


INGHAM'S
Heart of the Table

Celebrating **100** Years



**ANNUAL
REPORT
2018**



THIS YEAR WE CELEBRATE INGHAM'S 100 YEAR ANNIVERSARY. WE TAKE GREAT PRIDE IN THIS SIGNIFICANT ACHIEVEMENT AND CONTINUE TO BUILD ON THE INGHAM LEGACY OF QUALITY, INTEGRITY AND CUSTOMER SERVICE. WE AIM TO BUILD ON THIS LONG AND PROUD HISTORY, AS WE DEVELOP A WORLD CLASS FOOD COMPANY.

Peter Bush Chairman

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100
YEARS...

1918



- In 1918 Walter Ingham began a small family farm in Sydney's South West with one rooster and six hens.
- From this humble beginning, and with the hard work of thousands of Australians, Walter's sons, Bob and Jack, built the largest integrated poultry company across Australia and New Zealand.



CHICKEN &
RICE WITH
SAUCE

1920's



- Farming operations were expanded during the 1920's including the construction of the first hatchery.

- Modernising with the 1960's, Ingham's introduced a new fleet of locally assembled vehicles, to include this state-of-the-art Dodge.

LATE
1960's



CHICKEN
CACCIATORA

EARLY
1960's



1970's



PINEAPPLE
CHICKEN



1980's



CHICKEN
NUGGETS

- Through the 1970's, Ingham's continued to advance as a business and demonstrated leadership and innovation in developing the poultry industry in Australia.

- The 1980's continued to see Ingham's innovate on two fronts. Ingham's remained committed to developing and improving the health and housing of its birds. Secondly, in response to the changing tastes of Australians, the mid-80's resulted in the launch of the chicken nugget.

- The 1930's were hard years for Australians, living through the Great Depression. With 12 years under its belt, the Ingham's business was established enough to continue to employ workers through these difficult years and be active in supporting local farmers with excess grain.

1930's



ONE POT
CHICKEN &
DUMPLINGS

1940's



CLASSIC
CHICKEN
SOUP

1960's, the new styles and changing made Ingham's focus in chicken.

CHICKEN
PARMIGIANA

- The 1950's was a decade of expansion as the demand of a growing nation offered new opportunities. 1953 marked the 'passing of the mantle' of running the company from Walter Ingham to his sons, Jack and Bob Ingham.

1950's



CORONATION
CHICKEN

CHICKEN
CAESAR
SALAD

1990's



STIR-FRIED
CHICKEN &
ASPARAGUS

2000's



JUST THE
BEGINNING

- The increasing demand for chicken through the 1990's saw Ingham's expand across the Tasman into the New Zealand market. At the same time it continued to innovate and expand its range of ready-meals.

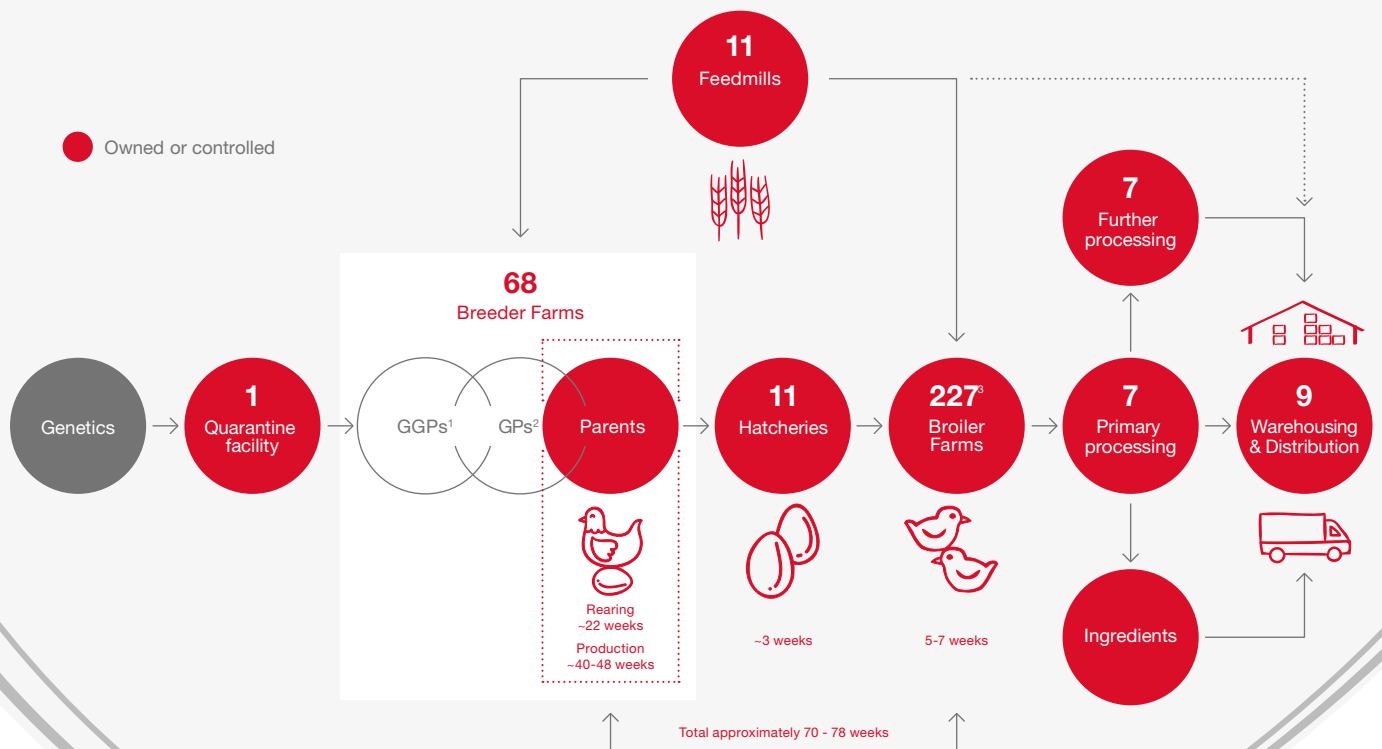
- Over this decade, Ingham's invested over \$1 billion in state-of-the-art facilities, to meet future growth and further establish its position as a market leader in poultry.

INGHAM'S IS PROUD TO HAVE BEEN PART
OF THE AUSTRALIAN JOURNEY OVER THE
LAST 100 YEARS. BUILDING ON A PROUD PAST,
THE INGHAM'S JOURNEY CONTINUES. THE
COMPANY REMAINS FOCUSED ON ITS VISION
TO BUILD A WORLD CLASS FOOD COMPANY,
DEVELOPING A SUSTAINABLE BUSINESS
WITH A BRIGHT FUTURE.



THE HEART OF OUR BUSINESS

← INTEGRATED PLANNING AND OPTIMISATION →



¹ Great Grand Parents

² Grand Parents

³ Includes contracted growers and company owned farms.

WHAT WE DO

Ingham's scale and vertically integrated operations span the entire value chain from farming to processing and distribution.

Ingham's two main areas of operations are:

Poultry – production and sale of chicken and turkey products across primary, free range, value enhanced, further processed and ingredients.

Stockfeed – production of stockfeed for use by the poultry, pig, dairy and equine industries. The majority of feed produced is for internal use in Ingham's poultry business.

We focus on best practice standards for quality control, food safety, work-place health & safety and animal welfare throughout all facets of our production process.

PRODUCT OVERVIEW



Primary

- Chilled chicken products sold as whole birds or primary cuts
- Sold in meat chiller and deli



Free Range

- Primary, value-enhanced or further processed products made with free range chicken



Value Enhanced

- Chilled products with additional flavour added through marinades and coatings
- Sold in meat chiller and deli



Further Processed

- Products that are partially or fully cooked
- Includes chicken smallgoods
- Sold in meat chiller and freezer



Turkey

- Primary, value-enhanced and further processed turkey products
- Includes turkey smallgoods
- Sold in meat chiller and freezer



Stockfeed

- Chicken feed (broiler and layer)
- Turkey feed
- Duck and quail feed
- Pig, horse and dairy feed



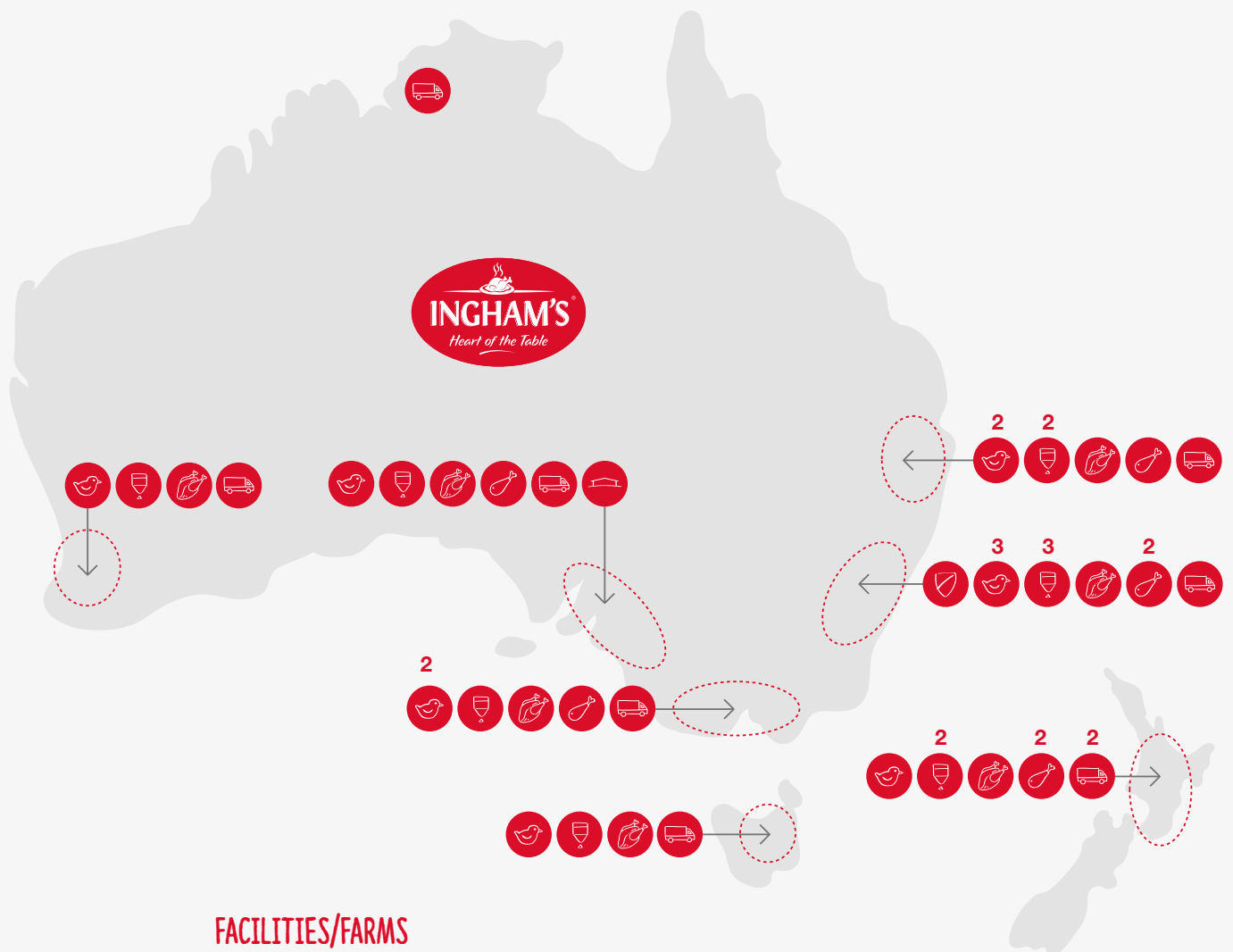
Ingredients

- Edible poultry products (e.g. feet and necks)
- Palatants, wet pet food, ingredients and protein conversion products
- Other poultry products



OUR NETWORK

INGHAM'S HAS AN UNRIVALLED NETWORK OF PROCESSING AND DISTRIBUTION FACILITIES ACROSS AUSTRALIA AND NEW ZEALAND, ENABLING A RAPID RESPONSE TO CUSTOMER DEMAND AND EFFICIENT MANAGEMENT OF PRODUCTION VOLUMES.

