



GrainCorp

**Corporate Governance
Statement 2021**



Introduction

GrainCorp Limited's (**GrainCorp** or **the Company**) Corporate Governance Statement outlines the governance framework the Company's board of directors (**Board**) has adopted for all entities in the GrainCorp Group.

GrainCorp remains committed to ensuring that its systems, procedures and practices reflect a high standard of corporate governance. The Board believes that its governance framework provides clear guidance on how authority is exercised and promotes a culture of compliance, ethical behaviour, integrity and respect to protect shareholder and other stakeholder interests.

Annual overview

For the financial year ended 30 September 2021 (**FY21**), GrainCorp considers that its governance arrangements were consistent with the fourth edition of the ASX Corporate Governance Principles and Recommendations (**Recommendations**).

Copies of GrainCorp's Constitution, Charters and related governance materials referred to in this statement are available on the Corporate Governance section of GrainCorp's website at:

GrainCorp adopts a continuous improvement approach to its corporate governance framework. During FY21, the Board and its Committees undertook the following key governance-focused activities:

- Managed the impact of COVID-19 on GrainCorp's operations.
- Reviewed the results of the employee engagement survey and strategies to address opportunities for improvement.
- Endorsed GrainCorp's alignment to external sustainability reporting frameworks.
- Approved GrainCorp's first Modern Slavery Statement.
- Reviewed and approved the risk management framework and risk appetite statement.
- Undertook an annual review of the Board and Committee charters.
- Conducted an external review of Board effectiveness.
- Undertook a review of the Board skills matrix having regard to GrainCorp's strategic priorities.
- Selected Ms Nicki Anderson and Mr Clive Stiff as additional Non-executive Directors who were appointed to the Board effective 1 October 2021.

The following sections provide details of GrainCorp's compliance with the adopted governance framework and its practices in accordance with the Recommendations.



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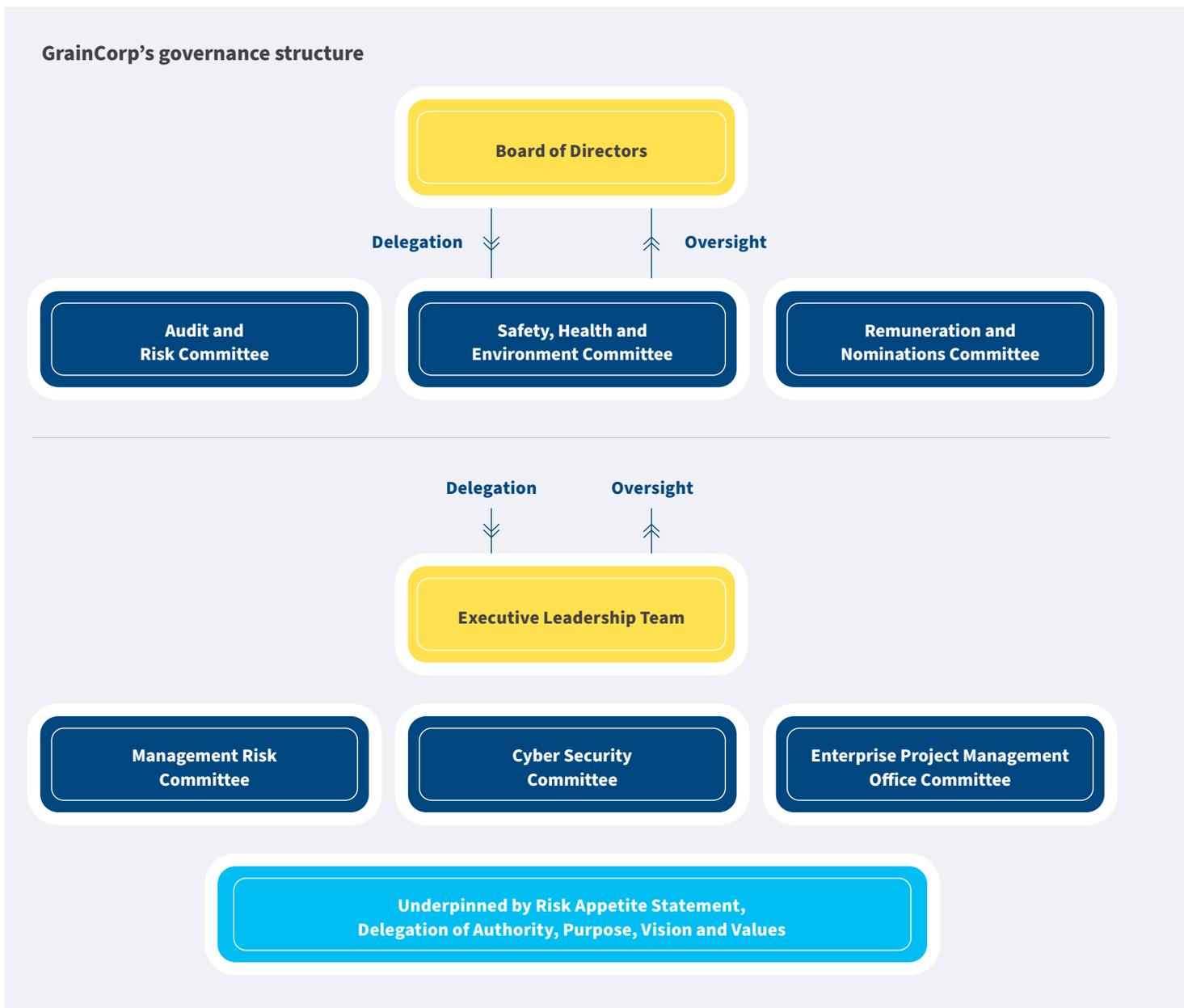
Principle 1

Lay solid foundations for management and oversight

Primary objective of the Board

The primary objective of the Board is to build long term shareholder value with due regard to other stakeholder interests. The Board provides governance and strategic guidance for GrainCorp and effective oversight of management. The governance structure determines how GrainCorp sets and monitors its profit and growth targets, while appropriately managing risk, and considering the interests of shareholders and other stakeholders.

