

11 February 2021

The Manager, Companies  
Australian Securities Exchange  
Companies Announcement Centre  
20 Bridge Street  
SYDNEY NSW 2000

Dear Sir/Madam,

**2021 Annual General Meeting – AGM Presentation**

Please see attached the presentations of the Chairman and Managing Director & CEO to address to be delivered to shareholders at this morning's virtual Annual General Meeting.

This announcement is authorised for market release by the GrainCorp Limited Board.

Yours faithfully,  
GrainCorp Limited



Annerly Squires  
Company Secretary



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# GrainCorp Limited Annual General Meeting – FY20

11 February 2021



GrainCorp



# Disclaimer



This presentation includes both information that is historical in character and information that consists of forward looking statements. Forward looking statements are not based on historical facts, but are based on current expectations of future results or events. The forward looking statements are subject to risks, stakeholder engagement, uncertainties and assumptions which could cause actual results, timing, or events to differ materially from the expectations described in such forward looking statements. Those risks and uncertainties include factors and risks specific to the industry in which GrainCorp operates, any applicable legal requirements, as well as matters such as general economic conditions.

While GrainCorp believes that the expectations reflected in the forward looking statements in this presentation are reasonable, neither GrainCorp nor its directors or any other person named in the presentation can assure you that such expectations will prove to be correct or that implied results will be achieved. These forward looking statements do not constitute any representation as to future performance and should not be relied upon as financial advice of any nature. Any forward looking statement contained in this document is qualified by this cautionary statement.

Numbers throughout the presentation may not add up due to rounding.

# Board of Directors

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**MR PETER RICHARDS**  
CHAIRMAN