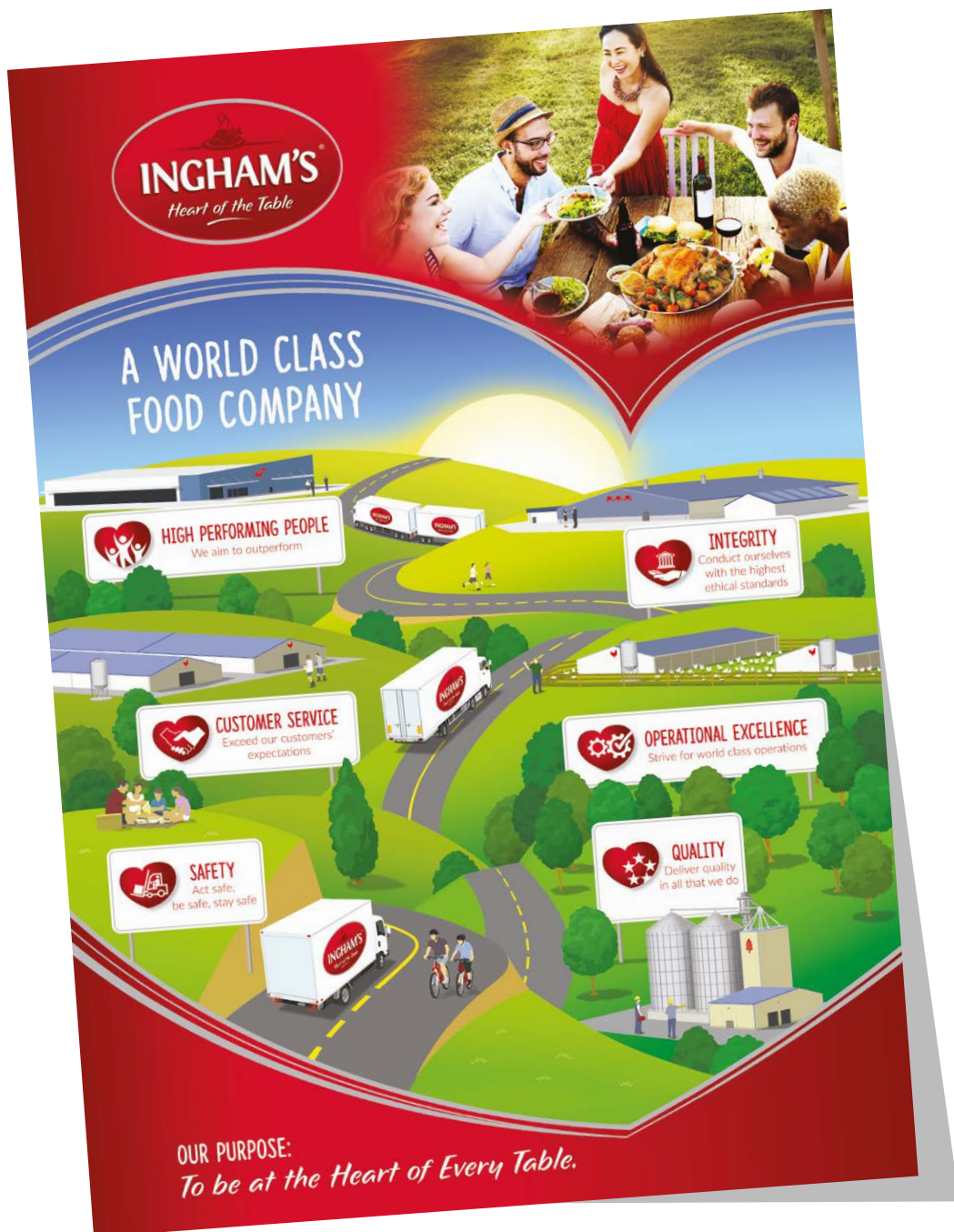


FACILITIES/FARMS

- Quarantine
- Farms
- Hatcheries
- Feedmills
- Primary processing
- Further processing
- Warehouse and distribution
- Protein conversion plant

OUR VALUES

INGHAM'S VISION IS TO BECOME A WORLD CLASS FOOD COMPANY BY DELIVERING HIGH QUALITY PRODUCTS AND SERVICES TO OUR CUSTOMERS AT THE LOWEST COST.



FINANCIAL HIGHLIGHTS



CORE POULTRY
VOLUME GROWTH

3.2%



EBITDA
OF

\$212.0m



NPAT
OF

\$114.6m



DIVIDEND
PER SHARE OF

21.1c



LEVERAGE
RATIO

0.7x

CHAIRMAN'S LETTER



Dear Shareholder

On behalf of the Board of Directors and management team, it is my pleasure to present the

Inghams Group Limited annual report for the year ended 30 June 2018.

FY2018 marks 100 years since Ingham's foundation. We take great pride in this significant achievement and continue to build on the Ingham legacy of quality, integrity and customer service.

During this year, we have made solid progress on our strategy and delivered a \$114.6 million net profit after tax. Underlying growth in the Australian and New Zealand markets remained strong, supported by population growth, the relative affordability of chicken and positive consumer trends.

Our core poultry sales volumes were in line with expectations with 3.2¹ percent growth across Australia and New Zealand. Growth in retail, wholesale and QSR channels were partially offset by a decline in retail BBQ birds following the market price increases.

Ingham's made further progress on extending key customer's contractual coverage with more than 60 percent of our chicken volumes subject to agreements that include feed cost pass through mechanisms and cost adjustments.

Rising energy, feed and insurance costs continue to be either offset by strategic initiatives and/or passed on to customers where necessary.

Good progress has been made during FY2018 on our transformation program – Project Accelerate – which is improving efficiencies in our operations through a range of initiatives including investment in automation and labour optimisation initiatives.

Investment continues to be made in capacity expansion, with our greenfield South Australian breeder farms now commissioned. The new feedmill in South Australia at Murray Bridge and the expansion of our New Zealand breeder network are proceeding on schedule. Both are expected to be operational in 1H FY2019.

In June 2018 we announced a consolidation of our further processing operations which will see an investment in capacity and capability at three existing further processing plants in South Australia, Victoria and New South Wales and a progressive transition of production volumes from the Queensland plant in Cleveland. This is expected to deliver improved utilisation and productivity at remaining sites and enhance service for customers. Alternative options for the Cleveland facility are being considered.

Following the closure of the Leppington site we are investing in new technical facilities in Queensland. During FY2018 we commissioned a state-of-the-art microbiology and chemistry laboratory to support quality across the supply chain. In addition, planning for a purpose-built research and development facility is underway. The facility will showcase recent developments and technology in animal welfare and farming and support nutrition research.

We maintain our commitment to animal welfare and environmental sustainability, in areas such as farming practices, water usage and energy management.

CEO TRANSITION

After four years of leading Ingham's, Chief Executive Officer Mick McMahon stepped down from the role after the Company's annual results in August 2018. We thank Mick for his meaningful leadership and service to Ingham's, in particular taking this iconic Australian company on the complex journey from private ownership, through a successful IPO and implementing Project Accelerate.

A domestic and international executive search process is underway and it is expected there will be internal candidates for the role. Quinton Hildebrand, Ingham's Chief Commercial Officer, has been appointed acting CEO effective August 2018 and will remain in the role during the search process.

DIVIDENDS

In addition to the fully franked interim dividend of 9.5 cents per share, the Board is pleased to deliver a fully franked final dividend of 11.6 cents per share, bringing the total fully franked dividend for FY2018 to 21.1 cents per share.

OUR PEOPLE

I would like to acknowledge the valuable contribution of the Board, management team and all our people throughout the organisation whose hard work underpins the growth and success of our business.

COMMUNITY

Ingham's has long been a positive contributor to the many local communities in which we operate. We continue to partner with The Ingham Institute for Applied Medical Research. Established in 2012 in line with Bob Ingham's vision, it is focused on translating discoveries from the laboratory bench to the hospital bedside and into the community. We also formed two additional partnerships during the year, with the Clontarf Foundation, whose work focuses on Indigenous education and employment, and Conservation Volunteers Australia & New Zealand. We look forward to continuing to support the great work of these organisations in the year ahead.

While we are a business with a long and proud history, we are focused on continuing our growth and investing to build a successful business in the future.

Peter Bush Chairman

¹ Core poultry products, excluding Ingredients

OPERATIONAL HIGHLIGHTS

WE CONTINUED TO MAKE STRONG PROGRESS WITH OUR BUSINESS STRATEGY IN FY2018. OUR GROWTH IN PROFITABILITY WAS DRIVEN BY SEVERAL FACTORS INCLUDING INCREASED DEMAND FOR POULTRY MEAT FROM OUR CUSTOMERS, INVESTMENT IN AUTOMATION PROJECTS AND LABOUR PRODUCTIVITY.

COLLABORATING WITH CUSTOMERS

Ingham's has a long history supplying Australia and New Zealand's major retailers, quick service restaurant (QSR) operators, food service distributors and wholesalers, with some relationships spanning over 55 years.

Our customer relationships are highly collaborative and span sales, marketing, technical services, new product

development, planning and supply chain and sustainability.

This year, we continued to progress our strategy of formalising and extending supply relationships, including the extension of a supply agreement with a large QSR customer in Australia, and continued to formalise cost pass through mechanisms with several key customers.

Long-term customer relationships

AUSTRALIA - CUSTOMERS

Major retailer 1	56 years	
Major QSR customer 1	49 years	Since market entry
Major retailer 2	45 years	
Major QSR customer 2	38 years	
Major retailer 3	31 years	Since market entry
Major retailer 4	16 years	Since market entry

NEW ZEALAND - CUSTOMERS

Major retailer 1	27 years	Since Ingham's entered New Zealand
Major retailer 2	27 years	Since Ingham's entered New Zealand
Major QSR customer 2	27 years	Since Ingham's entered New Zealand

OPERATIONAL HIGHLIGHTS

CUSTOMER ENGAGEMENT

Ingham's is a well-recognised brand with a reputation for quality and service.

This year has been particularly significant for the Ingham's brand with our centenary birthday celebration, marking 100 years at the heart of Australian tables. Additionally, we have completed the roll out of our new visual identity 'Heart of the Table' and incorporated Country of Origin declarations into all consumer packaging in Australia.

Ingham's brand has continued to build on the FY2017 media campaign through broader multi-channel engagement with consumers. Our 100-year birthday celebration has incorporated both consumer and customer

promotions, with a strong focus on the foodservice channel.

Our product range continues to evolve to meet emerging consumer trends, the most recent example being the Australian retail launch of a family of free range further processed products. In New Zealand, our Waitoa Free Range brand has continued to expand, with innovative new products introduced to the market including a Chipotle and Maple Butterfly Bird.

Moving forward we are well positioned to benefit from consumer trends through our high animal welfare and sustainability standards and value-enhanced, partially cooked and fully cooked production capabilities.

OPERATIONAL HIGHLIGHTS

INVESTING FOR GROWTH

Ingham's has continued to invest in the capacity, efficiency, capability and sustainability of our network during FY2018.

In South Australia, the expansion of our breeder network is now complete. Construction of a new feedmill in Murray Bridge is proceeding on schedule with commercial production expected to commence in 1H FY2019. We are also investing in our New Zealand network with a greenfield breeder farm under construction in the Waikato.

In Western Australia we are expanding our operations to meet demand for locally grown produce. As part of the expansion Ingham's will build a new state-of-the-art feedmill and hatchery outside of Perth. This will require relocating from Ingham's existing facilities at Wanneroo. As part of this process, Ingham's completed a sale and leaseback transaction in FY2018.

Consistent with our strategy of feed self-sufficiency, we acquired an existing feed mill in Wacol (Queensland) during 2H FY2018.

This will supply our Queensland and northern New South Wales operations and reduce reliance on third party supply.

A key to growing our business is moving our Victorian operations onto a more sustainable footing to ensure they are competitive with production in other states and provide a foundation for future growth. An important part of this includes securing contracts with broiler growers who operate efficient, well maintained farms in long term locations, who can continue to support our Somerville Primary Processing Plant, now and into the future. A number of Ingham's contracted growers will be constructing large-scale greenfield broiler farms to secure supply for the future.

We have continued to invest in our capability, including automation initiatives across our primary and further processing and farming facilities, upgrades to our IT infrastructure and continued investment in enhancing skills and capability across the business.

NEW FEEDMILL, MURRAY BRIDGE, SA

OPERATIONAL HIGHLIGHTS

IMPLEMENTING PROJECT ACCELERATE

Project Accelerate is our transformation program designed to improve efficiencies in our operations including investment in automation.

Our automation investment to date has continued to deliver benefits in terms of improved yields, reduced unit costs and improved utilisation of assets. Further automation projects were completed across the business in FY2018, with a focus on primary and further processing. A number of automation initiatives are planned in Australia and New Zealand, in addition to ongoing plant 'debottlenecking' initiatives.