The diagram below shows GrainCorp’s governance structure which is described in further detail in this Corporate Governance Statement:



Principle 1

Lay solid foundations for management and oversight

Board Charter

The Board has formalised its authority, responsibilities and processes in a Board Charter. The Charter includes the Board's role in strategy and planning, budgeting, financial reporting, employee and remuneration policies, risk management, governance, safety, health and environment, sustainability, audit, compliance and performance monitoring. The Charter is consistent with GrainCorp's Constitution.

Under GrainCorp's Constitution, and as detailed in its Charter, the Board may delegate any of its powers to Committees of the Board. The standing Committees established by the Board are outlined in this Corporate Governance Statement.

Delegation to the Managing Director & Chief Executive Officer

During the reporting period, the Board delegated authority for the day-to-day management of GrainCorp to the Managing Director & CEO (MD&CEO), who manages GrainCorp according to the strategy, budgets, policies and delegations approved by the Board.

The MD&CEO and team of senior management (**Executive Team**) implement GrainCorp's strategic plans and manage the business operations. The MD&CEO provides reports to the Board to ensure it is fully informed of all material matters.

The Board and its Committees monitor the decisions and actions of the MD&CEO and the performance of the business as a whole.

Board composition, selection and appointment of new directors

It is the Board's policy to achieve a balance of relevant industry, technical and functional skills, experience, and diversity amongst its Directors. The Remuneration and Nominations Committee (**RNC**) has responsibility for reviewing and making recommendations to the Board regarding composition and the nomination process for appointments. The RNC regularly reviews the size, skills matrix and composition of the Board to assess the need for any new appointments or changes.

When considering a candidate, in addition to skills, experience and diversity, the RNC considers personal qualities, ability to devote sufficient time to the Board, and professional reputation. Background checks are also performed to assess the character, experience, education, criminal record and bankruptcy history of the candidate. The RNC assesses potential candidates and makes recommendations to the Board for approval. Any Director who is appointed during the year must stand for election at the next Annual General Meeting (**AGM**). Through the Notice of Meeting, which is distributed to shareholders prior to the AGM, the Board provides shareholders with all material information disclosed to the Board and relevant to a decision on whether or not to elect or re-elect a Director.

All Directors and members of the Executive Team are appointed subject to a written agreement with GrainCorp setting out the terms and conditions of their appointment. Appropriate background checks are also performed prior to appointments being made to the Executive Team.

The Company Secretary

The appointment or removal of the Company Secretary is a decision made by the Board. The Company Secretary is accountable to the Board, through the Chairman, on all matters to do with the proper functioning of the Board. The Company Secretary works closely with the Chairman to manage the distribution of information between the Board, its Committees and the Executive Team. The Company Secretary provides advice and support to the Board and its Committees on governance-related matters and is responsible for organising the induction of new directors. All directors have a right of access to information and advice, which is facilitated through the Company Secretary and the Chair of each Committee. The qualifications and experience of GrainCorp's Company Secretaries are set out in the Directors' Report on page 24 of the 2021 Annual Report.



Evaluation of Board performance

The Board reviews its performance and that of each Director on an annual basis. During FY21, the Board completed an external Board effectiveness process to assess the performance of the Board as a whole and each Director individually. The results of the review were used to identify opportunities to further enhance the effectiveness of the Board and its Committees.

In addition, the performance of a Non-executive Director is assessed when nominating for election or re-election at an AGM. In the particular Director's absence, the Board, following recommendations from the RNC, assesses whether to endorse the Director's election or re-election to shareholders.

Evaluation of Executive Team performance

The MD&CEO is responsible for monitoring the performance of each member of the Executive Team. The MD&CEO is also responsible for ensuring there is an effective succession planning process for each Executive Team member.

Members of the Executive Team as at 30 September 2021 are listed on page 22 of the 2021 Annual Report. The Executive Team meets regularly to review performance and strategic issues, and to build alignment across the business. Each member of the Executive Team has a written position description, employment contract and annual key performance indicators (KPIs).

The MD&CEO reviews the performance of the Executive Team individually and collectively against their agreed KPIs and GrainCorp's Values. The RNC reviews the performance of the Executive Team through reporting of end-of-year performance appraisals. Performance reviews of the Executive Team were conducted by the MD&CEO for the year ended 30 September 2021.

The RNC and the Board reviews the performance of the MD&CEO against agreed KPIs. This has been conducted for the year ended 30 September 2021.

Board and Committee meetings

The Board and its Committees meet regularly throughout the year according to an annual schedule of meetings, and at other times as required. Details of the number of meetings held and the attendance record of each Director for FY21 are on page 24 of the Directors' Report in the 2021 Annual Report.

Diversity and Inclusion

At GrainCorp we value different thinking, different perspectives and different ideas, to drive innovation and deliver better business results. GrainCorp acknowledges the positive outcomes and better overall performance that can be achieved through a diverse and inclusive workplace including the ability to attract, retain and motivate directors, officers and employees from the widest possible pool of talent available.

GrainCorp conducts annual internal pay equity analysis to ensure performance and reward outcomes are gender neutral, non-discriminatory and free from bias.

GrainCorp recognises that flexible work arrangements are a key driver to attracting and retaining employees across all our geographies and generations in our workforce. In 2021, we launched a set of internal guidelines for managers and employees that streamline the process for enabling employees to work flexibly. We currently offer Australian based employees Purchased Annual Leave of up to four weeks, in recognition of the need for great flexibility at different life stages. Our Australian parental leave policy to provide 14 weeks paid leave for primary care givers and two weeks for secondary care givers.



Principle 1

Lay solid foundations for management and oversight

Gender diversity

To improve and promote gender diversity, GrainCorp set the three targets in relation to the recruitment of vacant roles. These targets are designed to ensure that, by 2023, women comprise not less than:

- 30 per cent of our Board
- 30 per cent of our Executive Team
- 30 per cent of our remaining employees, inclusive of harvest casuals.

