



25 October 2018

The Manager
Company Announcements Office
Australian Securities Exchange Limited
Level 4, Stock Exchange Centre
20 Bridge Street
Sydney NSW 2000

**CHAIRMAN'S ADDRESS by MR STEPHEN CHAPMAN
2018 ANNUAL GENERAL MEETING
25 OCTOBER 2018**

Introduction

Good morning ladies and gentlemen. It is my pleasure to welcome you to the 2018 Annual General Meeting of Blackmores Limited. This is our Fifty Sixth AGM.

As many of you may be aware, I announced in the Annual Report that I will be stepping down as Chairman of the Board at the closure of this AGM and I intend to retire as a Director in a months' time.

I have been a Director of the company for 25 years. It has been an absolute pleasure to serve on the Blackmores Board.

This is a wonderful company, full of wonderful people, endless opportunity and a deep commitment to natural health and naturopathic principles.

Despite much change over these past years, the commitment to our values and purpose has never changed.

Thank you everyone, especially shareholders, for your support over all these years.

Your Board has been through a process to consider the appointment of a new Chairman, and other changes to the Board and Board Committee composition.

The Board has agreed to appoint Brent Wallace as Chairman-elect. He will take over as Chairman of the Board following this AGM.

We are thrilled that Brent has agreed to take on the Board Chairmanship. He is widely respected throughout the company and beyond. He knows this business very well and, importantly, has been deeply involved in all of the major opportunities and projects that are in front of us at the moment – executing on our significant China opportunity and our strategic acquisition of Catalent Australia.

And, if I may say, Brent understands consumers and consumer behaviour – that is the key to our success and our opportunity.

With my retirement from the Board, we will have five Non-Executive Directors and two Executive Directors (Marcus Blackmore and Richard Henfrey). Your Board is planning to appoint an additional

Non-Executive Director with appropriate skills, and this appointment is expected to be made in the current financial year.

Other changes relate to our board committees – Audit & Risk and People and Remuneration. John Armstrong will become Chairman of the Audit & Risk Committee, a role for which he is highly qualified. Helen Nash will remain as Chair of the People and Remuneration Committee. And, our other Non-Executive Directors will all sit on both of these important committees.

There has been much discussion following the Royal Commission into banking on the role of Boards and setting the right tone at the top. We received a question from a shareholder on how Boards can ensure that the activities of a company are aligned with community expectations of behaviour, as well as focusing on performance for shareholders.

I am confident that this responsibility is taken very seriously by Blackmores and will continue to be a key focus of your Directors. Known as the “Blackmores Way” there is a very strong alignment throughout the company to do the right thing and act in accordance with Blackmores’ values.

Richard Henfrey recently marked one year in the role of Chief Executive Officer. He has done an outstanding job at continuing our purpose, developing and supporting our people and building on our growth strategy and business capability.

Leadership transitions always have the potential to disrupt the rhythm of a business but Richard’s first year in the CEO role has seen strong profit growth and the delivery of many initiatives. I would also note the important role that has been played by the senior Executive Team, who have supported Richard and the Board this year, many shouldering additional responsibilities and contributing right across the Group’s operations and geographies. I have great confidence in our whole executive and management team.

One of the key priorities for the Board over the past year has been prioritising growth and investment opportunities. Earlier this year we announced the acquisition of the Catalent manufacturing facility in Victoria.

Moving into manufacturing is a significant step for Blackmores. It will give us greater control of our production and will propel our research and development capabilities. Richard will touch on this later.

The Board also travelled to China in June, to meet with e-commerce retailers, the China team and senior officials at key organisations. China has a greater focus than even before on health and wellbeing.

I believe that Blackmores, as an Australian company with a unique naturopathic heritage spanning more than 86 years, is well positioned to support the Chinese Government’s health initiatives for the benefit of consumers.

There are many opportunities in our other Asian businesses, such as Thailand and Malaysia (where we have been for many years) and also in our new markets, such as Indonesia, where great progress has already been made by the team.

Our Blackmores and Bioceticals business in Australia and New Zealand are, of course, critical to our success and those teams have significant scope for growth and development.

The Chairman continued with the formal business items of the meeting.