

GrainCorp FY25 AGM – MD & CEO's Address

18 February 2026

Introduction

Thank you Peter, and good morning everyone.

I would like to start by echoing Peter's sentiment and provide more context on the current operating environment impacting our FY26 outlook.

We are currently experiencing a cyclical oversupply of grain globally, which is keeping prices low and limiting the willingness of growers to engage with the market. On the demand side, the global oversupply means Australian exporters are selling into a competitive market where end-customers have purchasing optionality. These factors are limiting margin opportunities for grain handlers.

In response to this, we are focusing on what we can control, such as exercising cost and capital discipline, while continuing to invest for growth. I will expand on this further during my presentation.

Safety

On to my review of FY25 and safety, where we strive for zero-harm.

Our approach to safety at GrainCorp is one of continuous improvement, so we were disappointed to report an uplift in our injury frequency rates following several encouraging years of progress.

We will continue to focus on simplifying and standardising safety across our organisation, and ensure that a strong safety culture remains a priority across all parts of the business.

Sustainability

Now I would like to touch on sustainability, which is an integral part of our strategy and the pursuit of long-term value creation.

Our recently validated SBTi targets will underpin the roadmap for us to drive positive environmental outcomes across our network. Through initiatives such as GrainCorp Next, we are supporting the development of a more sustainable agricultural industry which will benefit a wide range of stakeholders.

We also continue to invest in our people, who are critical to our long-term success. It is a privilege to lead a business that promotes industry-leading initiatives including the outcomes we have achieved on gender pay equality.

Financial and operational results

Turning now to some of the operational and financial highlights from FY25, which saw GrainCorp deliver underlying EBITDA of \$308 million, compared to \$268 million in the prior year, and an underlying net profit after tax of \$87 million, up from \$77 million in the prior year.

The result reflected a 2024-25 East Coast Australia (ECA) crop of 34.7mmt, as above-average production in Queensland and northern NSW, offset lower production in southern regions.

Our ECA network handled 31.6mmt of grain in FY25, compared to 28.0mmt in FY24, reflecting the larger crop. Despite tighter overall margins, our team took the opportunity to capitalise on better margins where they were available across some commodities, including chickpeas and canola.

At our ports, we continue to see the benefits of our bulk materials program, which delivered a record financial contribution in FY25.

Our International business experienced a year-on-year uplift in sales volumes due to higher Western Australia grain production. However, margins were lower as increased global grain supply competed with Australian exports.

Our Nutrition and Energy segment increased crush volumes to 557kmt, although this was offset by lower crush margins. It was another year of growth for our Animal Nutrition business, which achieved sales volumes of 713kmt, compared to 517kmt in FY24.

Delivering on strategy

GrainCorp's strategy drives delivery of returns through the cycle, utilising our integrated value chain, and providing the framework to deliver on our vision and purpose.

We do this through enhancing returns from our existing asset base, pursuing disciplined expansion to diversify our earnings base, and evolving our business to drive future growth.

Macro trends supporting growth

Supporting the delivery of our strategy are compelling long-term fundamentals, in particular the growing population and evolving demographics in our key export destination markets. The population of Australia's 20 largest grain export destinations is expected to increase by approximately 80 million people by 2035. This market growth will increase demand for high-quality Australian grain into the future.

Evolving consumer trends such as increasing protein consumption are expected to support a growing feedlot sector, where Australian producers have a strong competitive advantage. GrainCorp has exposure to a range of diverse and attractive end markets, with deep customer relationships.

In summary, the long-term fundamentals of our industry are strong and we expect GrainCorp to benefit from these trends through the cycle.

Strategy in action

In FY25, we progressed a range of strategic initiatives.

In Agribusiness, we invested in our up-country network to improve equipment, storage capabilities and ultimately move grain more efficiently across our supply chain. This will allow us to improve service to growers and ensure faster turnaround times at site.

At our ports, we see opportunities to continue developing our bulk materials program, which has improved the utilisation of our port infrastructure, and is growing and diversifying our non-grain earnings.

In December 2025, we announced the sale of GrainsConnect Canada following a strategic review. This reflects our broader commitment to portfolio optimisation and demonstrates our willingness to take action to enhance returns.

Our Nutrition and Energy portfolio remains well positioned for future growth, as we continue to invest in our Human Nutrition, Animal Nutrition and Agri-energy capabilities.

As we progress towards the delivery of phase one of our Business Transformation Program, we are focused on delivery of the benefits.

2025-26 ECA harvest update

Moving now to the 2025-26 Crop which sets the context for the financial year ahead.