The following measurable objectives were set in FY21 to support the achievement of the gender diversity targets by 2023:

Lead indicator	FY21 Measurable Objectives	Progress
Inclusive leadership	<ul style="list-style-type: none"> - Develop and deploy Inclusive Leadership training to all Senior and People leaders to increase the attraction, selection and retention of women. 	<ul style="list-style-type: none"> - Inclusive Leadership training has been developed. Implementation has commenced and will continue to be included in leadership development programs.
Unconscious bias	<ul style="list-style-type: none"> - Develop and deploy Unconscious Bias training to all Senior and People Leaders to increase the attraction, selection and retention of female talent. 	<ul style="list-style-type: none"> - Unconscious Bias training has been developed and implementation has commenced.
Talent development	<ul style="list-style-type: none"> - 70% of female leaders and identified talent to participate in formal professional development. 	<ul style="list-style-type: none"> - 81% of female leaders and identified talent attended professional development targeted to their respective individual growth and aspiration through various external partners.
Talent acquisition	<ul style="list-style-type: none"> - Develop and deploy a strategy for recruiting women to Operational and Commercial roles, leveraging harvest recruitment and showcasing GrainCorp as an Employer of Choice. - Target 30% female hires into new and replacement roles. - Develop and deploy a strategy for recruiting women to IT roles – aim for 30% women on shortlists. - Develop a graduate program with a specific focus on female STEM graduates. 	<ul style="list-style-type: none"> - In FY21, 40% of all hires (223), with 37% of all Operations and Commercial new hires being women (181). - Partnering with Code Like A Girl to provide resumes for vacancies and internships. - Partnering with various Universities to develop pathways for STEM students including internships, graduate hiring and scholarships.

The table below sets the number of women and percentage of women employed in GrainCorp as at 30 September 2021:

Groups	FY21	
	Number	Percentage
Non-executive Directors ¹	1	25%
Executive Team ²	2	33%
Senior Leaders ³	18	30%
People Leaders	77	21%
Total GrainCorp workforce⁴	446	26%⁵

1. Non-executive Directors excludes the MD&CEO.

2. The Executive Team includes the MD&CEO.

3. Senior Leaders are in employment grade 7, 8 or 9 (excluding traders) to reflect those in leadership positions or positions of influence.

4. Includes permanent and fixed term employees.

5. This percentage excludes harvest casuals. As at 30 September 2021, women comprised 34% of GrainCorp's workforce (inclusive of harvest casuals).

GrainCorp is compliant under the Workplace Gender Equality Act 2012 for the 2020–21 reporting period.

Further information

Further information on GrainCorp's FY21 Diversity & Inclusion performance is documented in the 2021 Sustainability Report and in the Company's Equity and Diversity and Preventing Harassment in the Workplace Policy Statement, both of which are available on the Company's website. Additionally, a copy of GrainCorp's Diversity & Inclusion Policy (**D&I Policy**), which took effect from 1 October 2020, is also available on the Company's website. The D&I Policy sets out GrainCorp's commitment to ensuring diversity across our business and complies with the Recommendations.



Principle 2

Structure the Board to add value

Structure of the Board

GrainCorp's Constitution contains provisions concerning Board size, meetings, and the election, powers and duties of Directors. Collectively the Board aims to achieve a broad range and balance of skills, experience and expertise to oversee GrainCorp's operations. The Company's Constitution stipulates a minimum of four and a maximum of ten Directors.

As at 30 September 2021 the Board comprised five Directors: four Non-executive Directors and one Executive Director, being the MD&CEO. Two additional Non-executive Directors, Ms Nicki Anderson and Mr Clive Stiff, were appointed effective 1 October 2021.

The Chairman of the Board is an independent Non-executive Director. The skills, experience and responsibilities of each Director are on pages 20 and 21 of the 2021 Annual Report.

Details of the period of office held by each current Director and the year of their last election are set out in the table below:

Director	Appointed	Last Elected at an AGM	Independence
Peter Richards	9 November 2015	20 February 2019	Independent
Nicki Anderson	1 October 2021	To stand for election at the February 2022 Annual General Meeting	Independent
Kathy Grigg	11 December 2019	19 February 2020	Independent
Donald McGauchie AO	23 December 2009	20 February 2019	Independent
Daniel Mangelsdorf ¹	17 February 2005	15 February 2021	Independent
Clive Stiff	1 October 2021	To stand for election at the February 2022 Annual General Meeting	Independent
Robert Spurway	23 March 2020	Not applicable	Not Independent

1. Dan Mangelsdorf was appointed to the Board as a Director representing a major shareholder in 2005. Mr Mangelsdorf has subsequently served as an Independent Director since 2008.

Board independence

For the year ended 30 September 2021, all of GrainCorp's Non-executive Directors are considered by the Board to be independent. Notwithstanding the period of service of Mr McGauchie and Mr Mangelsdorf, the Board believes they have both retained independence of character and judgement and continue to bring invaluable expertise to the Board.

The Board Charter details the criteria to be used to assess whether a Director has a relationship with GrainCorp, which could, or could be perceived to, impede independent decision making. All Directors are required to notify the Chairman and Company Secretary of their interests and other appointments as they arise.

During the reporting year, a number of Directors, through their association with other entities, entered into transactions with GrainCorp in the ordinary course of business. Those transactions were neither material nor impacted upon the independence of those Directors, and they were conducted on 'arms-length' commercial terms, being no more or less favourable than other users of GrainCorp's services. Details of transactions with Directors are shown in Note 4.5 of the 2021 Annual Report.

Conflicts of interest

Each Director has a responsibility to determine whether he or she has a potential or actual conflict of interest in relation to any matter which comes before the Board. The Company maintains a Register of Directors' Interests which is updated regularly.

The Board Charter and Conflict of Interest Policy details the obligations of Directors in dealing with any conflicts of interest. Should a conflict arise, the conflicted Director will not receive any Board papers relevant to such conflict and, unless the non-conflicted Directors resolve to the contrary, will not be present for Board deliberations on the matter and will not vote on any related Board resolutions. The same procedures apply in the event of a conflict relating to any matter to be considered by any Board Committee.

GrainCorp's Code of Conduct provides guidelines for dealing with conflicts of interest, for Executives and other employees.

Access to information and independent advice

Directors may access information and seek independent professional advice which they individually or collectively consider necessary to fulfil their responsibilities and allow independent, well informed judgement in decision making. All such information and advice will be shared with all other Directors unless precluded by a conflict situation and will be at GrainCorp's expense.

Tenure and election at Annual General Meetings

Non-executive Directors must retire from office and may seek re-election by shareholders at the third AGM after their election if they seek to continue in their role. The Constitution requires that there be an election of Directors at every AGM. If no Director is to retire from office in accordance with their tenure, the Director to retire will be the individual who has held office for the longest period since last elected or re-elected. GrainCorp's Constitution does not impose a maximum term of service on Directors.

