on our Board. We're very committed to gender diversity, and we're, as I said, we're colour blind and gender blind. So, there should be no barriers. It's about getting the right qualified people on the Board, and that's always the case. I've very proud of the fact that we've got two very high contributing women on the Board today. I'd like to see another couple. Our policy is to have a 40:40:20 mix, so at least 40% men, 40% women, and 20% either, or, and that's not going to change. We hold ourselves to that standard.

Lissa Morrison: Thank you.

Peter Hearl: Thanks, Lissa. Are there any other questions in the room or any telephone questions?

Operator: There are no questions on the telephone.

Peter Hearl: Are there any online questions?

Attendant: Chairman, this question is Mr Mayne. Could Bill Wavish please disclose his full financial history with the Bruce Mathieson Group? The Mathiesons have a long history of bringing well-connected individuals into private hotel ownership syndicates. Has Bill ever participated in a Mathieson family hotel syndicate and how much have the Mathiesons invested in his current campaign to join the Board? Also, would he describe his relationship as being closer to Bruce Mathieson Senior or to Bruce Junior? Does he believe he can serve Endeavour independently of the Mathiesons?

Peter Hearl: Bill, would you like to approach the microphone and answer that question, or those questions?

William Wavish: [Unclear]. To the extent that your first question relates to me, I haven't done any of the business joint ventures with pubs or whatever with Bruce at all. Indeed, I haven't personally seen Bruce, up to this day, for 12 years. So, there's no close relationship. I admire him. I don't know Bruce Junior that well, but I've come across him but not done any business with him. I see [unclear] faces. Anyway, thank you for the question.

Peter Hearl: Are there any further online questions?

Attendant: Chairman, the next question is from Mr Singh. Why is the Board so against the appointment of Mr Wavish, and why does it feel that it's against the better of the Group since the share price has dropped so low?

Peter Hearl: Well, as I said earlier on, our concerns about Mr Wavish is (1) that he wasn't prepared to go into the external search and compete for the roles with other candidates. We have questions about his independence, the currency of his experience, his business experience, notwithstanding that 20 years ago he did, obviously, a very good job in the early days of the brands to which we're now the owners of. We have already addressed the concern over the commitment timeframe. Bill, at that stage, was quite adamant that he was only prepared to serve one term, and as I said, he said, I don't check that box. So, they're the major reasons. Thank you for the question. Are there any more online questions?

Attendant: Yes, Chairman, there is one more online question. The next question is from Mr Kastoras. How does Mr Wavish propose to reign in cost blowouts within Endeavour? The Group, in personnel, has increased substantially and is impacting the bottom line, in addition, staffing at venues has impacted service.

Peter Hearl: Bill, do you want to address that?

William Wavish: Sorry, mate.

Peter Hearl: Could you read the question again?

Attendant: Yes. The next question is from Mr Kastoras. How does Mr Wavish propose to reign in cost blowouts within Endeavour? The Group's personnel have increased substantially and that is impacting the bottom line, in addition, staffing at venues has impacted service.

Peter Hearl: Okay. Bill...

William Wavish: Can you summarise that, I...

Peter Hearl: I'll read it out so everybody can hear it. How does Mr Wavish propose to reign in cost blowouts with Endeavour? The Group, in personnel, has increased substantially and impacting the bottom line, in addition, staffing at venues has impacted service. So, that's the question. I might just highlight the fact that when ALH was – until recently AHL had one above store HR person in the Group. We've endeavoured to lever the human resource function across, not just the retail function, but across the hotel business. In addition, the hotels still use a lot of manual recordkeeping, manual reporting, and the like, and we're looking to bring systems to bare, in the hotels.

Anyway, Bill, I'm happy for you to address the question.

William Wavish: If I don't answer the question, ask me again because I'm not 100% sure what it is. How would I reduce cost is sort of the gist, I think, of the question, if I'm right.

Peter Hearl: Yes, that's it...