**MR ROBERT SPURWAY**  
MANAGING DIRECTOR & CEO



**MR DAN MANGELSDORF**  
NON-EXECUTIVE DIRECTOR



**MS KATHY GRIGG**  
NON-EXECUTIVE DIRECTOR

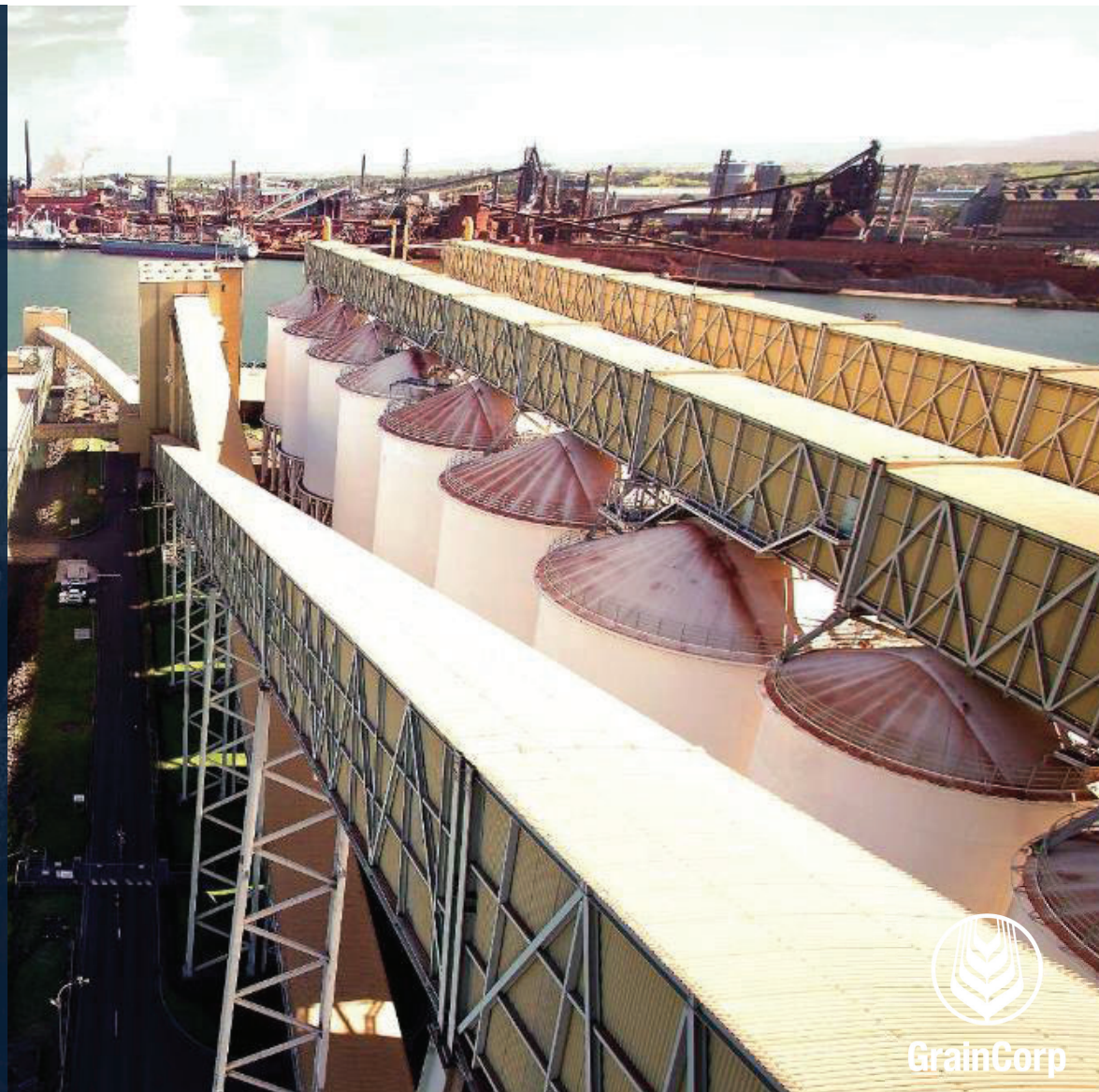


**MR DONALD MCGAUCHIE**  
NON-EXECUTIVE DIRECTOR



**GrainCorp**

## Technology and procedural matters



GrainCorp

# Agenda

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- 1. Chairman's Address**
- 2. Managing Director & CEO's Presentation**
- 3. Business of the Annual General Meeting**
  - Resolutions
  - Shareholder questions
  - Poll voting
- 4. Meeting closed**