The Chairman is appointed by his or her fellow Directors with the term of office determined by the remaining members of the Board. The Chairman is subject to the same Director re-election rules as other Non-executive Directors.

Board Committees

The Board may from time to time establish and delegate powers to committees, in accordance with GrainCorp's Constitution, to assist in the discharge of its responsibilities.

The current standing Committees are as follows:

- Audit and Risk Committee (**ARC**)
- Safety Health and Environment Committee (**SHEC**)
- Remuneration and Nominations Committee.

Each Committee is comprised of a majority of Non-executive Directors and is chaired by an independent director.

Membership of each Committee is determined by each Director's skills and experience, their ability to add value and to commit the necessary time to the Committee. Due to the size of the Board following the demerger of the Malt business (**Demerger**), during FY21 all then appointed Non-executive Directors were members of each Board Committee.

Effective from 1 October 2021, following the appointment of additional Non-executive Directors, the composition of Board Committees has been restructured, as outlined in this Corporate Governance Statement.

Each Committee operates under a Charter detailing its responsibilities and has unrestricted access to GrainCorp's Executives, advisors and other employees as well as to information necessary for the discharge of its responsibilities. The MD&CEO attends all meetings as appropriate, but does not attend any meetings where his performance, any conflicts, appointment or remuneration are being considered.

Proceedings of each Committee meeting are reported by the respective Committee Chair at the first Board meeting following the Committee meeting.

Details of the Directors' attendance at Committee meetings in FY21 are contained in the Directors' Report on page 24 of the 2021 Annual Report.

Remuneration and Nominations Committee

The RNC is the 'nominations committee' for the Board and is also responsible for assisting the Board in the oversight and evaluation of GrainCorp's people strategy and remuneration framework (detailed at Principle 8 of this Governance Statement). The full responsibilities of the RNC are detailed in its Charter.

In FY21, all then appointed Non-executive Directors, all of whom are independent, were members of the RNC. Effective from 1 October 2021, the current members of the RNC are Donald McGauchie AO (Chair), Peter Richards, Kathy Grigg and Nicki Anderson. The MD&CEO, Group General Counsel, Company Secretary and Chief People and Transformation Officer attend all meetings of the RNC by invitation. The RNC is empowered to seek independent advice to assist in its decision-making processes.

The responsibilities of the RNC include:

- Reviewing GrainCorp's remuneration strategy to ensure alignment between organisational performance and shareholder expectations.
- Reviewing and approving remuneration programs and performance targets for members of the Executive Team, including the monitoring of performance against those targets.
- Reviewing and oversight of GrainCorp's people strategies and practices in regard to succession planning, talent management, diversity and inclusion, and employee relations.

Principle 2

Structure the Board to add value

Board skills, experience and attributes

GrainCorp seeks to maintain a Board of Directors with a broad range of skills, experience and knowledge necessary to guide the business. In 2021, the Board undertook a detailed review of its skills matrix against the strategic priorities of the Company.

Figure 1 sets out the key skills, experience and diversity the Board has identified as desirable attributes.

Figure 1: Skills Matrix

Strategy Experience in corporate planning, including identifying and analysing strategic opportunities and threats, developing, implementing and delivering strategic objectives and monitoring performance against strategic objectives	Board and governance Experience as a non-executive director of listed entities with a strong commitment to high standards of governance and knowledge of compliance and regulatory requirements for listed entities
Food processing and distribution Experience and understanding of the economic drivers, challenges and operations of food processing and manufacturing industries	Executive leadership Extensive experience in senior leadership roles in a large, complex organisation or publicly listed company
Safety, health and environment Experience in overseeing effective management of safety, health and environmental compliance and risk management systems	International operations Experience as a director or manager of multi-geographic organisations, including exposure to a range of political, cultural, regulatory and business environments
Culture, people and remuneration Experience in organisational talent identification and management, corporate culture, employee engagement, leadership development, succession planning and remuneration	Customer experience and engagement Advanced understanding in customer experience and engagement, benchmarking and oversight
Agribusiness/supply chain Experience in and understanding of the economic drivers, markets, and challenges of agricultural businesses and related supply chain management	Corporate sustainability and strategic stakeholder engagement Experience in and understanding of corporate sustainability best practice to manage the impact of the business on the environment and community and the potential impact of climate change on the business, and expertise in strategic stakeholder engagement
Financial Senior executive or other experience in financial accounting and reporting, tax and internal financial controls	Commodities marketing and trading Experience in domestic and global commodities marketing and trading
Agtech/digital innovation Experience in Agtech and/or identifying, assessing, implementing and leveraging digital technologies and other innovations, understanding the use of data and responding to digital disruption	Risk management Experience in identification, monitoring and management of material financial and non-financial risks and understanding implementation and oversight of risk management frameworks and controls

The Board also strives for gender diversity and relevant geographic experience within these skill sets and aims to ensure that the Board, as a whole, is able to demonstrate a blend of capabilities.

The RNC assesses candidates and makes recommendations to the Board regarding candidates it considers appropriate for appointment. Such recommendations focus on the mix of skills, experience, expertise, diversity and other qualities of existing Directors, as well as how the candidate's attributes will balance and complement those qualities, and address any potential skills gaps.

The Board believes that its current membership includes Directors who collectively provide the desired skills and experience to equip the Board to fulfil its role effectively.

Director induction, training and ongoing development

Upon appointment, Directors undertake a comprehensive induction program tailored to their individual needs, outlining key information relevant to their role. This includes briefings on the Company's business and strategic plans, culture and values, policies, operations and the environment in which it operates. The program also includes meetings with external and internal auditors and other advisors where appropriate, and discussions with the Chairman and other Directors, along with extensive background reading materials including information on any current issues before the Board. Subject to travel and border restrictions due to COVID-19, new Directors are encouraged to visit GrainCorp's sites to gain a thorough appreciation of the Group's asset profile, business drivers and risk factors.

Directors are encouraged to undertake continuing education and training to develop and maintain the skills and knowledge required to perform their role effectively and are provided with appropriate professional development opportunities to do so. Directors receive briefings on developments in the industry and updates on the legislative and regulatory frameworks within which the Company operates. In FY21, the Board received briefings in relation to cyber risk and recent changes to Victorian Environmental Protection legislation.