In June 2018, we announced a consolidation of our further processing network. As part of

the consolidation we will be investing in capacity and capability at three existing further processing plants in South Australia, Victoria and New South Wales. Once complete, volumes currently processed at the Queensland plant in Cleveland will be absorbed into the other plants, increasing the productivity of those sites and enhancing service for customers.

Good progress continues to be made on labour productivity improvements. We renegotiated our enterprise agreements associated with our major further processing plants and turkey operations, providing greater flexibility and enabling us to implement our labour optimisation initiatives at the sites.

PRIMARY PROCESSING, SOMERVILLE, VIC

BUSINESS SUSTAINABILITY

AT INGHAM'S, SUSTAINABILITY MEANS MORE THAN DOING GOOD FOR THE ENVIRONMENT. IT'S ABOUT DOING GOOD FOR OUR PEOPLE, OUR COMMUNITY, OUR ENVIRONMENT AND OUR BUSINESS SO WE CAN CONTINUE TO MEET OUR NEEDS TODAY WITHOUT AFFECTING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR NEEDS.

For over 30 years, we have embedded sustainability into our business and we have become recognised industry leaders in water stewardship, sustainable agriculture and sustainable food production.

Our sustainability decisions are evidence-based and scientific. We work closely with our sites, suppliers and customers to identify environmental and social risks. Together we investigate the options and test our assumptions through pilot projects. Measuring and evaluating these pilot projects enables us to use the learnings gained to make decisions to implement the most effective and impactful projects across the business.

We invest in research which underpins our ability to identify and develop innovative approaches that result

in more sustainable practices, across the key areas of quality and food safety, people safety, environmental sustainability and animal welfare standards. We collaborate with our community, customers, suppliers and industry to achieve our sustainability ambitions.

Our targets include certifying all our large water using sites against the Global Alliance for Water Stewardship Standard and contributing zero waste to landfill.

Our future is bright. We will continue to lead the industry, pushing the envelope and finding innovative solutions to today's sustainability challenges. Together, we will continue to do good for our environment, our community, our people and our business.










BUSINESS SUSTAINABILITY

APPROACH TO SUSTAINABILITY

Ingham's approach to sustainability management and reporting is based on extensive analysis of what the Global Reporting Initiative (GRI) refers to as materiality, involving assessment of the organisation's economic, social and environmental impacts in light of the

potential to influence key stakeholder decisions. Out of more than 70 topic areas identified by the GRI a total of 20 were found to be material to the business and highly relevant to stakeholders. This set was grouped into seven themes, as summarised below.

Long-term customer relationships

SUSTAINABILITY THEMES	SHORT LISTED TOPICS
 1. Economic performance	Financial and economic performance.
 2. Climate change adaptation and resilience	Water stress; sustainable agriculture; energy supply/cost; climate change (carbon emissions and risk due to extreme weather events).
 3. Environmental performance	Energy and water use; effluent and waste generation; emissions.
 4. Labour practices and decent work	Occupational H&S; training and education; diversity and equal opportunity; gender equal remuneration; employment; labour/management relations.
 5. Consumer impact	Consumer health and safety; affordable food.
 6. Animal welfare	Animal welfare.
 7. Ethical sourcing and sustainable procurement	Procurement/Sourcing practices; supplier assessment for labour practices; child labour; forced labour.

BUSINESS SUSTAINABILITY



CLIMATE CHANGE ADAPTATION & RESILIENCE

Our focus on climate change involves on-going efforts to minimise carbon emissions, as well as identifying and assessing climate risks and adopting measures to help us adapt quickly and cost effectively to the challenges of a changing climate.

Carbon footprint

Building on work already undertaken to understand and reduce our carbon emissions, this year we adopted the approach advocated by the UN Global Compact to calculate science based, industry-appropriate levels of carbon emissions as a basis for setting targets for further reductions. Taking this approach helps ensure that Ingham's operation can be objectively assessed in relation to world's best practices in terms of fossil fuel use and methane mitigation.

Sustainable Agriculture

One way Ingham's remains abreast with the latest thinking and developments in this area is through our membership of the Australian Sustainable Agriculture Initiative. This collaboration of the full agricultural supply chain gives us access to the latest research and helps identify solutions to shared challenges.



ENVIRONMENTAL COMPLIANCE & PERFORMANCE

As a world class food company Ingham's is proud of our long history of leadership in environmental performance that looks well beyond compliance. Where required, all Ingham's sites are covered by an environmental protection licence or resource consent and complete annual statements of compliance. In Australia we report our energy consumption and greenhouse gas emissions in line with the Greenhouse and Energy Reporting Act 1997.

Water Stewardship

Ingham's was a founding member and principal supporter of Water Stewardship Australia, which played a key role in

establishing the global Alliance for Water Stewardship (AWS). AWS now operates a worldwide system to define and certify water management practices that deliver sustainable water balance (quantity), good water quality, healthy water-related sites of high importance (wetlands, ecosystems and cultural sites) and good water governance.



Having achieved the world's first AWS Gold level certification at our Somerville plant in 2015, we have now also achieved AWS certification for our Te Aroha plant, which is the first ever in New Zealand. Ingham's is now one of only two organisations with multiple AWS certifications, sharing this distinction with the global food giant Nestlé. We used the stringent AWS standards as the framework to engage and work with the wider community to look after the local water catchment area. Commenting on the success of this community engagement, Managing Director of Ingham's New Zealand Adrian Revell said:



"For the past 10 years, we have implemented best practice management of our water life cycle which includes our impact on the local catchment area and how our wastewater is treated. We are very proud to have achieved this recognition from AWS and thank our local community for engaging with us and for the constructive feedback they have provided us along our journey."

Michael Spencer, Chair of the global Alliance for Water Stewardship, congratulated Ingham's on achieving AWS Water Stewardship for the second major production centre in its Australian and New Zealand business:

BUSINESS SUSTAINABILITY

"Ingham's has been a pioneer in its work on water stewardship and deserves recognition for the leadership it has shown. We hope Ingham's leadership will encourage others to take up good water stewardship and collaborate to address water challenges facing New Zealand, Australia and the broader Asia Pacific region."

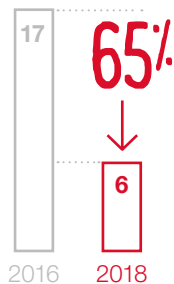


LABOUR PRACTICES & SAFETY

More than 9 out of 10 Ingham's workers are employed directly and all of our wage and contract employees are covered by enterprise or individual employment agreements, individual contracts or an award. Contractors' compliance to legislated employment practices are regularly audited and assessed.

To strive for Zero Harm and send employees home safely at the end of each work day our pro-active Safety for Life Program operates a comprehensive Work Health and Safety Management System. Through a continuing focus on our Golden Safety Rules and relentless drive to promote a positive safety culture this year we achieved a 24% reduction in our Lost Time Injury Frequency rate, down from 7 to 6. This represents a 65% decline over the past two years.

Lost time injury frequency rate (LTIFR)



CONSUMER IMPACT

Quality in all we do defines Ingham's core value and approach to ensuring that we deliver quality products to consumers. To ensure that the highest standards of quality are maintained across all parts of the value chain, Quality Managers are appointed for each site, for our processing and further processing divisions and for our New Zealand operations. Our fully integrated Quality Management System incorporates all aspects of Good Manufacturing Practices, while our Paddock-to-Plate Pathogen Control Programs participates in the Global Food Safety Initiative to control or eliminate food borne pathogens.



ANIMAL WELFARE

Ingham's internal Animal Welfare Council oversees the welfare of all our animals across our network. All of Ingham's Australian meat chickens are barn-raised, cage free, without the use of hormones, on farms accredited by the Royal Society for Prevention of Cruelty to Animals (RSPCA) against the Approved Farming Scheme standards. Our free-range farms are accredited to the higher standards of the Free Range Egg and Poultry Australia by the Free Range Accreditation Board, while those in New Zealand are accredited by the Society for the Prevention of Cruelty to Animals.



Each bird is fed with nutritious feed formulations that meet the dietary requirements specific to their type and age. Poultry veterinarians supervise the health of our animals, using antibiotics only ever to treat diseases following internationally established judicious use principles that fully comply with the Australian Chicken Meat Federations' Antibiotic Use Policy. Antibiotics defined by the World Health Organisation as critically important are never used.



ETHICAL SOURCING & SUSTAINABLE PROCUREMENT

This year our management plans for each procurement category have fully integrated sustainability principles and criteria. Work continues on the implementation of a long-term program to assess ethical sourcing risks related to quality, sustainability, financial, operational and commercial considerations across a broad range of procurement categories.

BOARD OF DIRECTORS



Peter Bush (a)

Chairman

Peter had a long and successful career in fast-moving consumer goods (FMCG), holding senior roles with SC Johnson, Reckitt & Coleman, Ampol/Caltex and Arnott's and was CEO of AGB McNair and Schwarzkopf. He then ran his own strategic consultancy business for six years with clients including Qantas, Telstra, George Patterson Bates, John Singleton Advertising and McDonald's Australia. In 2003 he became the CEO of McDonald's Australia. Peter is Chairman of Mantra Group Holdings Limited (since 2014) and Chairman of Southern Cross Media Group Limited (since 2015). He was previously Chairman of Pacific Brands Limited, Nine Entertainment Co and NEC Holdings Pty Limited and a director of Insurance Australia Group Limited.

Ricky Lau (b)

Non-Executive Director

Ricky is a Partner of TPG based in Hong Kong. Since joining TPG in 1998, Ricky has played a key role in TPG's investments in China and has served or serves on the Board of Directors of Shenzhen Development Bank, China Grand Automotive Services Co. Ltd., Daphne International and Phoenix Satellite Television. Prior to joining TPG, he was responsible for the corporate and project finance division of Hopewell Holdings, a regional infrastructure project developer. Ricky received an Executive Master of Business Administration from Kellogg-HKUST and an undergraduate degree from the University of British Columbia. Ricky is also a CFA charter holder.

Jackie McArthur (c)

Non-Executive Director

Jackie has more than 20 years' experience in supply chain and logistics roles globally. Jackie was most recently the Managing Director ANZ for the Martin-Brower Company, a global logistics solutions provider for quick service restaurants. Prior to that Jackie was the McDonalds Vice President Supply Chain for Asia, Pacific, Middle East and Africa having also had roles in McDonalds Australia as Senior Vice President Chief Restaurant Support Officer and Vice President Supply Chain Director. Jackie is also a non-executive director of Blackmores.

Mick McMahon (d)

Chief Executive Officer

Mick joined Ingham's in January 2015 as Executive Chairman and was subsequently appointed CEO in February 2016. Mick has more than 30 years' operational management experience. He is the former Managing Director, CEO and a board member of Skilled Group. He served as COO at Coles Supermarkets Australia from 2007 to 2009 and Managing Director of Coles Express from 2005 to 2009. Prior to Coles, he spent 19 years with Royal Dutch Shell both in Australia and overseas. Mick is also Chairman of Red Rock Leisure, a private Australian tourism and entertainment venue operator.

Helen Nash (e)

Non-Executive Director

Helen has more than 20 years' brand and marketing experience including a number of senior executive roles with McDonald's Australia and a variety of marketing and FMCG roles in Australia and internationally with IPC Media Ltd and Procter & Gamble. Helen is also a non-executive director of Blackmores Limited, Southern Cross Media Limited and Metcash Limited and a former non-executive director of Pacific Brands Limited.

Linda Bardo Nicholls, AO (f)

Non-Executive Director

Linda has more than 30 years' experience as a senior executive and director in banking, insurance and funds management in Australia, New Zealand and the United States. She is Chairman of Japara Healthcare and Chairman of Melbourne Health. Linda is also a director of Fairfax Media and Medibank Private, and is a Member of the Museums Board of Victoria. Linda was previously Chairman of Healthscope, Chairman of Australia Post, Chairman of Keolis Downer (trading as Yarra Trams) and a Director of Pacific Brands, Sigma Pharmaceuticals, St George Bank and the Olivia Newton John Cancer Research Institute.

Joel Thickins (g)

Non-Executive Director

Joel is TPG Capital's Head of Australia and New Zealand and is a Partner of the firm. Prior to TPG Joel served as a Director at CHAMP Private Equity. He has served as a Director of Accolade Wines and Blue Star Group and was Chairman of Gerard Lighting. Prior to joining CHAMP Joel worked as a Vice President at Dyno Nobel Limited and held strategic and operational positions with Boral Limited in the United States.

SENIOR MANAGEMENT



Ingham's has a proven and highly experienced senior management team with extensive domestic and international experience

KEY MANAGEMENT PERSONNEL

Mick McMahon (a)

Chief Executive Officer

Resigned 24 August 2018.