The 2025-26 ECA crop saw strong overall but varied growing conditions across ECA, with production in all states expected to be above the 10-year average. Crops in Queensland and northern NSW were strong. However, these were contrasted by more variable conditions in Victoria and southern NSW.

ABARES is predicting an ECA winter crop of 31.2mmt for the 2025-26 season.

After an excellent start to the harvest in northern Queensland, the winter harvest was more prolonged than prior years because of unfavourable weather interruptions. As of this week, we have received 10.6mmt of grain into our network during the 2025-26 harvest period. Year-to-date export volumes are 2.3mmt.

The harvest of the summer crop is now underway, and we have received high quality sorghum across northern parts of our network. Growers across ECA, particularly in southern regions, will be eagerly awaiting rainfall to support winter crop planting prospects.

Global operating environment

I would like to take a moment to further explain the dynamics of the current global grain market.

It is clear that we are experiencing a cyclical global oversupply of grain. For example, this year will see supply of wheat exceed demand by 18 million tonnes, according to USDA. This oversupply has exacerbated an already competitive global grain marketplace, leading to continued low grain pricing.

Growers, who are exposed to these low prices, have responded by delivering a lower portion of the overall harvested crop to market. This means that purchasers of grain, such as bulk handlers, grain traders, feedlots and downstream processors are participating in a more competitive marketplace with reduced grain availability.

For grain handlers, including GrainCorp, this set of circumstances has created an environment where margins are lower. We expect this set of conditions to revert to a more balanced supply and demand environment as local and global inventories become more balanced. However, the timing of this is currently unclear.

I want to assure everyone we are managing everything under our control to ensure the impact to GrainCorp's earnings is minimised.

With these conditions in mind, I would now like to turn to our financial guidance for FY26.

Earnings outlook

As announced earlier this month, we expect to report underlying EBITDA of between \$200-240 million and underlying net profit after tax of \$20-50 million. This guidance range excludes costs associated with our Business Transformation Program and the impact of the sale of GrainsConnect Canada.

Earnings from Agribusiness will be lower year-on-year, impacted by lower margins and volumes. We are forecasting full year receivals of between 11.0-12.0mmt, and exports of between 5.5-6.5mmt.

We also expect earnings from Nutrition and Energy to be softer year-on-year. Whilst Human and Animal Nutrition earnings are expected to be broadly in-line year-on-year, our Agri-energy margins are expected to be lower amid ongoing biofuel policy uncertainty.

Considering the current conditions, GrainCorp is focusing on what it can control to respond effectively. This includes:

- Cost management: ensuring our cost base is appropriate for the prevailing conditions and positions GrainCorp to win in a challenging environment;
- Portfolio optimisation: consistently reviewing our portfolio to ensure it is best positioned to provide a return on capital invested and capture future growth; and,
- Capital discipline: continuing our track record of disciplined capital allocation to enable us to continue to invest in our business and return capital to shareholders.

As you may have seen, today we have extended our previously announced \$75m buyback, of which \$38m has been completed to date.

At the current point in the cycle, responding to the market environment and controlling what we can is critical to our future success and remains the full focus of the Board and management team.

Confidence in through-the-cycle earnings

I would like to take a moment to remind everyone of GrainCorp's track record of generating earnings through-the-cycle. As the chart shows, across FY20-25 we have delivered an average of \$423 million in EBITDA, excluding payments against our Crop Production Contract. This supports our confidence in \$320m in EBITDA through-the-cycle.

We have demonstrated our ability to capitalise on opportunities when market conditions allow.

I want to assure everyone that, while we do not control the cyclical elements of our industry, we are controlling how we position the business to respond. Our ability to drive our assets and our integrated value chain has been proven over time, and your business will respond to the current conditions and emerge stronger as a result.

As I mentioned earlier, given the global conditions with the surplus in global grain, we are operating in a difficult margin environment that history demonstrates will correct with time.

Conclusion

In conclusion, GrainCorp's investment proposition remains strong.

There are attractive fundamentals underpinning your business and its strategy. We expect demand for high quality food, feed and Agri-energy products to continue to increase.

GrainCorp operates a set of strategic, integrated infrastructure assets to connect growers to the world. Our supply chain is resilient, having navigated a number of disruptions and a variety of market conditions in the recent past.

Our strong balance sheet positions us well to navigate the current market conditions as well as continuing to invest in growth to achieve our strategic goals.

We have demonstrated a track record of disciplined capital management that has enabled us to invest in the business as well as to return over \$600 million to shareholders in the last five years.

In closing, I would like to extend my appreciation to the GrainCorp team for their continued effort and contribution throughout the year and thank growers, customers and shareholders for your ongoing support.

Robert Spurway
Managing Director and CEO