Subject to travel and border restrictions due to COVID-19, Directors undertake site visits with the purpose of enhancing each individual Director's knowledge of the business and its operating environment.



Principle 3

Instil a culture of acting lawfully, ethically and responsibly

Code of Conduct

GrainCorp has adopted a Code of Conduct (**Code**) which provides a set of guiding principles for acting honestly and with integrity and fairness at all times. The Company's Values provide a common understanding of expected behaviours of Directors, the Executive Team and all employees. Any material breaches of the Code of Conduct are reported to the Audit and Risk Committee as well as other Board Committees, or to the Board, as may be required.

The Code of Conduct is available on the Company's website.

 **Our Vision**

Lead sustainable and innovative agriculture through another century of growth

 **Our Purpose**

Proudly connect with customers and rural communities to deliver value through innovation and expertise

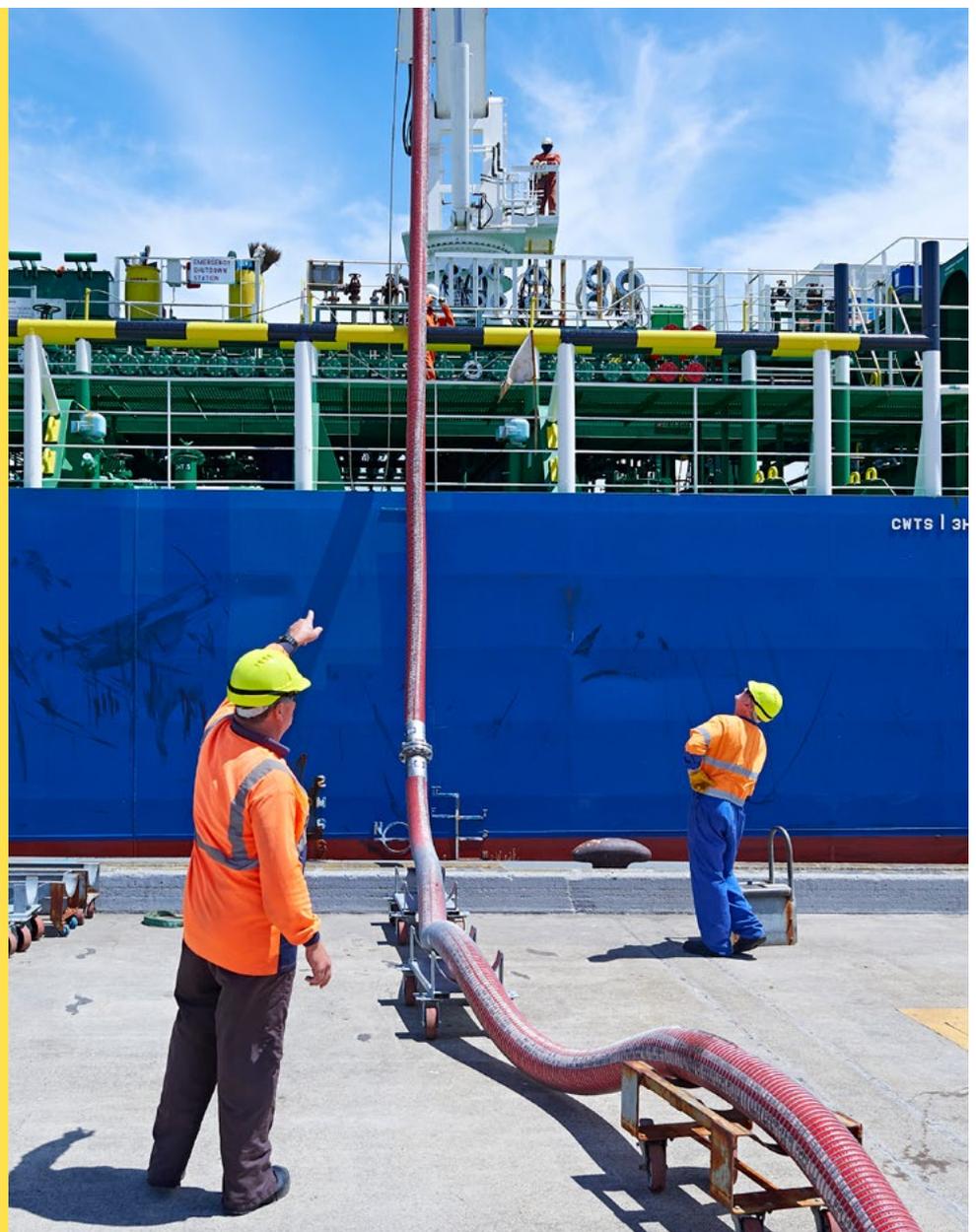
 **Our Values**

Lead the Way through inclusivity, integrity and innovation

Own the Result and be accountable for our actions

Deliver for our Customers by listening and coming through for them

Commit to Safety by taking responsibility for our employees, contractors, visitors and communities



Dealing in GrainCorp securities

GrainCorp's Share Trading Policy (**Policy**) prohibits dealing in GrainCorp's securities by all Directors, Executives and other employees, or their associates, when in possession of unpublished price sensitive information concerning the Company.

The Policy prohibits 'Designated Officers' (as defined in the Policy) from dealing in GrainCorp's securities at all times other than during specific 'Trading Window' periods. A Designated Officer may only deal in a Trading Window when not in possession of price sensitive information.

The Policy outlines the requirements and process for Designated Officers to seek approval before they, or their associates, deal in the Company's securities.

The Policy also prohibits Designated Officers and their associates from providing GrainCorp securities as security in connection with any margin loan or similar financing arrangement without prior approval.

Further, it is a condition of any grant to employees of any performance rights or deferred shares that no schemes are entered into that protect the value of such performance rights or shares before they vest. Any breach of this condition constitutes a breach of the terms of the grant and may result in the forfeiture of the performance rights.

A copy of the Share Trading Policy is lodged with the ASX and is available on the Company's website.

Whistleblower protection

A principle underlying GrainCorp's Code is the requirement for any person at GrainCorp to immediately report, in good faith, any known or suspected breaches of the Code, GrainCorp policies or the law.

GrainCorp's Whistleblower policy provides a mechanism whereby such breaches may be reported on a confidential basis without fear of reprisal, dismissal or discriminatory treatment.