Mick joined Ingham's in January 2015 as Executive Chairman and was subsequently appointed CEO in February 2016. Mick has more than 30 years' operational management experience. He is the former Managing Director, CEO and a board member of Skilled Group. He served as COO at Coles Supermarkets Australia from 2007 to 2009 and Managing Director of Coles Express from 2005 to 2009. Prior to Coles, he spent 19 years with Royal Dutch Shell both in Australia and overseas. Mick is also Chairman of Red Rock Leisure, a private Australian tourism and entertainment venue operator.

Quinton Hildebrand (b)

Acting Chief Executive Officer

Quinton joined Ingham's in November 2015 as Operations Excellence Director and was appointed Chief Commercial Officer in March 2017. Quinton brings 23 years' commercial experience in grower relations, manufacturing operations, commodity trading and marketing from South Africa, Europe and Australia. Prior to joining Ingham's Quinton was CEO of Mackay Sugar. Quinton was appointed Acting Chief Executive Officer on 25 August 2018.

Ian Brannan (c)

Chief Financial Officer

Ian joined Ingham's in May 2015 as Chief Financial Officer. Ian has 25 years' senior management experience in public and private companies in Australia, the US and the UK. He has held senior financial roles with Sara Lee Bakery, Arnott's Biscuits and Campbell Soup and most recently was CFO for GWA Group Limited and prior to that Carter Holt Harvey Building Supplies Group. Ian also serves as secretary and director on a number of Ingham's companies, holds a MBA from Warwick Business School and is an Associate of the Chartered Institute of Management Accountants (ACMA).

Janelle Cashin (d)

Chief Operating Officer

Janelle joined Ingham's in 2004 following its acquisition of Chickadee Foods and joined the executive leadership team in 2008. Janelle was appointed Chief Operating Officer in March 2017 and is responsible for Ingham's Australian operations, spanning farming, primary and further processing and supply chain. Janelle has previously been responsible for Ingham's supply chain and further processing operations.

Jonathan Gray (e)

Sales and Marketing

Jonathan joined Ingham's in 2008 as Retail Sales Manager for Ingham's Enterprises NZ before moving into the National Sales Manager position in 2010. In October 2015, he was promoted to executive leader of the Sales division based in Sydney and in February 2016 also took over the Marketing division. Jonathan has extensive experience in retail sales in the UK, NZ and Australia and has held senior positions with Countdown Supermarkets and Marks and Spencer.

Adrian Revell (f)

New Zealand

Adrian joined Ingham's in 2002. Since June 2011, he has been executive leader of the New Zealand operations, bringing 19 years' experience including engineering and plant management expertise. Adrian is current Chairman of the New Zealand Poultry Industry Association.

OTHER SENIOR MANAGEMENT

Andrew Leighton (g)

Strategy & Business Development

Andrew joined Ingham's in July 2018 from Norske Skog Australasia where he served as Regional President. During this period Andrew also served as Vice Chairman of the Australian Forest Products Association (AFPA) and a member of the Federal Government's Forest Industry Advisory Council (FIAC). Prior to his role as Regional President, Andrew held senior roles in sales, marketing, logistics and business development with Norske Skog in Australia and Canada. Andrew also has extensive experience in FMCG sales and brand management with HJ Heinz and Nestle.

Omega Abaldonado (h)

People and Performance

Omega joined Ingham's in March 2016 as Group Remuneration Manager and was appointed General Manager People & Performance in June 2017. Omega brings more than 15 years' experience in human resources and learning and development with companies in the IT and telecommunications industry including Unisys and Telstra. Her responsibilities include remuneration, diversity and inclusion, talent management and performance management across Ingham's Australia and New Zealand network.

Julia Seddon (i)

Corporate Affairs

Julia joined Ingham's in 2000 and assumed her current role in March 2017. Julia is responsible for Ingham's investor relations, corporate communications, public affairs, business sustainability and the environment. Prior to this appointment, Julia was Head of Business Sustainability at Ingham's leading its sustainability agenda and managing the company's environmental systems, water stewardship and business risk programs.

Ingham's operates a wider Executive Committee (Excom) which also includes:

Graeme Dillon (*Executive GM, Commercial & Trading*) – 35 years' experience with Ingham's, responsible for Ingham's Feed & Ingredients business operations.

Alan Parnham (*Director of Farming*) – Joined Ingham's in 2017 with extensive international poultry industry experience, most recently in the UK.

Katherine Balding (*Director Technical Services*) – 25 years' experience with Ingham's in a range of technical roles, most recently with responsibility for the critical area of Nutrition.

Les Hadley (*Head of Planning*) – 35 years' experience with Ingham's, responsible for integrated national planning and optimisation.

David Matthews (*General Counsel*) – 30 years' experience as a lawyer with large, listed global companies.

We retain the services of **Philip Wilkinson OBE** who provides a wealth of international and poultry industry experience to the team.

DIRECTORS' REPORT

For the year ended 30 June 2018

This audited general purpose financial report for the year ended 30 June 2018 covers the consolidated entity comprising Inghams Group Limited (the Company) (ACN 162 709 506) and its controlled entities ('The Group', 'Ingham's', 'Ingham's Group'). The Group's functional and presentation currency is Australian dollars (\$), rounded to the nearest hundred thousand.

DIRECTORS

The following persons were Directors of Inghams Group Limited during the year and until the date of this report:

Director	Date of appointment	Date of resignation
Peter Bush	7 October 2016	
Ricky Lau	29 October 2013	
Jackie McArthur	18 September 2017	
Mick McMahon	6 March 2015	
Helen Nash	16 May 2017	
Linda Bardo Nicholls, AO	7 October 2016	
Joel Thickins	18 September 2017	
Simon Harle	7 October 2016	18 September 2017

PRESENT DIRECTOR PROFILES OF THE COMPANY

The profiles of the Board of Directors are include on page 16.

DIRECTORS' MEETINGS

The number of meetings of Directors (including meetings of Board Committees) held during the year and the number of meetings attended by each Director, during their time in office, were as follows:

	Directors' meetings held	Directors' meetings attended	Audit & risk committee meetings held	Audit & risk committee meetings attended	People & remuneration committee meetings held	People & remuneration committee meetings attended	Nomination committee meetings held	Nomination committee meetings attended
Peter Bush	7 (c)	6	2	2	3	3	1 (c)	1
Ricky Lau	7	7	–	–	–	–	–	–
Jackie McArthur*	6	6	–	–	–	–	–	–
Mick McMahon	7	7	–	–	–	–	–	–
Helen Nash	7	6	–	–	3 (c)	3	1	1
Linda Bardo Nicholls, AO	7	7	2 (c)	2	3	3	1	1
Joel Thickins*	6	6	1	1	–	–	–	–
Simon Harle**	1	1	1	1	1	1	–	–

Notes

(c) Designates the chairman of the committee

* Appointed 18 September 2017

** Resigned 18 September 2017

COMPANY SECRETARIES

Ian Brannan, ACMA, MBA.

Ian joined Ingham's in May 2015 as Chief Financial Officer. Ian has 25 years' senior management experience in public and private companies in Australia, the US and the UK. He has held senior finance roles with Sara Lee Bakery, Arnott's Biscuits, Campbell Soup and Carter Holt Harvey Building Supplies Group and most recently was CFO for GWA Group Limited. Ian serves as secretary and director on a number of Ingham's companies, holds a MBA from Warwick Business School and is an Associate of the Chartered Institute of Management Accountants (ACMA).

David Matthews, B Econ, LL.B.

David has 30 years' experience as a lawyer with international law firms in Australia and the UK and with large, listed global companies. Prior to joining Ingham's he was General Counsel and Company Secretary of Fonterra Co-operative Group, Telcom New Zealand's Australian operations, and Arnott's Biscuits/Campbell Soup in the Asia Pacific Region. He has a Bachelor of Economics (BEC) and Bachelor of Laws (LL.B) from the University of Sydney and is a member of the Law Society of NSW and the Australian Institute of Company Directors.

CORPORATE STRUCTURE

Ingham's is a company limited by shares that is incorporated and domiciled in Australia. Details of all companies in the Group are outlined in Note 22 to the Financial Statements.

PRINCIPAL ACTIVITIES

The principal activities of the Group during the year consisted of the production and sale of chicken and turkey products across its vertically integrated primary, free range, value enhanced, further processed and ingredient categories. Additionally stockfeed is produced primarily for internal use but also for the poultry, pig, dairy and equine industries.

DIVIDENDS

An interim dividend of 9.5 cents per share totalling \$36.1 million was paid on 12 April 2018 (2017: \$9.9 million).

Subsequent to the year end, a dividend of 11.6 cents per share has been declared totalling \$44.1 million to be paid on 4 October 2018. The financial effect of this dividend has not been brought to account in these consolidated financial statements and will be recognised in the subsequent financial report.

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

There has been no significant changes in the state of affairs of the Group.

SIGNIFICANT EVENTS AFTER THE BALANCE DATE

Subsequent to the year end a dividend of 11.6 cents per share has been declared totalling \$44.1 million to be paid on 4 October 2018. The financial effect of this dividend has not been brought to account in these consolidated financial statements and will be recognised in the subsequent financial report.

Subsequent to the end of the financial year, the Group entered into an agreement to sell its Mitavite (Horse feed business) for \$59.5 million. The transaction is subject to normal conditions precedent, and is expected to complete in 1H FY19.

Other than the matters discussed above, there has not been any matter or circumstance that has arisen since the end of the reporting period that has significantly affected, or may significantly affect, the operations of the Group, the results of the operations or the state of affairs of the Group in future reporting periods.

ENVIRONMENTAL REGULATION

The Group is subject to particular and significant environmental regulations. All relevant authorities have been provided with regular updates, and to the best of the Directors' knowledge all activities have been undertaken in compliance with or in accordance with a process agreed with the relevant authority.

The Group takes its environmental obligations seriously and has had an environmental policy in place for more than 30 years. The policy provides the framework for a comprehensive management strategy that is integrated with overall business strategy and ensures individual sites are managed in a consistent way to a high standard. In the past decade, sustainability has become a focus for the organisation and is a key business objective, helping identify business improvements and further efficiencies. Ingham's is now recognised as a leader in sustainability and aims to lead the world in the continued adoption of advanced water treatment to reduce water use.

The policy contains a commitment to protecting the environment including:

- Development of an environmental management system integral to overall management;
- Prevention of pollution;
- Product stewardship;
- Water, energy and material conservation;
- Continuous environmental improvement; and
- Working towards sustainability internally and with the supply chain.

DIRECTORS' REPORT

For the year ended 30 June 2018

It includes requirements for each site to develop and implement a site specific environmental management plan with the following objectives:

- Compliance with applicable legal and other requirements met;
- Identification of environmental impacts of our activities, products and services;
- Procedures for managing activities with a potential to impact the environment;
- Continuous environmental improvement through setting and reviewing specific objectives and targets; and
- Clear responsibilities and accountability.

It also outlines the annual self-assessment and the periodic independent environmental review processes.

Each site has the required environmental protection licence or resource consent and completes an annual statement of compliance.

The Group is subject to the National Greenhouse and Energy Reporting Act 1997 and is required to report on the energy consumption and greenhouse gas emissions of its Australian operations.

DIRECTORS' INTERESTS

The relevant interest of each Director in the shares and rights over such instruments issued by the companies within the Group, as notified by the directors to the ASX in accordance with s250G(1) of the *Corporations Act 2001*, at the date of this report is as follows:

	Ordinary shares	Performance rights
Peter Bush	158,730	–
Jackie McArthur	15,000	–
Mick McMahon	3,360,532	898,060
Linda Bardo Nicholls, AO	26,096	–

SHARE OPTIONS

Select employees of the Group have been granted an interest-free loan to subscribe to shares of Inghams Group Limited. This loan is non-recourse other than to the shares held by that employee, and the proceeds of the loan must be used to buy shares. The arrangement has been accounted for as share options. These options entitle the holders to receive dividends on ordinary shares of the Company, and these dividends are required to be used to repay the loans attached. Shares under this scheme are held in trust for employees by a subsidiary, Ingham 2 Pty Limited. All options under this scheme have vested and were released from escrow following the release of the FY18 financial results.

Performance rights

The Inghams Group Limited Equity Incentive Plan, has been issued to key management personnel and select other employees of the Group. Under this Plan, performance rights have been issued to individuals. These rights have a 3 year term and vest subject to performance conditions assessed based on Earnings Per Share (EPS) and Total Shareholder Return (TSR), in addition to having continued employment conditions attached.