William Wavish: I guess when I was in Woolworths – some people my age around this room may remember [Project Refresh]. That was to cut costs out of Woolworths, and we cut about \$3 billion out of Woolworth's cost in that project. So, much so that the chief executive of ANZ Bank rang me up and said, I've heard what you're doing, can you come and do it for me. So, it's got to be done with subtlety. The chairman sort of refers [unclear] – refers to my lack of recent experience, although that's never been asked.

Up until recently I've been doing consulting work for retailers in relation to rostering, which is just one cost. There are obviously many pockets of cost, but rostering has a surprising amount of savings to be made in it if you can understand the union rules, and the lunch breaks, and what you can do, and so on. So, there's a lot of things to consider, but the first thing that I would do had the approval come through would be to talk to the directors. They've been in the business, they might know as much as I do about retail, but I don't know as much as they do about marketing or certain other things. So, you want to, first of all, find out what their views are.

There is a strongly held view in the market that the labour in Endeavour is too much and has been growing exponentially. I think that if the Board were to make available to the shareholder the headcount every month since the demerger, I think you'll have your answer there.

Peter Hearl: Just let me make a couple of observations. First of all, we did pose a number of questions to Bill through the course of the – his process of being stood up for election. To date we're still waiting on answers of those – to answer those questions. The other thing I'd point out is, that in terms of cost, we had standup costs when we became a standalone Company. There's quite a significant amount of cost associated with standing up a public company. In recent times costs went from F22 to F23, they went up in hotels because we had to open up our hotels again after they've been closed for a very long period of time in F22. So, naturally there was going to be startup costs associated with that.

To the point Bill made, which I agree with, in terms of activity-based rostering, that's a critical part of any retailing operation as a big box retailer or a small box retailer. To that end we've instituted activity-based labour scheduling into all Dan Murphy's stores by now. It's very well-progressed in BWS and we're just at the early stages of putting it into the hotels business where we think it will reap significant benefits.

Are there any other questions in the room or online?

Attendant: Chairman, there are no further questions online.

Peter Hearl: There being no further questions, I'll now put to the meeting the resolution that William Wavish be elected a director. Displayed on the screen are the details of the direct and proxy votes received in relation

to this resolution. For those in the room, please mark your voting card in relation to resolution Item 3, William Wavish's election. For those online, if you wish to cast a vote, please click the submit vote button.

The next item, Item 4, is the adoption of the Remuneration Report. The next two items on the agenda relate to remuneration matters. The first of those is the adoption of Endeavour's Remuneration Report for the year ended 25 June 2023. The Remuneration Report is included in Endeavour's 2023 Annual Report. The report outlines our remuneration framework and how it is governed. It also details how we determined reward outcomes for key management personnel in 2023. Endeavour's remuneration framework has been designed to attract and retain talented individuals and to align executive rewards to the delivery of the Group's strategic priorities.

The remuneration framework for executives with its mix of fixed remuneration and short-term and long-term incentives aims at driving business performance in a sustainable and responsible way. We take our responsibility obligations seriously. We are very pleased to see that all the proxy advisors and the Australian Shareholders' Association supported the remuneration report resolution. We've embedded our ways of our working into our assessment of individual executive performance, and we include a specific leading and responsibility assessment into our long-term incentive plan. We're striving to balance of the needs of shareholders, leave a positive imprint on customers and the broader community, and to ensure our team are proud advocates of Endeavour.

The Board believes that these are the right things to focus on in our reward framework. If anybody has any questions relating to this advisory resolution, please move to the microphone. Are there any questions in the room? Microphone three.

Attendant: Chairman, I would like to introduce Julieanne Mills.

Peter Hearl: She needs no introduction.

Julieanne Mills: (Australian Shareholders' Association) Thank you Chair, again from the Australian Shareholders' Association. We'd argue for longer term timeframes around your long-term incentives. Would you consider that going forward?

Peter Hearl: We benchmark our remuneration framework against best company practice, and the vast majority of companies of our size and scope have three-year horizons on their LTIs. I don't think we've got any intentions to relook at that. Thank you for your question. Are there any other questions in the room? Microphone two.