Reports may be made under this policy to specified 'Whistleblower Disclosure Officers' or to an independently managed 'whistleblower hotline' available in all the countries in which the Company has operations and to all employees and external parties. The Audit and Risk Committee receives reports of potentially material incidents under the Group Whistleblower Policy and refers matters regarding material incidents to the Board.

A copy of the Whistleblower Policy is available on the Company's website.

Anti-bribery and corruption

GrainCorp strives to meet the highest ethical standards in our business dealings. Customers and suppliers are treated in a fair, open and honest manner at all times. GrainCorp has an Anti-Bribery and Corruption Policy that applies to all employees, consultants, Directors, officers, agents and contractors who provide services to GrainCorp. Incidents or breaches pertaining to bribery and corruption are reported to the Audit and Risk Committee.

Political donations

GrainCorp will not use Company funds, property, goods or services as a contribution to a political party or candidate, or for consideration or favourable treatment. The Company may pay legitimate fees for approved GrainCorp attendees to participate in, or attend as observers, those political events which are assessed to be of relevance to GrainCorp, its industry or operations. Such fees are approved by the Chairman and the MD&CEO. Further detail is outlined in the Company's Code, which is available on the Company's website.



Principle 4

Safeguard integrity in financial reporting

Audit and Risk Committee (ARC)

The role of the Audit and Risk Committee (ARC) is to assist the Board in fulfilling its responsibilities in relation to risk management, financial reporting and internal controls. The ARC reviews GrainCorp's financial reporting processes, systems of internal control and management of financial risks as well as the process, coverage, performance and independence of the internal and external audit functions. The responsibilities of the ARC are detailed in its Charter.

In FY21, all then appointed Non-executive Directors, all of whom are independent, were members of the ARC. Effective from 1 October 2021, the current members of the ARC are Kathy Grigg (Chair), Peter Richards, Dan Mangelsdorf and Clive Stiff. Collectively the Committee members have the technical expertise to enable the ARC to effectively discharge its responsibilities. Details of the ARC members' qualifications, experience and attendance at meetings in FY21 are set out on pages 20 to 21 and 24 of the 2021 Annual Report.

The MD&CEO, Chief Financial Officer (CFO), Group General Counsel, Company Secretary and General Manager – Risk & Assurance, as well as representatives from GrainCorp's external and internal audit teams, attend all meetings of the ARC by invitation. The ARC regularly meets with the external auditors and advisors without the presence of the Executive Team or management.

External audit

PricewaterhouseCoopers (PwC) has been GrainCorp's external auditor since 1998 and is responsible for reviewing and auditing the half year and full year financial statements and reports in order to provide an independent opinion that these statements and reports are true and fair and comply with applicable accounting standards and regulations.

PwC attends all meetings of the ARC by invitation and meets regularly with the ARC independently of management to discuss matters which have arisen during the course of its reviews and audits. Representatives of PwC also attend GrainCorp's AGM to answer any shareholder questions on the conduct of the audit, the preparation of the audit opinion and any other related matters.

GrainCorp's Board has adopted an External Auditor Independence Policy (**Independence Policy**) to govern the independence of the external auditor. The Independence Policy places restrictions on the range of non-audit services PwC can provide to GrainCorp and contains a requirement that the lead audit partner be rotated after five years, unless that appointment is extended by agreement under transition provisions.

The Independence Policy also specifies the type of non-audit services or assignments that PwC cannot undertake. In addition, any non-audit services or assignments that are not prohibited, with estimated fees in excess of \$100,000, must be approved by the ARC before that service or assignment commences. The CFO has been authorised to approve such services and assignments with fees estimated to be less than \$100,000.

No work will be awarded to PwC if the ARC or the CFO, as applicable, believe such work would give rise to a 'self-review' threat (as defined in APES110-Code of Conduct for Professional Accountants) or would create a conflict, or potential conflict, of interest for PwC or otherwise compromise PwC's independence.

Details of the amounts paid to PwC during the year, including for any non-audit services provided, are disclosed in Note 5.1 to the Financial Statements of the 2021 Annual Report.

PwC has provided GrainCorp with the required full year certification of independence which is on page 54 of the 2021 Annual Report.

GrainCorp's current Audit Engagement Partner is Kristin Stubbins, who commenced her role for the year ended 30 September 2017.



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Management assurance to Directors

The MD&CEO and the CFO have provided a declaration to the Board in relation to the production of GrainCorp's full year financial statements and reports, as required by Section 295A of the *Corporations Act 2001*.

Supporting this declaration are certifications of assurance provided by other senior managers, including senior finance managers within GrainCorp. These certifications comprise representations and responses to questions concerning GrainCorp's financial results, disclosure processes and controls and other matters related to GrainCorp's external reporting obligations.

The effective control environment established by the Board and reviewed by internal audit as part of its annual review program, supports this declaration. Associated companies and joint ventures which are not controlled by GrainCorp are not covered by this declaration. Further, the declaration provides a reasonable, but not absolute, level of assurance of GrainCorp's risk management, internal compliance and control systems, but does not imply a guarantee against any adverse events or more volatile conditions and outcomes which may occur in the future.

Verification of periodic corporate reports

GrainCorp has a review process in place which includes verification testing of content and a review and sign-off by management prior to the Board formally approving the release of material public information, including periodic corporate reports that are not audited or reviewed by the external auditor. The process followed is specific to the nature of the relevant announcement or report and includes review by the relevant subject matter expert and review against source documentation. The non-externally audited components of the Annual Report, Sustainability Report and this Corporate Governance Statement have been verified consistent with this process.

Principle 5

Make timely and balanced disclosure

Commitment to disclosure

GrainCorp seeks to provide shareholders and other interested parties with quality information in a timely way through the reporting of financial results, the provision of the Annual Report, as well as other announcements and briefings to the market.

GrainCorp is committed to:

- Ensuring that its shareholders and other stakeholders are provided with timely and balanced disclosure of all material matters concerning GrainCorp.
- Complying with its continuous disclosure obligations as required by the *Corporations Act 2001*, ASX Listing Rules and the Recommendations.
- Ensuring that all stakeholders have equal and timely access to externally available information issued by GrainCorp.