Share options/rights outstanding at the end of the year have the following expiry dates and exercise prices (where relevant):

Grant Date	Expiry Date	2018		2017	
		Exercise price	Number of options/rights	Exercise price	Number of options/rights
7 November 2017	30 June 2020	–	1,471,413	–	–
6 November 2016	7 November 2019	–	1,031,745	–	1,031,745
20 March 2015	19 March 2020	\$0.81	565,125	\$0.81	565,125
20 March 2015	19 March 2020	\$0.81	1,786,722	\$0.81	1,786,722
19 June 2015	18 June 2020	\$0.81	812,038	\$0.81	812,038
3 July 2015	2 July 2018	\$0.81	370,370	\$0.81	370,370
18 September 2015	17 September 2020	\$0.81	234,444	\$0.81	234,444
14 October 2015	13 October 2020	\$1.40	250,000	\$1.40	250,000
2 November 2015	1 November 2020	\$1.40	730,000	\$1.40	730,000
22 December 2015	21 December 2018	\$1.40	2,669,842	\$1.40	2,669,842
22 December 2015	21 December 2020	\$1.40	820,000	\$1.40	820,000
			10,741,699	9,270,286	

Included in the above were rights granted as remuneration to the following Directors and Officers of the company and the Group during the year:

Name of officer	Date granted	Number of rights
Mick McMahon	6 November 2017	421,870
Ian Brannan	6 November 2017	147,654
Janelle Cashin	6 November 2017	147,654
Quinton Hildebrand	6 November 2017	127,967
Jonathan Gray	6 November 2017	102,374
Adrian Revell	6 November 2017	93,121

No options were granted to the Directors or Officers of the company since the end of the financial year.

Shares issued as a result of the exercise of options

During the year no shares were issued as a result of the exercise of options.

DIRECTORS' REPORT

For the year ended 30 June 2018

INDEMNITIES AND INSURANCE OF OFFICERS AND AUDITORS

Indemnities

Ingham's constitution indemnifies each officer of Ingham's and its controlled entities against a liability incurred by that person as an officer unless that liability arises out of conduct involving a lack of good faith. The constitution also provides that Ingham's may make a payment to an officer or employee (by way of advance, loan or otherwise) for legal costs incurred by them in defending legal proceedings in their capacity as an officer or employee. Ingham's has entered into a Deed of Access, Indemnity and Insurance with each Director which applies during their term in office and after their resignation (except where a Director engages in conduct involving a lack of good faith). Ingham's constitution provides that it may indemnify its auditor against liability incurred in its capacity as the auditor of Ingham's and its controlled entities. Ingham's has not provided such an indemnity.

Indemnification and insurance of officers

During the reporting period and since the end of the reporting period, the consolidated entity has paid premiums in respect of a contract insuring directors and officers of the consolidated entity in relation to certain liabilities. The insurance policy prohibits disclosure of the nature of the liabilities insured and the premium paid.

LEAD AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration required under section 307C of the *Corporation Act 2001* is included on page 44.

NON-AUDIT SERVICES

The following non-audit services were provided by the entity's auditor, KPMG. The Directors are satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised. This assessment has been confirmed to the Board by the Audit & Risk Committee.

KPMG received or are due to receive the following amounts for the provision of non-audit services:

	\$000
Advisory and other services	30
Taxation services	34
	64

ROUNDING OF AMOUNTS

The amounts contained in this report and in the financial statements have been rounded to the nearest hundred thousand dollars unless otherwise indicated under the option available to the Group under *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191*.

OPERATING AND FINANCIAL REVIEW

Non-IFRS measures

Throughout this report, Ingham's has included certain non-IFRS financial information, including EBITDA, and pro forma equivalents of IFRS measures such as net profit after tax. Ingham's believes that these non-IFRS measures provide useful information to recipients for measuring the underlying operating performance of Ingham's.

EBITDA stands for Earnings Before Interest, Tax, Depreciation, and Amortisation. This is calculated throughout the Operating and Financial Review consistent with the segment note to the financial statements from page 58.

Pro forma results (52 weeks)

Pro forma results are provided for the financial year ended 1 July 2017 to allow shareholders to make a meaningful comparison with FY18 52 week period. A reconciliation is included on page 25.

Underlying results

Underlying results exclude Profit on Sale of Assets and Restructuring Costs have been included to allow shareholders to make a meaningful comparison of the Group's underlying performance against prior year.

Underlying results (52 weeks)**Table 1: Underlying results for FY18 compared to Pro forma underlying results for prior year**

Consolidated income statement	FY18 Underlying \$000	FY17* Pro forma Underlying \$000	Change \$000
Revenue	2,373,900	2,383,900	(10,000)
Cost of sales	(1,897,000)	(1,927,100)	30,100
Gross profit	476,900	456,800	20,100
Distribution expense	(145,200)	(141,600)	(3,600)
Sales, general and administration expense	(122,900)	(120,900)	(2,000)
Share of net profit of associate	100	700	(600)
EBITDA	208,900	195,000	13,900
Depreciation & amortisation	(45,400)	(41,600)	(3,800)
EBIT	163,500	153,400	10,100
Net interest expense	(15,200)	(16,300)	1,100
Net profit before tax	148,300	137,100	11,200
Income tax expense	(35,800)	(35,100)	(700)
NPAT	112,500	102,000	10,500

* FY17 numbers reflect pro forma underlying trading results for a meaningful comparison with FY18.

Underlying results and PY Underlying Pro forma

Chicken remains the competitive protein with continued growth in core poultry volumes across Australia and New Zealand, underpinned by strong growth in the Wholesale and Quick Service Restaurants (QSR) segments. Feed volumes however declined 10.7% in the period due to the cycling of a FY17 customer loss and the closure of Red Lea Chickens.

Project accelerate and other cost out efficiencies continue to improve yields, reduced units costs and utilisation of assets. The increase in distribution expenses were in line with the overall volume increase and SG&A increases were in line with expectations.

Depreciation has risen due to the multi-year capital investment program, though benefits are being realised through margin improvement.

DIRECTORS' REPORT

For the year ended 30 June 2018

Statutory results

Table 2: Statutory results for FY18 actual compared to FY17 Consolidated income statement

	Statutory FY18 (52 weeks)	Statutory FY17 (53 weeks)	
	Actual \$000	Actual \$000	Change \$000
Revenue	2,373,900	2,426,900	(53,000)
Cost of sales	(1,897,000)	(1,962,800)	65,800
Gross profit	476,900	464,100	12,800
Other income	19,400	10,400	9,000
Distribution expense	(145,200)	(144,500)	(700)
Sales, general and administration expense	(139,200)	(170,400)	31,200
Share of net profit of associate	100	700	(600)
EBITDA	212,000	160,300	51,700
Depreciation & amortisation	(45,400)	(42,400)	(3,000)
EBIT	166,600	117,900	48,700
Net interest expense	(15,200)	(40,700)	25,500
Net profit before tax	151,400	77,200	74,200
Income tax expense	(36,800)	(18,100)	(18,700)
Net profit after tax	114,600	59,100	55,500

Statutory results vs PY actual

Business drivers behind the year on year on performance have been described on page 23. 52 trading weeks in the FY18 results compared to 53 weeks in FY17.

Other income of \$19.4 million in FY18 includes profit on sale of Wanneroo and Leppington sites.

Table 3: Reconciliation of statutory EBITDA to underlying EBITDA

Consolidated EBITDA (\$m)	Note	FY18 Actual	FY17 Pro forma Actual
Statutory Revenue		2,373.9	2,426.9
Removal of 53rd week	1	–	(43.0)
Underlying revenue		2,373.9	2,383.9
Statutory EBITDA		212.0	160.3
Removal of 53rd week	1	–	(3.8)
Removal of transformation and relocation costs	2	–	6.1
Removal of advisory fees	3	–	1.2
Removal of IPO costs	4	–	28.0
Inclusion of listed company costs	5	–	(1.0)
Removal of legacy LTI scheme	6	–	4.2
Profit on sale of assets	9	(19.4)	–
Restructuring initiatives	10	16.3	–
Underlying EBITDA		208.9	195.0

Table 4: Reconciliation of underlying NPAT to statutory net profit after tax

Consolidated NPAT (\$m)	Note	FY18 Actual	FY17 Pro forma Actual
Statutory NPAT		114.6	59.1
Removal of 53rd week	1	–	(2.2)
Removal of transformation and relocation costs	2	–	4.3
Removal of advisory fees	3	–	0.8
Removal of IPO transaction costs	4	–	19.6
Inclusion of listed company costs	5	–	(0.8)
Removal of legacy LTI scheme	6	–	4.2
Removal of finance facility exit costs	7	–	12.5
Change in capital structure	8	–	4.5
Profit on sale of assets	9	(13.6)	–
Restructuring initiatives	10	11.5	–
Underlying NPAT		112.5	102.0

- (1) In FY17, due to the timing of the fiscal year end, the statutory period is a 53 week period. This adjustment removes the 53rd week of results in FY17.
- (2) Costs relate to the closure of the Cardiff, NSW primary processing facility, consultant costs incurred as part of the transformation program that commenced in FY15.
- (3) Relates to fees for services charged by TPG Entities in respect of the period prior to IPO which have not been incurred following IPO. This adjustment removes the fees attributable to the period prior to IPO.
- (4) Adjustment to remove the costs expensed in connection with the IPO.
- (5) Costs that would have been incurred as a listed public company had Ingham's been listed for the full financial year, with a part year adjustment in FY17 for costs not incurred prior to the IPO, as costs for the period following the IPO are included in the statutory & forecast results for FY17.
- (6) Removal of the share-based payments expense recognised in FY17 in relation to the legacy LTI scheme.
- (7) Removal of the write-off of capitalised establishment costs associated with the previous banking facilities and costs associated with breaking the swaps associated with the previous banking facilities.
- (8) Removal of the finance costs associated with the previous banking facilities and inclusion of the estimated finance costs that would have been incurred in each period, had the post-IPO capital structure been in place from the start of FY16.
- (9) Removal of profit on sale of Wanneroo and Leppington sites.
- (10) Removal of restructuring expenses for the Group.

Australia

Table 5: Selected statutory financial information for the Australia segment

Consolidated income statement	Actual FY18 \$000	Actual FY17 \$000	Change \$000
Revenue	2,003,900	2,058,400	(54,500)
EBITDA	175,200	163,100	12,100

Australian total poultry volumes up 1.6% driven by the QSR and Wholesale channels. The revenue decline in the period is attributed to the feed business which was cycling the loss of a customer from FY17 and the closure of Red Lea Chickens.

EBITDA growth continued in the year due to the realization of efficiency and automation initiatives and the pass through of price increases due to higher feed and utility costs.

DIRECTORS' REPORT

For the year ended 30 June 2018

New Zealand

Table 6: Selected statutory financial information for the New Zealand segment

Consolidated income statement	Actual FY18 \$000	Actual FY17 \$000	Change \$000
Revenue	370,000	368,500	1,500
EBITDA	36,800	36,700	100

New Zealand total poultry volumes up 4.5% driven by the QSR and Retail segments, however the full year trading performance reflects increased price competition due to over supply in the market. The growth in feed volume and revenue was attributable to the recovery of dairy feed volumes as dairy demand improves on the back of strengthening milk prices.

A continued focus on operational efficiencies and value enhanced products leveraging the strong free range Waitoa brand position.

The EBITDA margin declined marginally in the year due to challenging market conditions and an oversupply in the domestic market.

Table 7: Selected statutory consolidated statement of financial position for the year ended 30 June 2018

Selected consolidated statement of financial position	FY18 \$000	FY17 \$000	Change \$000
Current assets	754,600	698,300	56,300
Non-current assets	386,100	375,100	11,000
Total assets	1,140,700	1,073,400	67,300
Current liabilities	424,900	357,900	67,000
Non-current liabilities	454,800	499,000	(44,200)
Total liabilities	879,700	856,900	22,800
Net assets	261,000	216,500	44,500

Net assets

The Group has strengthened its balance sheet. Effective working capital management, along with asset sales have led to an improved working capital position, as reflected in the strong closing cash balance at 30 June 2018.

Non-current asset values have remained stable in the year as capital additions of \$60.5 million have been offset by transfers into assets held for sale, and depreciation charged in the year.

Table 8: Consolidated statutory net debt as at 30 June 2018

Net debt as at 30 June 2018	FY18 \$000	FY17 \$000
Bank loans	(420,000)	(450,000)
Capitalised loan establishment fees included in borrowings	900	1,400
Total borrowings	(419,100)	(448,600)
Less: Cash and cash equivalents	273,700	149,000
Net debt	(145,400)	(299,600)

Net debt

The improved cash position is a result of improved working capital management and has seen net debt fall by \$154.2 million to \$145.4 million. The Group's leverage ratio has fallen to 0.7 times.