Attendant: Chairman, I would like to introduce Bruce Bennett, a shareholder.

Peter Hearl: Good afternoon, Bruce.

Bruce Bennett: (Shareholder) Thank you, Peter. I have a question, it's not – it's more related to all the agenda items and it's the fact that – in the spirit of transparency when you report the voting to the ASX, would you be able to also report how the top 20 shareholders voted on each of those items. We get the – we hear that there's sort of various proxy advisors and all this sort of stuff, but for many people who've got shares as part of their superannuation fund, or part of other things, we don't really know how our particular fund is actually voting on any particular item of business. It would be very useful if we could see when the information is presented to the ASX how those top 20 shareholders voted on each of the items on the agenda.

By way of a thing, we had – last week we had the Woolworths AGM, and we had a situation where Woolworths, which is – now is the best-known or the best – most responsible company in Australia, and yet their remuneration report was knocked back. Yet, as shareholders we had no idea of who – which of those big shareholders actually didn't support the remuneration report. I think as a matter of transparency it would be good if companies like Endeavour could actually – when they present the final voting to the ASX could actually identify how those top 20 shareholders actually voted on those particular agenda items. Thank you.

Peter Hearl: Thank you for your question. I'd point out that collating the results has got to be done very, very carefully and meticulously to ensure their accuracy. We release the results as soon as possible following the AGM. We don't intend to break down as to how individual shareholders voted, and that's in line with most other large companies. Thank you very much. Are there any other questions in the room? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Are there any online questions?

Attendant: There are no online questions at this time.

Peter Hearl: So, there being no further questions on the Remuneration Report, I now put the advisory resolution to the meeting. On the screen are details of the direct and proxy votes received in relation to this resolution. Again, for those in the room, please now mark your voting card in relation to Item 4, the adoption of the Remuneration Report. For those online, if you wish to cast a vote, please click the submit button.

Item 5 is for the grant of performance share rights under the long-term incentive plan to the CEO, Steve Donohue. The long-term incentive plan aims to focus the efforts of participants on achieving superior performance for Endeavour's key stakeholder groups, being you, its shareholders, its customers, and the community. Shareholder approval is sought to grant a maximum of 451,052 performance share rights to Steve under the long-term incentive plan as part of his financial year 2024 remuneration arrangements. While approval is being sought for the maximum potential awards, Steve will only receive value from these performance share rights after the three year performance period, and only if the performance conditions are met.

Any vesting of performance rights will be assessed by the Board at 1 July 2026. As always, vesting is subject to Board discretion. If circumstances warrant, the Board may adjust vesting outcomes, including if they are not considered reflective of actual performance. The performance measure and weightings and vesting conditions are described in detail in the notice of meeting.

However, in summary, 40% of the award is subject to a relative total shareholder return measure against a comparative group of 100 – of the 100 largest companies by market capitalisation on the ASX over the three year performance period. Another 40% of the award is subject to a return on funds employed measure, calculated by dividing Endeavour's EBIT by the average funds employed over the three year performance period, both before significant items.

Finally, 20% of the award is subject to a leading and responsibility assessment by the Board against the progress of the initiatives implemented that enhance the responsible sale, service, and consumption of alcohol, and the conduct of gaming, and management of regulatory transgressions. The Board considers that the grant of rights to the CEO is an integral part of affectively rewarding the CEO in a manner that aligns with shareholder interests and recommends, with Steve abstaining, that you vote in favour of this resolution.

Please move to the microphone if you have any questions or comments on this resolution. Are there any questions in the room? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Are there any online questions?

Attendant: Chairman, this question is from Mr Mayne. When disclosing the outcome of voting on all resolutions today could you please advise the ASX how many shareholders voted for and against each item, similar to what happens with the scheme of arrangement? This will provide a better gauge of retail shareholder sentiment on all resolutions and with a voluntarily disclosure initiative adopted by the likes of Metcash, Altium, AUI, Dexus, Webjet, Tabcorp, ASX, AUI, and Myer over the past two years. This is particularly important given the retail campaign run by Bruce Mathieson.