Continuous Disclosure and Financial Markets Communication Policy (Communication Policy)

GrainCorp's Communication Policy supports the commitment to a fully informed market in its securities by ensuring that announcements are:

- Made to the market (via the ASX Announcement Platform) in a timely manner, are factual and contain all relevant material information.
- Expressed in a clear and objective manner that allows investment community stakeholders to assess the impact of the information when making investment decisions.

Any new or substantive investor or analyst presentation is released on the ASX market announcements platform and the GrainCorp website ahead of any presentation.

GrainCorp's Company Secretary is responsible for monitoring compliance with the continuous disclosure obligations and for overseeing and coordinating disclosures to the ASX and other interested parties. The Company Secretary is responsible for the release of all communications to shareholders.

The Board receives a copy of all material ASX announcements.



Principle 6

Respect the rights of security holders

Annual General Meeting of Shareholders

GrainCorp recognises the importance of enhancing its relationship with shareholders by:

- Communicating effectively.
- Providing ready access to clear and balanced information about the Company.
- Encouraging participation at Annual General Meetings (AGM).

GrainCorp encourages its shareholders to attend the AGM where shareholders receive presentations on GrainCorp's performance and outlook and can raise any questions concerning the management of GrainCorp, the conduct of the annual audit, as well as questions on resolutions put to the AGM.

The Notice convening the AGM is accompanied by explanatory notes regarding the resolutions to be put to the AGM. A copy of the Notice, with the explanatory notes, is lodged with the ASX and posted on the Company's website.

Shareholders who are unable to attend the AGM may vote by appointing a proxy using the form provided with the notice, via an online facility or directly through the same online facility. AGMs have been webcasted live so that security holders can follow proceedings online. The webcasts of AGMs are also recorded and made available to view after the AGM on the GrainCorp website.

All resolutions being considered at the AGM are decided by a poll rather than show of hands. The results of voting on all resolutions at the AGM are reported to the ASX and posted to the Company's website as soon as possible after the meeting.

Shareholders are also invited to submit questions in advance of the AGM, so that GrainCorp can ensure issues are suitably considered and addressed.

In 2021, GrainCorp held its first virtual AGM in light of the uncertainty and potential health risks created by the COVID-19 pandemic, and taking into consideration the actions taken by Governments to address these concerns. The 2021 AGM was held via the Link Market Services online platform and all shareholders were invited to participate online by joining the meeting in real time, asking questions and voting on the resolutions by way of a poll.

Access to Company information

The Company's website provides access to all relevant corporate governance information regarding the Board, Executive Team and Committees, Charters and Company policies, in addition to profiles on the Non-executive Directors and the Executive Team.

Investor relations program

The Company's investor relations program is designed to promote understanding amongst shareholders and other stakeholders of the Group's businesses, governance framework, financial and operational performance, and outlook. The investor relations team is responsible for monitoring shareholder feedback.

Throughout the financial year, the investor relations team interacts with institutional investors, private investors, analysts, proxy advisers and the financial media. Roadshows are held following the release of the Half Year results and End of Year results. Feedback from shareholders is reported regularly to the Board.

The Investor section on the Company's website provides an overview of the business, share price information, analyst coverage, corporate governance and dates for upcoming investor presentations and events.

Electronic communications

Shareholders have the ability to elect to receive communications and other shareholding information electronically. GrainCorp's share registry is managed by Link Market Services, who can be contacted at: www.linkmarketservices.com.au, gnc@linkmarketservices.com.au, or 1300 883 034.

Shareholders can contact GrainCorp electronically by sending an email to companysecretary@graincorp.com.au, enquiries@graincorp.com.au or visiting the website www.graincorp.com.au.



Principle 7

Recognise and manage risk

Risks

GrainCorp is one of Australia's largest agribusinesses and a global food ingredients business, with a significant presence in the storage and logistics of grain and non-grain commodities, the marketing of grain domestically and internationally, the production and marketing of edible oil products, as well as the production of consumer end-products. Risk is, therefore, inherent in GrainCorp's daily operations and the ability to achieve the Company's goals depends heavily on how effectively risk is managed.

GrainCorp's risk management objective is to ensure all material risks are identified and, where practical and economically viable, measures are implemented to mitigate or otherwise manage the impact those risks may have on GrainCorp's activities.

Risk management framework

GrainCorp's risk framework consists of the Risk Management Framework and Policy (**Risk Management Policy**), which is largely consistent with the Australian/New Zealand and International Standard on Risk Management: AS/NZS ISO 31000:2018 and applies to all entities within GrainCorp.

The Risk Management Policy:

- Provides a systematic approach to risk management aligned to GrainCorp's strategic objectives.
- Defines the processes by which GrainCorp determines its risk appetite and manages risk.
- Articulates the roles and accountabilities for the oversight, governance and management of risk within GrainCorp.

Risk management responsibilities and actions

Board of Directors

GrainCorp's Board is responsible for determining the risk profile, appetite and strategies and for monitoring the integrity of internal controls and other resources, processes and systems to manage and mitigate risks. The Board undertakes an annual review and approval of the design of the risk management framework and sets the risk appetite.

The Board has delegated direct oversight of risk management, other than safety, health and environment (**SHE**) risk management, to the ARC.

The Board has delegated to the Executive Team the responsibility for establishing GrainCorp's risk framework and for implementing the internal controls and other systems and processes to manage risk.

Audit and Risk Committee (ARC)

Subject to the overriding responsibilities of the Board, the ARC is responsible for overseeing all aspects of risk within GrainCorp, including continuously reviewing the effectiveness of GrainCorp's risk management framework (for both financial and non-financial risks), processes and controls.

The ARC's responsibilities with respect to risk management include:

- Reviewing and monitoring strategic and operational risks which include, but are not limited to, business trading, ethical, and relevant regulatory risks.
- Compliance with applicable laws and regulations as well as GrainCorp's internal policies and procedures.

The full responsibilities of the ARC are detailed in its Charter.

Information concerning the members of the ARC is detailed at Principle 4 above.

To discharge its responsibilities the ARC receives regular reports from the Executive Team, covering:

- Significant risks that may affect the achievement of GrainCorp's strategies and operations, including credit and compliance risks.
- Progress against risk management plans and key performance indicators.
- Grain, oil and other commodity trading strategies, and control measures.
- Credit, treasury, liquidity, foreign exchange, derivative, country and sovereign risks of the business units.
- Any non-compliance of policies, including with the Position and Trading Risk Management Policy.