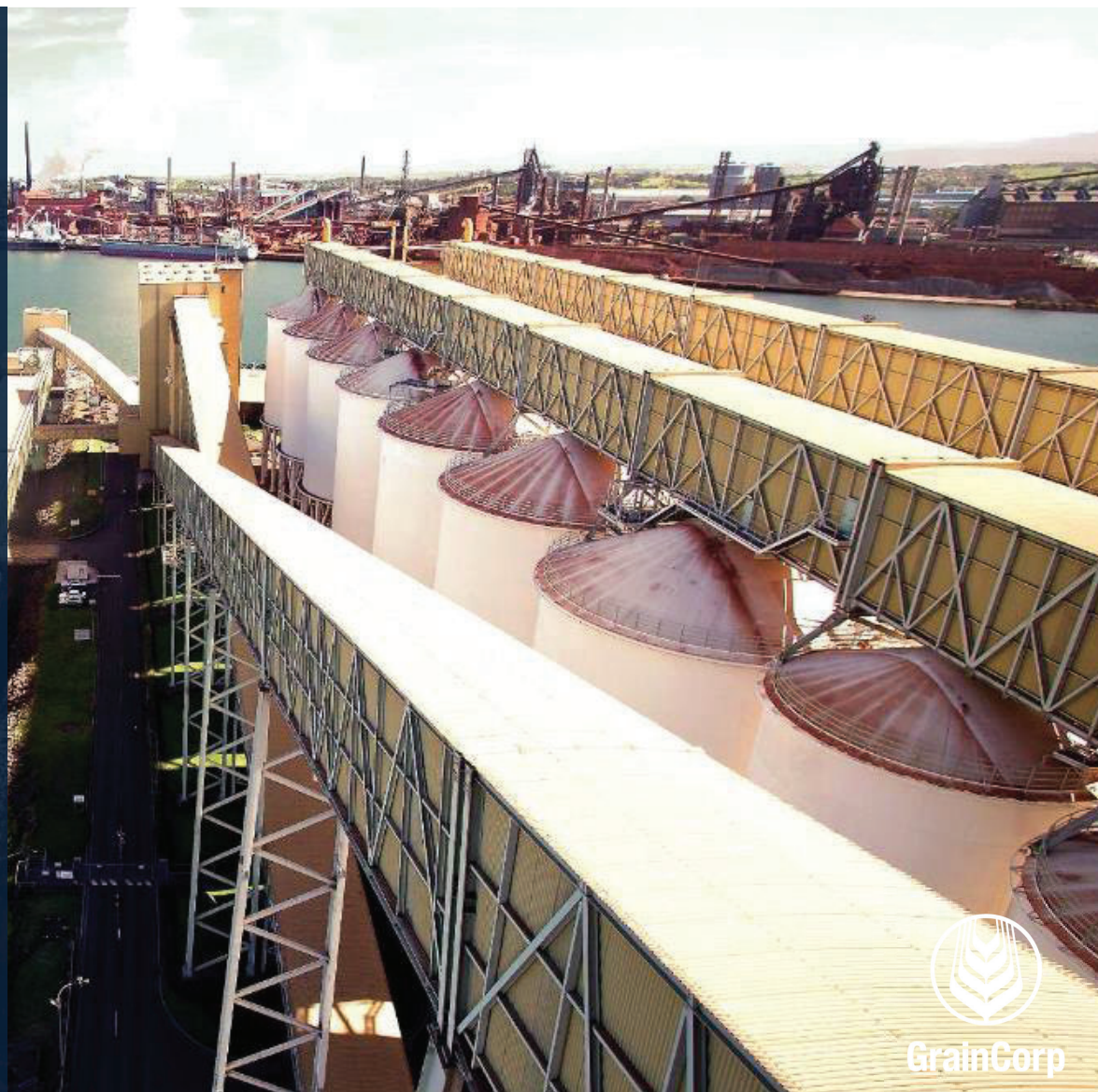


**GrainCorp**



## Chairman's Address

Peter Richards





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## Managing Director & CEO's presentation

Robert Spurway



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# Harvest Update – 2020/21

## Strong harvest

- Near optimal harvest conditions
- 62 sites broke receival records – 13.8mmt<sup>1</sup> of grain received year-to-date<sup>2</sup> across Queensland, New South Wales and Victoria
- Depleted grain inventory being replenished across network
- Focus turns to first major export program in years
- ABARES' ECA grain production forecasts (from 1 Dec 2020):
  - total winter crop 28.6mmt;
  - summer (sorghum) crop 1.7mmt
- Next ABARES update 16 Feb 2021

1. mmt = million metric tonnes. Includes grain received up-country and direct-to-port

2. Since 1 October 2020



# COVID-19 resilience

An essential service in the food & agricultural supply chain

## Protecting our people

- Physical and mental wellbeing programmes for employees
- COVID-19 safe plans embedded at all offices and sites

## Protecting our business

- Seamless operations supporting our customers
- Strong ongoing demand for our products and services

## Protecting our future

- Accelerating contactless deliveries through our digital offerings **CropConnect** and **FastWeigh**
- 10,000 growers now registered on CropConnect
- No government financial support received

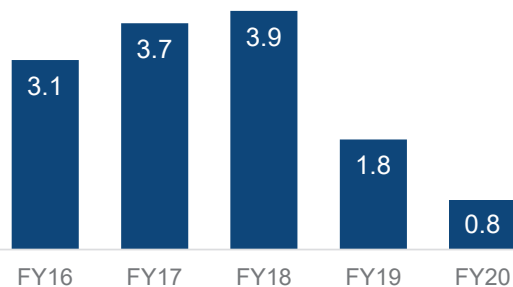




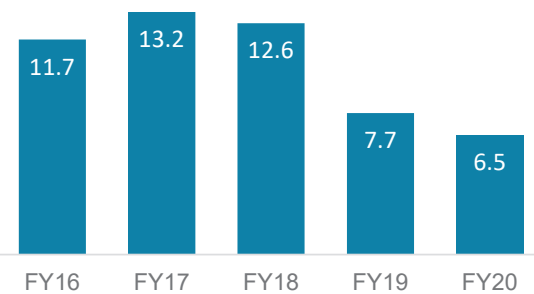
# Commitment to zero harm

Continued improvement in our safety performance

LOST TIME INJURY FREQUENCY  
RATE (LTIFR)<sup>1,2</sup>



RECORDABLE INJURY FREQUENCY  
RATE<sup>1</sup>



- Driving safety culture throughout the organisation
- Underpinned by strong safety management systems
- Supporting health and wellbeing

1. All data excludes Malt business. Includes permanent and casual employees and GrainCorp controlled contractors.  
2. Lost Time Injury Frequency Rate ("LTIFR") is calculated as the number of lost time injuries per million hours worked