OPERATING AND FINANCIAL REVIEW

Material business risks

Material business risks faced by the Group that may have a significant effect on the financial prospects of the Group include:

- **Import restrictions:** Changes to import quarantine conditions in Australia and/or New Zealand that would allow additional forms of poultry to be imported could result in changes to the poultry market that would adversely impact Ingham's financial performance.
- **Food safety and disease outbreak:** If products of the Group or a competitor became unsafe or were to be perceived as unsafe, reduced demand for Ingham's products or for poultry products as an industry could follow. Food safety costs can lead to significant costs being incurred for recalls or other operations to address such issues, in addition to compensation, penalties or liability claims which could be incurred. Outbreak of avian disease(s) occurring in Ingham's flock or in geographic areas in which Ingham's operates could lead to restriction on the use or transportation of affected poultry. Such disruption to supply, in addition to the other events identified here could have an adverse effect on Ingham's financial performance.
- **Supply chain disruption:** Failure of a parent stock supplier, poor animal husbandry practices, poor feed quality or outbreak of disease could all cause a significant reduction in the volume or quality of the Group parent stock, limiting the Group's ability to supply sufficient volumes of product. Disruption to the supply chain such as time critical delays, failure or dispute with key suppliers or other events of disruption could have a material adverse impact on the Group's financial performance.
- **Regulatory factors:** The Group requires a range of licences, permits and accreditations/certifications relating to food standards, animal welfare, workers compensation and the environment in order to continue operating successfully. Inability to secure or retain these regulatory approvals, or amendments or revoking of these approvals could have an adverse effect on the Group's financial performance. Ongoing compliance with laws and regulations in the countries in which the Group operates, and ability to comply with changes to these laws and regulations are material to the Group's business. Failure to do so would have a material adverse impact on the Group.
- **Transformation projects:** Project Accelerate involves material capital investment and is expected to deliver cost savings and efficiencies to the business in future periods. Delays in the project or cost overruns, in addition to realised results differing from estimates, may negatively impact the Group's financial performance compared to management's forecasts.
- **Material increase in input costs:** There have been recent actual and forecast increases in a number of input costs such as utilities and commodities, i.e grains and legumes. While the Group has a range of cost pass through arrangements in place with customers, especially in respect of feed prices, there may be instances where the Group is not able to pass through, or is delayed from passing through, increases in these costs to customers, resulting in the potential risk of margin erosion.

Strategy and future prospects

The Group's vision is to become a world-class food company by delivering high quality products and services to its customers at the lowest cost. This vision is supported by a clear strategy based around our key strategic pillars. These pillars and current actions are:

- **Quality in all that we do:** Remains the focus of our production processes, product development and customer interactions. The Group continues to look outside Australasia and leverage international best practice including recruitment of staff and executives.
- **High performance culture:** Investment commenced in FY17 and has continued in FY18 in enhancing skills and capability across the workforce.
- **Delivering for our customers:** Focussed on extending further supply contracts with key customers to ensure we deliver to customer expectations and can plan to do so accordingly over extended periods.
- **Improve returns and invest for future growth:** Property sales continued in FY18 and properties to be sold in FY19 will allow for the deployment of capital in pursuit of growth objectives. First phase automation projects optimised in Primary Processing plants producing yield improvements alongside progress on labour efficiencies and procurement. A strategic review of the stockfeed operation has also commenced and the business will continue to look to optimise the further processing network and pursue longer term export opportunities.
- **World class operations & build capability:** The new feed mill in South Australia is on track to open in Q1 FY19, along with the acquisition of the existing Wacol mill during FY18. Investment continues across the network to enhance skills and capability across the workforce. A preferred site is being reviewed for a greenfield New Zealand hatchery which will enhance the New Zealand operations.

DIRECTORS' REPORT

For the year ended 30 June 2018

LETTER FROM THE CHAIRMAN OF THE PEOPLE & REMUNERATION COMMITTEE

Dear Shareholder,

On behalf of the Board of Directors of Ingham's, I am pleased to present our Remuneration Report for 2018. This report provides a summary of Ingham's remuneration strategy, arrangements and outcomes for the CEO/MD, direct reports of the CEO/MD (Senior Executives) and Non-Executive Directors.

The Ingham's Board is committed to an executive remuneration framework that is focused on driving a high performing culture and linking executive pay to the achievement of strategic objectives and ultimately, to support sustainable growth in shareholder wealth.

Senior executive remuneration is set at levels that are competitive with comparable companies and roles to retain and reward executives for their contribution to Ingham's success and reflects each of their competencies and capabilities.

This year, management:

- Continued to deliver on the Group strategy to grow the business
- Continued to deliver Project Accelerate initiatives – particular focus on automation, procurement and labour efficiency
- Continued to deliver a capital investment program focused on capacity and efficiency – South Australian feedmill and New Zealand Breeder Farm on track
- Continued to invest in capability – spanning operations, distribution and sales and marketing
- Delivered responsible financial management resulting in strong net operating cash flows, investment grade metrics and return on shareholders' equity.

Key outcomes on FY18 remuneration

- (1) With the transition of becoming a publicly listed company, the Board reviewed and changed the remuneration principles to better align remuneration outcomes with shareholder interests. This is reflected in the Short Term Incentive (STI) for FY18 with the introduction of a gateway consisting of non-financial measures of safety, quality and reputation. The measures were selected to ensure executives uphold the ethical standards and expectations of the consumers and wider community;
- (2) As part of the Board review to align remuneration outcomes with shareholder interests, a deferral scheme for the CEO/MD's FY18 STI award was introduced. 50 per cent is paid as cash and the other 50 per cent is applied to purchase Inghams Group Limited shares and held in escrow for a period of three (3) years;
- (3) The final change to the STI for FY18 was the adjustment to KMP opportunity (with the exception of the CEO/MD). To strengthen the focus towards a performance-based structure, STI opportunity was adjusted to 50 per cent 'at target' and 75 per cent 'stretch'. The amendment places a greater portion on performance as more than 50 per cent of executive remuneration is now variable;
- (4) Non-Executive Director fees remain unchanged for FY18 however, the Board plans to conduct an external benchmarking review of the fees in FY19;
- (5) STI bonuses for KMP including the CEO/MD, were 'at target' due to 'at target' delivery of all relevant KPIs. Refer to page 37 for details of the STI bonuses; and
- (6) Senior Executives entered into a 3 year Long Term Incentive (LTI) scheme based upon Earnings Per Share (EPS) and Total Shareholder Return (TSR) targets. No awards in relation to this scheme have vested in the year. The details of this scheme are included from page 34.

Transition of CEO/MD

Mr. McMahon officially stepped down as CEO of Inghams Group Limited after the Company's annual results in August 2018. Mr. McMahon will remain as a Director of Inghams Group Limited.

Yours faithfully,



Helen Nash

Chairman, People and Remuneration Committee

REMUNERATION REPORT (AUDITED)

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- 3 Overview of executive remuneration
- 4 Overview of Non-Executive Director remuneration
- 5 Overview of company performance
- 6 Performance and executive remuneration outcomes in FY18
- 7 Statutory and share based reporting

1 Remuneration report overview

The information provided in the Remuneration Report has been audited as required by section 308 (3c) of the *Corporations Act 2001*.

This report covers the key management personnel (KMP) of Ingham's who are responsible for determining and executing the business strategy. This includes both the Executive KMP (the CEO, CFO and certain heads of business units who are part of the Executive Committee) as well as Non-Executive Directors.

KMP are those persons who, directly or indirectly, have authority and responsibility for planning, directing and controlling the major activities of Ingham's.

The table below outlines the Non-Executive Director and KMP of Ingham's and their movement during FY18:

Name	Position	Terms as NED
Non-Executive Directors		
Peter Bush	Non-Executive Chairman	Full financial year
Ricky Lau	Non-Executive Director	Full financial year
Jackie McArthur	Non-Executive Director	From 18 September 2017
Helen Nash	Non-Executive Director	Full financial year
Linda Bardo Nicholls, AO	Non-Executive Director	Full financial year
Joel Thickins	Non-Executive Director	From 18 September 2017
Simon Harle	Non-Executive Director	To 18 September 2017

Name	Position	Terms as KMP
Executive directors		
Mick McMahon	Chief Executive Officer	Full financial year
Senior executives		
Ian Brannan	Chief Financial Officer (CFO)	Full financial year
Janelle Cashin	Chief Operating Officer (COO)	Full financial year
Quinton Hildebrand	Chief Commercial Officer (CCO)	Full financial year
Jonathan Gray	Sales & Marketing Director	Full financial year
Adrian Revell	Managing Director – New Zealand	Full financial year

2 How remuneration is governed

A. Remuneration decision making

The Board, People and Remuneration Committee and management work together to apply our remuneration principles and ensure our strategy supports sustainable shareholder value. The composition of the People & Remuneration Committee is set out on page 18 of this Annual Report.

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

2 How remuneration is governed (continued)

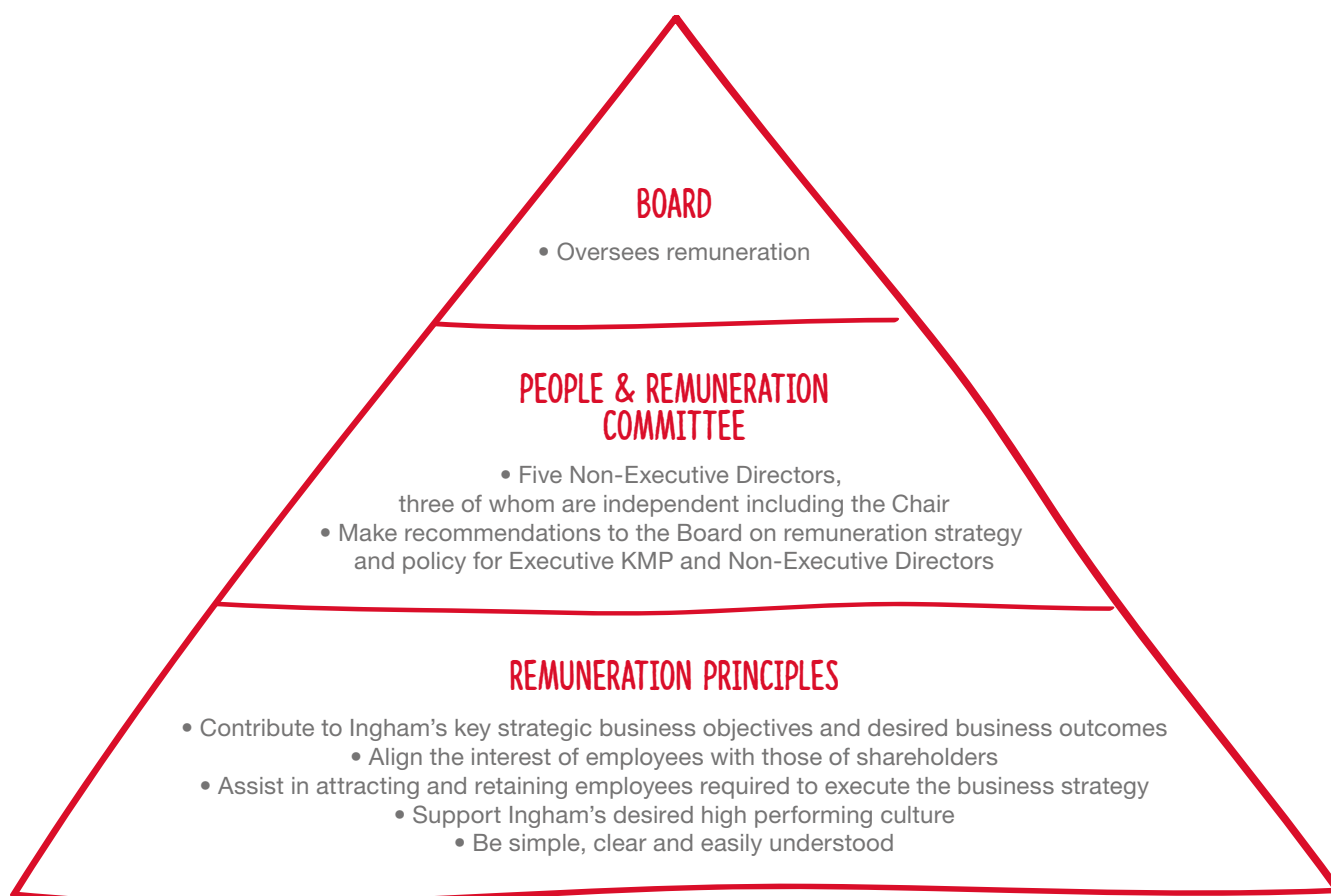
A. Remuneration decision making (continued)

Ingham's has several policies to support a strong governance framework. These policies include a Diversity Policy, Disclosure Policy and Securities Dealing Policy, and they have been implemented to promote responsible management and conduct. Further information is available at: <http://investors.ingham.com.au>

The Committee's Charter allows the Committee access to specialist external advice about remuneration structure and levels, which it intends to utilise periodically in support of its remuneration decision making process.