During the year the ARC:

- Reviewed the Group's Strategic Risk, Operational Risk and Food Quality and Safety Management Registers as well as its Insurance Claims and Performance Reports.
- Reviewed amendments to a number of risk related policies, including the Position and Trading Risk Management Policy and Tax Risk Management Policy.
- Reviewed determinations made by the Anti-Bribery & Corruption Review Committee.
- Reviewed and set the 'Independent Assurance Program', and received assurance reports from second and third line of defence.
- Reviewed commodity marketing and trading strategies, including assessment of new customers and markets.
- Assessed customer credit reviews and setting of credit and trade limits.

Safety, Health and Environment Committee (SHEC)

The SHEC has specific oversight of the Group's safety, health and environment responsibilities, as delegated by the Board.

The SHEC's objectives are to review, monitor and report to the Board on safety, health and environment risks, including systems of audit, policies, processes and controls.

The full responsibilities of the SHEC are detailed in its Charter.

Principle 7

Recognise and manage risk

In FY21, all then appointed Non-executive Directors, all of whom are independent, were members of the SHEC. Effective 1 October 2021, the current members of the SHEC are Daniel Mangelsdorf (Chair), Nicki Anderson and Clive Stiff. The MD&CEO, Group General Counsel, Company Secretary, Chief People and Transformation Officer, Chief Operating Officer, General Manager – Risk & Assurance and General Manager – SHE attend all meetings of the SHEC by invitation. Other Executive Team members, senior managers and employees attend meetings as required.

During the year the SHEC:

- Reviewed the content and development of GrainCorp’s 2021 Sustainability Report, including endorsement of alignment with global reporting frameworks.
- Reviewed safety performance reports, which include information on employee and contractor injuries and actions taken to reduce the risks of injury.
- Reviewed environmental compliance matters and remedial actions.
- Received and reviewed safety, health and environment specific assurance reports from second and third line of defence.

Management and other employees

The MD&CEO, supported by the Executive Team, has been delegated the responsibility for implementing the risk framework across GrainCorp, to ensure all risks identified as unacceptable are managed or mitigated, or otherwise dealt with.

The Executive Team regularly monitors GrainCorp’s risks and reviews the effectiveness of management and mitigation strategies. Corporate strategic and business unit plans are reviewed at least annually, which enables the Executive Team to assess whether GrainCorp’s risk profile has changed – any new risks have emerged, or existing risks increased, decreased or disappeared.

The Executive Team has constituted the following committees to assisting in fulfilling certain risk oversight responsibilities:

- Management Risk Committee to assist the Executive Team in fulfilling its oversight responsibilities for operational risk management and compliance.
- Enterprise Project Management Office to assist the Executive Team in fulfilling its oversight responsibilities for project governance and strategic risk management.
- Cyber Security Committee to assist in fulfilling its oversight responsibilities for cyber security risk management.

Each business and function within GrainCorp is responsible for conducting risk assessments of its operations as well as developing, maintaining and reviewing relevant risk registers and risk management plans.

Material risk exposures

The Board recognises that adopting sustainable business operations and sound environmental management practices are important to the long-term performance and growth of GrainCorp. There are a number of material business risks that could adversely affect GrainCorp’s financial performance objectives. Those risks are listed on pages 35 to 37 of the Directors’ Report in the 2021 Annual Report.

Environmental, Social and Governance risks and how they are managed are also described in GrainCorp’s 2021 Sustainability Report, which is available on the Company’s website. The Sustainability Report includes detail on GrainCorp’s climate change and adaption response as well as our sustainability roadmap, outlining the actions GrainCorp intends to take to support sustainable growth into the future.

Internal Audit

The Board has appointed the audit firm, KPMG, to manage GrainCorp’s internal audit function (**Internal Audit**).

The role of Internal Audit in relation to financial reporting is to provide the Board, through the ARC, with an effective and independent appraisal of GrainCorp’s internal control framework and an assurance that material risks and compliance obligations are effectively managed. In addition to KPMG, GrainCorp has developed an Independent Assurance Program, which takes a greater holistic view of assurance activities across the Group. KPMG and other external providers are engaged to undertake assurance reviews which are not included in the internal audit of financial reporting and controls.

Internal Audit reports to the ARC and has a direct line of communication to the CFO. An annual audit program is approved by the ARC.

The annual Independent Assurance Program, of which Internal Audit is part, is developed in consultation with the ARC and the Executive Team after considering GrainCorp’s risk profile and appetite.

Representatives of Internal Audit and other external assurance providers (as required) attend all meetings of the ARC and provide regular reports of progress against the annual program and detail any issues which have arisen.

Principle 8

Remunerate fairly and responsibly

Remuneration and Nominations Committee

The RNC assists the Board with considering people and remuneration strategies and related issues within GrainCorp, in addition to its ‘nominations’ responsibilities.

The role of the RNC is to ensure that GrainCorp:

- Has coherent and transparent remuneration policies and practices that are consistent with the Company’s strategic goals and people objectives, enabling it to attract, motivate and retain employees at all levels.
- Fairly and responsibly remunerates Executives and other employees having regard to the performance of the Company, the performance of the Executive or employee and the general remuneration environment.

The responsibilities of the RNC are detailed in its Charter.

Information concerning the members of the RNC is detailed at Principle 2 above.

Non-executive Director remuneration

The remuneration of Non-executive Directors is by way of a fee and is paid according to the role of the Director on the Board and the Board Committees on which they serve.

Non-executive Directors do not participate in other remuneration components, such as performance related short term or long-term incentives which are available to GrainCorp’s Executives and other employees.

Remuneration Report

Details of GrainCorp’s remuneration policies and practices and information relating to the remuneration of its Key Management Personnel (KMP) (including Non-executive Directors) are disclosed in the Remuneration Report starting on page 38 of the 2021 Annual Report.

Conclusion and summary of compliance with the recommendations

The Board is satisfied with GrainCorp’s level of compliance with the Recommendations but recognises that governance processes require continual monitoring and refinement. The Board reviews GrainCorp’s corporate governance framework regularly to ensure it remains effective, compliant with changing requirements and relevant to GrainCorp’s business.

This Corporate Governance Statement is current as at 11 November 2021 and has been approved by the Board.

Reporting Suite FY21



Annual Report



Sustainability Report



Corporate Governance Statement