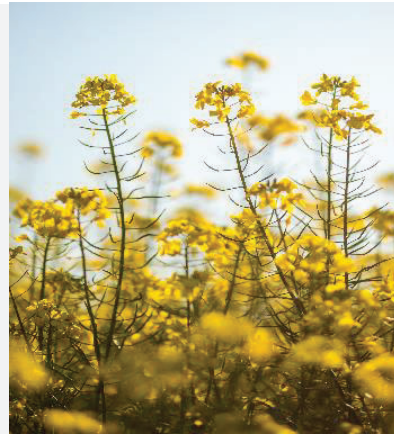
# Sustainability

Fundamental to what we do



## Sustainable agriculture

- *FutureFeed*, a partnership with CSIRO, developing a seaweed extract (asparagopsis) based animal feed product that materially cuts methane emissions and increases productivity



## Managing impact of climate variability through the cycle

- Unique 10-year Crop Production Contract (CPC) established
- Effectively smoothing cash flows and enhancing long-term decision-making



## Diversity & Inclusion

- Launched *Accord Program*, a gender equity and female professional development and wellbeing program for employees



## Community engagement

- Supporting silo art movement
- Engaging with communities – including through sponsorship, bushfire support



## FY20 financial highlights

Stronger performance across all segments despite third year of drought

Underlying EBITDA (\$m) <sup>1</sup>	FY20 <sup>2</sup>	FY19	Movement
Agribusiness	79	(94)	▲
Processing	46	16	▲
Corporate	(17)	(29)	▼
<b>Total</b>	<b>108</b>	<b>(107)</b>	

- **Balance sheet:** finished FY20 in strong financial position, core debt of \$37 million
- **Dividend:** 7cps, fully franked

1. Underlying EBITDA is a non-IFRS measure representing earnings before interest, tax, depreciation and amortisation, before significant items. Underlying EBITDA for Continuing Operations excludes earnings from Malt business (discontinued operation).
2. FY20 Underlying EBITDA includes +\$35 million impact from AASB-16 (Agribusiness \$27 million, Processing \$5 million, Corporate \$3 million)





# Strategy

Overall focus is on improving Return on Invested Capital (ROIC)

More detail on strategy to be provided at GrainCorp Investor Day in March 2021

## Strengthen the core



Lift returns



Leverage capabilities



Drive existing assets

- Deliver further cost reduction through simplification
- Continued efficiencies and initiatives to drive utilisation
- Optimise bulk material (non-grain) portfolio
- Maintain disciplined capital management

## Target growth opportunities



Animal Nutrition



Digital and AgTech



Alternative Protein



Additional Grower Services

- Grow capability and range of feed products / services across Australia and New Zealand
- Expand digital customer value propositions, building on CropConnect
- Explore the production of alternative proteins in Australia, leveraging our presence in canola meal
- Leverage capability to expand the range of grower products and services



# Outlook

## FY21 earnings guidance

- Underlying EBITDA<sup>1</sup> of \$230 – 270 million
- Underlying NPAT<sup>2</sup> of \$60 – 85 million

## Agribusiness

- Year-to-date<sup>3</sup> grain exports 1.7mmt
- EBITDA guidance includes maximum payout (by GrainCorp) under the Crop Production Contract of \$70 million<sup>4</sup>.

## Processing

- Increased supply of canola seed supporting crush margins, despite some pressure on meal values

## Corporate / other

- Core debt and net debt will peak at Mar-2021; likely to remain elevated at Sep-2021 as export program continues into FY22

## FY22 outlook

- Scale of FY21 receivables will benefit FY22 with higher carry-out grain
- Recent weather patterns positive for FY22 winter crop planting

1. Underlying EBITDA is a non-IFRS measure representing earnings before interest, tax, depreciation and amortisation, before significant items.
2. Underlying NPAT is a non-IFRS measure, representing net profit after tax before significant items. Excludes revaluation impact from UMG holding.
3. From 1 October 2020
4. 90% of cash outflow will be recognised in 1H21; balance recognised in 2H21.



## Variables and assumptions

FY21 guidance is subject to:

- Second half grain volumes, including sorghum crop
- Timing of grain exports
- Oilseed crush margins

### Grain volume assumptions (mmt) – FY21

Carry-in (at 1 Oct 2020)	0.7
Receivables	15.5 - 16.5
Domestic outload	5.0 - 6.0
Exports	7.5 - 8.5
Carry-out	2.5 - 3.5
<b>Total grain handled</b>	<b>33.0 - 34.0</b>

## Business of the AGM

Peter Richards



GrainCorp



# Business of the AGM



## For consideration

**Item 1:** Consideration of Financial Statements and Reports

## Ordinary resolutions

**Item 2:** Adoption of the Remuneration Report

**Item 3:** Re-election of Director – Mr Daniel Mangelsdorf

**Item 4a:** FY20 Long Term Incentive grant of performance rights to the Managing Director & CEO (**MD and CEO**)

**Item 4b:** FY21 Long Term Incentive grant of performance rights to the MD and CEO

## Item 1: Consideration of Financial Statements and Reports



To receive and consider the Financial Statements and the Report of the Directors and Auditor for GrainCorp for the financial year ended 30 September 2020.