No consultants were engaged in the year to provide recommendations in respect of KMP remuneration.

We are confident that the provisions enable appropriate Board discretion to ensure we only reward where is appropriate to do so. The following diagram represents Ingham's remuneration decision making framework:



3 Overview of Executive remuneration

A. How we determine Executive remuneration policies and structures

The remuneration framework is designed to attract, motivate and retain high performing executives, reward the achievement of strategic objectives and link pay to shareholders' interests. The key principles supporting Ingham's remuneration framework are:

Principle	Objective	Application
Competitive Remuneration	Reward Executives competitively for their contributions to Ingham's success	<ul style="list-style-type: none"> Total remuneration is based on the Executive's capabilities and experience Remuneration is benchmarked against an appropriate comparator group of companies within the S&P/ASX 200 index excluding financial, mining and real estate sectors The Board approves recommendations on total remuneration package
Performance Driven	Executives are rewarded for achieving business outcomes that support sustainable growth in shareholder wealth	<ul style="list-style-type: none"> Variable rewards are intended to provide a robust link between remuneration outcomes and key drivers of long-term shareholder value Variable rewards are designed to motivate strong performance against short-term and long-term performance measures

B. Our Executive remuneration policies and structures

Ingham's Executive KMP remuneration consists of fixed remuneration, short-term incentives and long-term incentives in the form of performance rights (Rights).

Ingham's Executive KMP remuneration includes both fixed and variable components. Variable rewards consist of short and long term incentives that are based on Group performance outcomes.

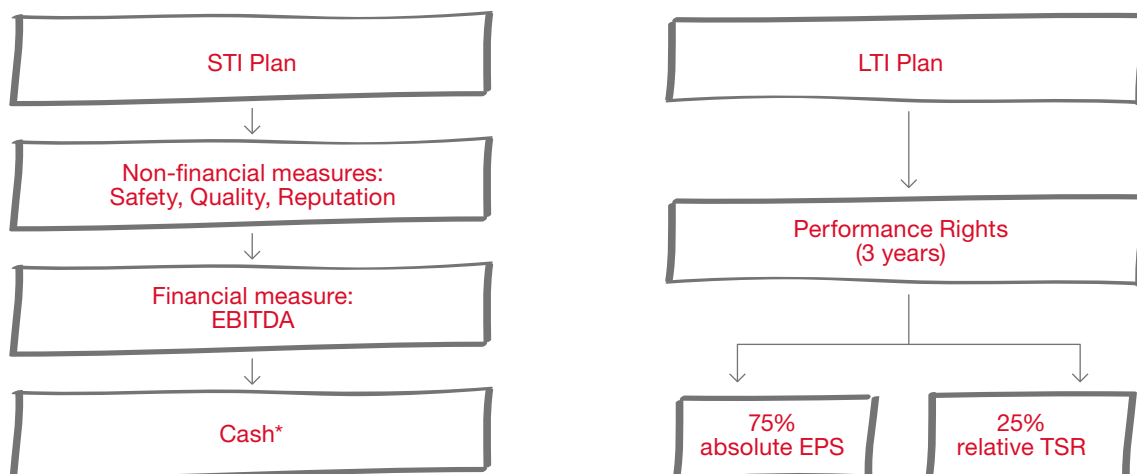
Non-Executive Directors do not have a variable performance related component to their remuneration, hence none of their remuneration is at risk.

The graphs below set out the remuneration mix for the CEO and other Executive KMP at Ingham's in FY18, illustrating the fixed and variable proportions of remuneration at target and maximum levels:

FIXED REMUNERATION



VARIABLE REMUNERATION



* with the exception of CEO/MD STI award: 50% is paid as cash and the other 50% is applied to purchase Inghams Group Limited shares and held in escrow for a period of three (3) years.

DIRECTORS' REPORT

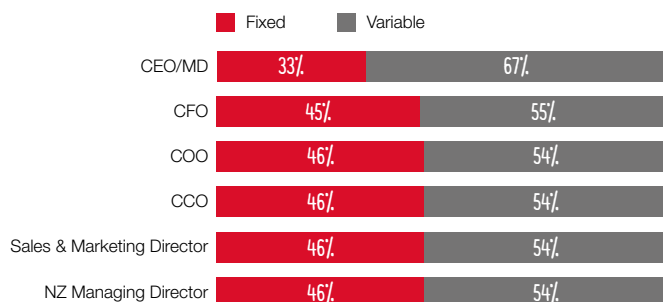
For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

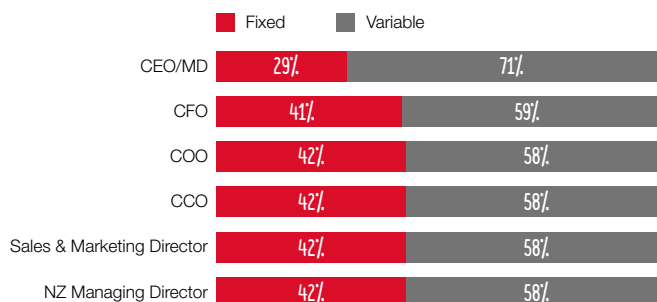
3 Overview of Executive remuneration (continued)

B. Our Executive remuneration policies and structures (continued)

ON TARGET REM MIX



REM MIX AT MAXIMUM REWARD



C. Elements of remuneration

Fixed remuneration

Fixed remuneration is comprised of base salary, salary sacrificed items and employer superannuation contributions, in line with statutory obligations.

Fixed remuneration is reviewed annually taking into consideration:

- Performance
- Organisational level
- Role and responsibilities
- Impact on the business
- Commercial outputs; and
- Market benchmarking

Short Term Incentive (STI) Plan

STI provides the Executive KMP and other senior members of the management team a cash incentive where specific outcomes have been achieved in the financial year. STI payments are calculated as a percentage of base salary or fixed remuneration as per contractual arrangements and conditional on achieving performance objectives against non-financial measures and the Group's performance target.

Ingham's organisational performance is measured by the Group's Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA). EBITDA has been assessed as the most suitable measure of financial performance for the STI due to its expected alignment to the generation of cash earnings for Ingham's and its shareholders.

The following table outlines the key features of the FY18 STI Plan, granted to the Executive KMP on 27 September 2017:

Term	Description
Objective	To reward participants for achieving strategic business objectives aligned to prospectus forecasts for FY18.
Participants	All Executives and selected senior management
Performance Period	Financial year ending 30 June 2018

REMUNERATION REPORT (AUDITED)

3 Overview of Executive remuneration (continued)

C. Elements of remuneration (continued)

Short Term Incentive (STI) Plan (continued)

Term	Description												
Opportunity	<table><tr><th>Executive KMP</th><th>On Target</th><th>Stretch</th></tr><tr><td>CEO ⁽¹⁾</td><td>100% of Fixed Remuneration</td><td>150% of Fixed Remuneration</td></tr><tr><td>CFO</td><td>50% of Fixed Remuneration</td><td>75% of Fixed Remuneration</td></tr><tr><td>COO, CCO, Sales & Marketing Director, Managing Director – NZ</td><td>50% of Base Salary</td><td>75% of Base Salary</td></tr></table>	Executive KMP	On Target	Stretch	CEO ⁽¹⁾	100% of Fixed Remuneration	150% of Fixed Remuneration	CFO	50% of Fixed Remuneration	75% of Fixed Remuneration	COO, CCO, Sales & Marketing Director, Managing Director – NZ	50% of Base Salary	75% of Base Salary
	Executive KMP	On Target	Stretch										
	CEO ⁽¹⁾	100% of Fixed Remuneration	150% of Fixed Remuneration										
	CFO	50% of Fixed Remuneration	75% of Fixed Remuneration										
	COO, CCO, Sales & Marketing Director, Managing Director – NZ	50% of Base Salary	75% of Base Salary										
(1) CEO's STI award: 50% is paid as cash and the other 50% is deferred and applied to purchase Inghams Group Limited shares and held in escrow for a period of three (3) years.													
Performance Measures	<p>The Board reviews the performance objectives against non-financial measures of safety, quality and reputation before approving the proportion and amount of the incentive that is determined by the Group's financial performance target: EBITDA.</p> <p>EBITDA performance is measured at three levels:</p> <table><tr><th></th><th>Full Year Target</th></tr><tr><td>Threshold</td><td>\$200.0 million</td></tr><tr><td>Target</td><td>\$211.0 million</td></tr><tr><td>Stretch</td><td>\$220.0 million</td></tr></table> <ul style="list-style-type: none">• A minimum (threshold) level of EBITDA performance is required for any STI payments to be made, and a straight-line method operates between threshold and target, and between target and stretch.• FY18 payments were determined on 52 week financial year EBITDA as assessed by the Board in its sole discretion.				Full Year Target	Threshold	\$200.0 million	Target	\$211.0 million	Stretch	\$220.0 million		
	Full Year Target												
Threshold	\$200.0 million												
Target	\$211.0 million												
Stretch	\$220.0 million												
Payment Method	Participants receive a cash payment following the end of the performance year. CEO/MD's STI: 50% is paid as cash and the other 50% is applied to purchase Ingham's shares and held in escrow for a period of three (3) years.												

Legacy Long Term Incentive (LTI) Plan (pre-IPO) and escrow arrangements

Legacy pre-IPO shares held by members of the management team were released from escrow at 4.30pm on 22 August 2018 (except for shares purchased by Mick McMahon and Ian Brannan using their IPO bonuses, which are escrowed until 7 November 2018).

2017 Financial Year

The FY17 LTI offer was made under the plan to the members of the Ingham's executive team. The offer commenced on 1 July 2016 and ends on 30 June 2019. 75% of the offer is subject to Ingham's EPS performance similar to the FY18 conditions described below and 25% are subject to a TSR performance condition. The offer is treated at the end of the performance period.

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

3 Overview of Executive remuneration (continued)

C. Elements of remuneration (continued)

Long Term Incentive (LTI) Plan for FY18

The table below outlines the key terms of the FY18 LTI Offer under the Plan:

Inghams Group Limited Equity Incentive Plan (LTI Offer)

Term	Description
Eligibility to participate in LTI Offer	<ul style="list-style-type: none"> Offers may be made at the Board's discretion to employees of the Ingham's Group or any other person that the Board determines to be eligible to receive a grant under the Plan The 2018 LTI Offer has been made to the following Ingham's KMP Executives: <ul style="list-style-type: none"> – Mick McMahon (CEO/MD) – Ian Brannan (CFO) – Janelle Cashin (COO) – Quinton Hildebrand (CCO) – Jonathan Gray (Sales & Marketing Director) – Adrian Revell (Managing Director – NZ)
Offers under the Plan	The LTI Offer is a grant of performance rights
Grant of Rights	A Right entitles the participant to acquire a Share for nil consideration at the end of the performance period, subject to meeting specific performance conditions. The Board retains the discretion to make a cash payment to participants on vesting of the Rights in lieu of an allocation of shares.
Quantum of Rights	<p>The face value of the LTI Offer is \$3.70 million.</p> <p>Mick McMahon was granted Rights with a face value of \$1.5 million. Other participating members of senior management were granted Rights with a cumulative face value of \$2.20 million.</p> <p>The final number of Rights awarded to each participant was calculated by dividing the face value of their LTI award by 3.56 being the volume weighted average price (VWAP) of Ingham's share traded on the ASX in the 10 days after 22 August 2017 (i.e the announcement of Ingham's FY17 annual results).</p>
Performance period	The performance period commenced on 2 July 2017 and ends on 30 June 2020.