Peter Hearl: Thank you for your question. I think I answered that a question or two back. All results will be released as soon as possible following the AGM, but we don't intent to break down how individual shareholders voted. Thank you for your question. Are there any further online questions?

Attendant: There is. This question is from Mr Mayne. Thank you for offering an exclusive and well-produced hybrid AGM today. Given the interesting discussions across a range of topics today, including this proportional takeover resolution, could the chair undertake to make an archive copy of the webcast plus a full transcript of proceedings available on the Company's website? The likes of Nine, AGL,, ASX, ANZ,

Domino's and Lendlease all produced their first AGM transcripts in 2021. Will you follow suit today? This is something IAG has been doing since 2003.

Peter Hearl: We've published all prior AGM scripts and webcasts on our website, and we plan to do the same in 2023. So, thank you for your question. Are there any further online questions?

Attendant: Yes, Chairman. This is the last online question. This question is from Mr Mayne. Could the CEO summarise his past LTI grants as to whether they have vested or lapsed. Also, has he ever sold any ordinary shares in the Company or bought any on market without relying on an incentive scheme to build his equity position in the Company. Please don't say, look it up in the annual report and through ASX announcements. It's complicated and the CEO could factually summarise the situation in 60 seconds.

[Over speaking]

Stephen Donohue: I can do it in less. My past grants are publicly available. I don't have them at hand, so I can't speak to them specifically, but no, I've never sold any ordinary shares in the company or bought any on market.

Peter Hearl: Thanks, Steve. Just double-checking, there are no further online questions.

Attendant: There are no further online questions.

Peter Hearl: On the screen are the details of the direct and proxy votes received in relation to this resolution. Those in the room, please mark your voting card in relation to Item 5, approval of grant of performance share rights to the CEO for the F24 long-term incentive plan. For those online, if you wish to cast a vote, please click the submit vote button.

Item 6 is for the renewal of the proportional takeover provisions in the constitution. Endeavour's constitution contains provisions that deal with proportional takeover bid for Endeavour shares in accordance with the Corporations Act. The provisions assist shareholders to receive proper value for their shares if a proportional takeover bid is made for Endeavour and prohibit the transfer of share under a proportional takeover bid unless a takeover bid resolution is passed by shareholders at a general meeting or by postal ballot approving the bid.

The provisions in the constitution are required to be renewed by shareholders every three years to continue to have effect. They are being considered now as they will expire on 21 June 2024, prior to when Endeavour's proposed – Endeavour proposes to hold its next AGM in 2024. This is a special resolution requiring to be passed by 75% of the votes cast. If passed, the renewal of the proportional takeover provisions in the constitution will operate for three years from today. The Board recommends you vote in favour of this resolution.

Are there any questions in the room? Are there any questions on the telephone?

Operator: There are no questions on the telephone at this time.

Peter Hearl: Are there any questions online?

Attendant: There are no online questions at this time.

Peter Hearl: On the screen are details of the direct and proxy votes received in relation to this resolution. For those in the room, mark your voting card in relation to Item 6, renewal of the proportional takeover provisions in the constitution. For those online, if you wish to cast a vote, please click the submit vote button.

Shareholders, that now concludes discussion of all the items of business on today's agenda. I declare that the poll will close 10 minutes after the meeting closes. Please complete your voting card for each resolution and submit it in the online portal or place it in the poll box with the share registry representative as you leave the room. As mentioned earlier, the results of the poll will be released to the ASX later today and published on our website. A transcript of today's proceedings will also be available on the website in due course.

On behalf of the Board I would like to thank you for your support and your attendance today. For those in Sydney, my fellow directors and I welcome you – would like to welcome you to join us and Endeavour's senior management for a light refreshment in the foyer. For those attending virtually, thank you for your participation in our meeting today. I now declare the meeting closed. Thank you.

[END OF TRANSCRIPT]