**Note:** No resolution is required for this item of business

## Item 2: Adoption of the Remuneration Report



To consider and, if thought appropriate, pass the following as an ordinary resolution:

***“That the Remuneration Report (which forms part of the Directors’ Report) of the Company for the financial year ended 30 September 2020 set out on pages 34 to 52 (inclusive) of the 2020 Annual Report be adopted.”***

**Note:** The vote on this resolution is advisory only and does not bind the Directors or the Company. A voting exclusion statement applies to this item of business.



# Proxy and direct votes



## Item 2: Adoption of the Remuneration Report

PROXY & DIRECT VOTES	FOR	OPEN	AGAINST	TOTAL
Item 2	148,645,884	327,366	4,034,832	153,008,082
% vote	97.2%	0.2%	2.6%	66.9% of issued capital

The Chairman of the Meeting will be voting open proxies in favour of the resolution

## Item 3: Re-election of Mr Daniel Mangelsdorf



To consider and, if thought appropriate, pass the following as an ordinary resolution:

***“That, for the purposes of ASX Listing Rule 14.4, article 11.3(a) of the constitution of the Company and for all other purposes, Mr Daniel Mangelsdorf, retiring by rotation at the conclusion of the AGM, being eligible and offering himself for re-election, be re-elected as a Director of the Company.”***





# Proxy and direct votes



## Item 3: Re-election of Mr Daniel Mangelsdorf

PROXY & DIRECT VOTES	FOR	OPEN	AGAINST	TOTAL
Item 3	149,789,180	340,434	2,864,255	152,993,869
% vote	97.9%	0.2%	1.9%	66.9% of issued capital

The Chairman of the Meeting will be voting open proxies in favour of the resolution

## Item 4a: FY20 Long Term Incentive grant of performance rights to the MD and CEO



To consider and, if thought appropriate, pass the following as an ordinary resolution:

***“That, for the purpose of ASX Listing Rule 10.14 and for all other purposes, approval be given for the grant of 282,738 performance rights under the GrainCorp Limited Long Term Incentive Plan to the MD and CEO of the Company, Mr Robert Spurway, in respect of the FY20 Long Term Incentive grant in the manner and on the terms and conditions set out in the Explanatory Notes to this Notice of Meeting.”***

**Note:** A voting exclusion applies to this item of business. Please refer to ‘Voting Exclusions’ in the Explanatory Notes in the Notice of Meeting.

# Proxy and direct votes



## Item 4a: FY20 Long Term Incentive grant of performance rights to the MD and CEO

PROXY & DIRECT VOTES	FOR	OPEN	AGAINST	TOTAL
Item 4a	151,045,668	326,736	1,645,310	153,017,714
% vote	98.7%	0.2%	1.1%	66.9% of issued capital

The Chairman of the Meeting will be voting open proxies in favour of the resolution



## Item 4b: FY21 Long Term Incentive grant of performance rights to the MD and CEO



To consider and, if thought appropriate, pass the following as an ordinary resolution:

***“That, for the purpose of ASX Listing Rule 10.14 and for all other purposes, approval be given for the grant of 239,259 performance rights under the GrainCorp Limited Long Term Incentive Plan to the MD and CEO of the Company, Mr Robert Spurway, in respect of the FY21 Long Term Incentive grant in the manner and on the terms and conditions set out in the Explanatory Notes to this Notice of Meeting.”***

**Note:** A voting exclusion applies to this item of business. Please refer to ‘Voting Exclusions’ in the Explanatory Notes in the Notice of Meeting.

## Proxy and direct votes



### Item 4b: FY21 Long Term Incentive grant of performance rights to the MD and CEO

PROXY & DIRECT VOTES	FOR	OPEN	AGAINST	TOTAL
Item 4b	150,998,228	329,112	1,692,424	153,019,764
% vote	98.7%	0.2%	1.1%	66.9% of issued capital

The Chairman of the Meeting will be voting open proxies in favour of the resolution



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Meeting closed



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# GrainCorp Limited Annual General Meeting – FY20

11 February 2021



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