REMUNERATION REPORT (AUDITED)

3 Overview of Executive remuneration (continued)

C. Elements of remuneration (continued)

Long Term Incentive (LTI) Plan for FY18 (continued)

Term	Description										
Performance conditions	<ul style="list-style-type: none"> Rights granted as part of the LTI Offer will vest at the end of the performance period, subject to meeting the performance conditions. The performance conditions are: <ul style="list-style-type: none"> 75% of the Rights are subject to a performance condition based on Ingham's absolute EPS over the performance period (EPS Component); and The remaining 25% of the Rights are subject to a relative total shareholder return (TSR) performance condition, measured over the performance period (TSR Component). Ingham's relative TSR will be compared to a comparator of companies within S&P/ASX200 index excluding financing, mining and real estate sectors. 										
	EPS Component <ul style="list-style-type: none"> For any Rights in the EPS Component to vest, a threshold target must be achieved (as set out below). The percentage of Rights comprising the EPS Component that vest, if any, will be determined over the performance period by reference to the following vesting schedule: <table> <tr> <th>Ingham's EPS over the performance period</th><th>% of Rights that vest</th></tr> <tr> <td>Less than threshold</td><td>Nil</td></tr> <tr> <td>Equal to threshold</td><td>50%</td></tr> <tr> <td>Greater than threshold up to maximum target</td><td>Straight line pro rata vesting between 50% and 100%</td></tr> <tr> <td>At or above maximum target</td><td>100%</td></tr> </table> <ul style="list-style-type: none"> Threshold and maximum targets will be set annually by the Board at the start of each financial year, with vesting of the EPS Component based on achievement against these targets over the 3 year performance period. 	Ingham's EPS over the performance period	% of Rights that vest	Less than threshold	Nil	Equal to threshold	50%	Greater than threshold up to maximum target	Straight line pro rata vesting between 50% and 100%	At or above maximum target	100%
Ingham's EPS over the performance period	% of Rights that vest										
Less than threshold	Nil										
Equal to threshold	50%										
Greater than threshold up to maximum target	Straight line pro rata vesting between 50% and 100%										
At or above maximum target	100%										
	TSR Component <ul style="list-style-type: none"> The percentage of Rights comprising the TSR Component that vest, if any, will be based on Ingham's TSR ranking over the performance period, as set out in the following vesting schedule: <table> <tr> <th>Ingham's TSR rank in the Relevant Comparator Group</th><th>% of Rights that vest</th></tr> <tr> <td>Less than 50th percentile</td><td>Nil</td></tr> <tr> <td>At 50th percentile (threshold performance)</td><td>50%</td></tr> <tr> <td>Between 50th and 75th percentile</td><td>Straight line pro rata vesting between 50% and 100%</td></tr> <tr> <td>At 75th percentile or above</td><td>100%</td></tr> </table> <ul style="list-style-type: none"> Performance will not be re-tested if the performance conditions are not satisfied at the end of the performance period. Any Rights that remain unvested at the end of the performance period will lapse immediately. 	Ingham's TSR rank in the Relevant Comparator Group	% of Rights that vest	Less than 50th percentile	Nil	At 50th percentile (threshold performance)	50%	Between 50th and 75th percentile	Straight line pro rata vesting between 50% and 100%	At 75th percentile or above	100%
Ingham's TSR rank in the Relevant Comparator Group	% of Rights that vest										
Less than 50th percentile	Nil										
At 50th percentile (threshold performance)	50%										
Between 50th and 75th percentile	Straight line pro rata vesting between 50% and 100%										
At 75th percentile or above	100%										
Voting and dividend entitlements	The Rights granted under the LTI Offer do not carry dividend or voting rights prior to vesting. Shares allocated upon vesting of Rights carry the same dividend and voting rights as other Shares.										

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

3 Overview of Executive remuneration (continued)

C. Elements of remuneration (continued)

Long Term Incentive (LTI) Plan for FY18 (continued)

Term	Description
Restrictions on dealing	<p>Participants must not sell, transfer, encumber, hedge or otherwise deal with the Rights comprising the LTI Offer unless the Board allows it or the dealing is required by law.</p> <p>Participants will be free to deal with the Shares allocated on vesting of the Rights comprising the LTI Offer, subject to the requirements of the Ingham's Securities Dealing Policy.</p>
Cessation of employment	<p>If the participant ceases employment for cause or due to their resignation, unless the Board determines otherwise, any unvested Rights will automatically lapse. The Board has the discretion to designate a "good leaver", whereby Rights will not automatically lapse. The Board has exercised discretion and Mr. McMahon has been designated as a good leaver, and his Rights did not automatically lapse. His FY18 Rights remain on foot and will vest over the original performance period.</p> <p>In all other circumstances, the Rights will be pro-rated (based on the proportion of the performance period that has elapsed) and remain on foot and subject to the original performance conditions, unless the Board exercises a discretion to treat them otherwise.</p>
Clawback and preventing inappropriate benefits	<p>Under the Plan rules and the terms of the LTI Offer, the Board has clawback powers which it may exercise, including among other things:</p> <ul style="list-style-type: none"> • The participant has acted fraudulently or dishonestly, has engaged in gross misconduct, brought Ingham's, the Ingham's Group or any Inghams' Group company into disrepute or breached their obligations to the Inghams' Group, or Ingham's is required by or entitled under law or Ingham's policy to reclaim remuneration from the participant; • There is a material misstatement or omission in the accounts of an Ingham's Group company; or • The participant's entitlements vest or may vest as a result of fraud, dishonesty or breach of obligations of any other person and the Board is of the opinion that the Rights would not have otherwise vested.

Executive employment agreements

Key terms of the Executive Service Agreements for the CEO/MD and other Executive KMP members are presented in the table below:

Executive KMP	Position	Contract duration	Notice Period	Termination payments applicable
Mick McMahon*	CEO/MD	Unlimited	12 months	12 months fully paid
Ian Brannan	CFO	Unlimited	12 months	12 months fully paid
Janelle Cashin	COO	Unlimited	12 months	12 months fully paid
Quinton Hildebrand*	CCO	Unlimited	6 months	6 months fully paid
Jonathan Gray	Sales & Marketing Director	Unlimited	6 months	6 months fully paid
Adrian Revell	Managing Director – NZ	Unlimited	6 months (individual's notice)/ 9 months (Ingham's notice)	Applicable notice period fully paid

* From August 2018 post full year FY18 results announcement, Mr. McMahon officially steps down as CEO of Inghams Group Limited. Mr. McMahon will remain as a Director of Inghams Group Limited. Mr. Hildebrand will be appointed interim CEO from August 2018.

REMUNERATION REPORT (AUDITED)

4 Overview of Non-Executive Director remuneration

The details of fees paid to Non-Executive Directors in FY18 are outlined in section 7 of this Remuneration Report. Non-Executive Directors' fees were fixed and they did not receive any performance based remuneration. Directors who resigned during the year were remunerated under a previous structure and their remuneration is detailed in the statutory remuneration tables in this Remuneration Report.

The table below outlines the fee structure for Non-Executive Directors in FY18 (inclusive of superannuation as applicable). The annual aggregate fee pool for Non-Executive Directors is capped at \$2.0 million. Board and committee fees inclusive of statutory superannuation contributions are included in this aggregate fee pool.

Board fees		\$
Chairman		350,000 (inclusive of committee fees)
Non-Executive Director		140,000

Committee fees		
Audit and Risk	Chair	20,000
People and Remuneration	Chair	20,000
Nomination	Chair	–

Non-Executive Directors do not receive additional fees for participation as committee members.

5 Overview of company performance

Since the Company was not a disclosing entity during or prior to the financial year ended 1 July 2017, the relationship between remuneration policy and Group performance is only assessed for the current financial year and the three years prior.

	FY18 Actual	FY 18 Underlying	FY17 Actual	FY17 Pro forma	FY16 Actual	FY16 Pro forma	FY15 Actual	FY15 Pro forma
Revenue (\$'m)	2,373.9	2,373.9	2,426.7	2,383.9	2,308.7	2,308.7	2,273.8	2,271.9
EBITDA (\$'m)	212.0	208.9	160.3	195.0	106.6	167.5	301.7	114.5
Profit after tax (\$'m)	114.6	112.5	59.1	102.0	25.2	83.1	146.9	51.7
Dividends per year (cents per share)	21.1	21.1	2.6	2.6	–	–	98.0	98.0
Dividends per year (cents per share)	21.1	21.1	2.6	2.6	–	–	98.0	98.0

6 Performance and Executive remuneration outcomes in FY18

A. Performance against STI measures

Performance against FY17 STI Plan

'At target' performance against EBITDA as identified under the STI Plan resulted in each Executive KMP earning an 'at target' incentive payment as follows:

Executive KMP	STI target – \$	STI target	Maximum STI	STI portion earned – \$	Forfeit against STI maximum	Forfeited %
Mick McMahon	1,500,000	100%	150%	1,500,000	750,000	50%
Ian Brannan	375,000	50%	75%	375,000	187,500	25%
Janelle Cashin	342,466	50%	75%	342,466	171,233	25%
Quinton Hildebrand	296,804	50%	75%	296,804	148,402	25%
Jonathan Gray	237,443	50%	75%	237,443	118,721	25%
Adrian Revell*	206,573	50%	75%	206,573	103,287	25%

All STI portions earned are to be paid shortly after the end of the reporting period.

* Mr. Revell's remuneration figures throughout this report will be shown as the Australian Dollar equivalent of his New Zealand remuneration.

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

6 Performance and Executive remuneration outcomes in FY18 (continued)

B. Performance against LTI measures

LTI vesting outcomes

Pre-IPO LTI schemes vested upon Ingham's IPO, completed on 7 November 2016. Under this, 10,819,656 options for Directors and Executive KMP vested as detailed in section 7(b) of this Remuneration Report.

C. Actual remuneration earned by key management personnel

The actual remuneration earned by KMP in FY17 and FY18 are set out below. This information is considered to be relevant as it provides shareholders with a view of the remuneration actually paid to executives for performance in FY18 and the value of LTIs that vested during the period, some of which remain under escrow post-IPO. This differs from the remuneration details prepared in accordance with statutory obligations and accounting standards from page 40 of this report, as those details include the values of performance rights that have been awarded, but which may or may not vest. No amounts were forfeited in the year as a result of failure to meet service and/or performance conditions.

		Fixed remuneration \$000	STI ⁽¹⁾ \$000	IPO Bonus ⁽²⁾ \$000	Total Cash \$000	Other short term benefits \$000	LTI vested ⁽³⁾ \$000	Long term benefits ⁽⁴⁾ \$000	Total actual remuneration earned \$000
Non-Executive Directors									
Peter Bush	2018	350	–	–	350	–	–	–	350
	2017	228	–	–	228	–	200	–	428
Simon Harle	2018	–	–	–	–	–	–	–	–
	2017	–	–	–	–	–	–	–	–
Ricky Lau	2018	–	–	–	–	–	–	–	–
	2017	–	–	–	–	–	–	–	–
Jackie McArthur	2018	110	–	–	110	–	–	–	110
	2017	–	–	–	–	–	–	–	–
Helen Nash	2018	160	–	–	–	–	–	–	–
	2017	21	–	–	21	–	–	–	21
Linda Bardo Nicholls, AO	2018	160	–	–	160	–	–	–	160
	2017	104	–	–	104	–	–	–	104
Joel Thickins	2018	–	–	–	–	–	–	–	–
	2017	–	–	–	–	–	–	–	–
Sub-total Non-Executive Directors' Actual Remuneration									
	2018	780	–	–	780	–	–	–	780
	2017	353	–	–	353	–	200	–	553
Executive Directors									
Mick McMahon	2018	1,500	1,500	–	3,000	–	–	23	3,023
	2017	1,403	1,250	6,000	8,653	–	2,960	28	11,641
Sub-total Directors' Actual Remuneration									
	2018	2,280	1,500	–	3,780	–	–	23	3,023
	2017	1,756	1,250	6,000	9,006	–	3,160	28	12,194

REMUNERATION REPORT (AUDITED)

6 Performance and Executive remuneration outcomes in FY18 (continued)

C. Actual remuneration earned by key management personnel (continued)

		Fixed remuneration \$000	STI ⁽¹⁾ \$000	IPO Bonus ⁽²⁾ \$000	Total Cash \$000	Other short term benefits \$000	LTI vested ⁽³⁾ \$000	Long term benefits ⁽⁴⁾ \$000	Total actual remuneration earned \$000
Senior Executives									
Ian Brannan	2018	771	375	–	1,146	–	–	11	1,157
	2017	764	375	2,000	3,139	–	1,493	11	4,643
Janelle Cashin	2018	705	240	–	945	–	–	11	956
	2017	654	161	–	815	8	94	87	1,004
Quinton Hildebrand	2018	717	208	–	925	–	–	10	935
	2017	618	127	–	745	–	221	10	976
Jonathan Gray	2018	526	166	–	692	–	–	8	700
	2017	505	144	–	649	–	125	9	783
Adrian Revell	2018	426	145	–	571	–	–	6	577
	2017	430	145	–	575	–	95	5	675
Sub-total									
Senior Executives' Actual Remuneration	2018	3,145	1,134	–	4,279	–	–	46	4,325
	2017	2,971	952	2,000	5,923	8	2,028	122	8,081
Total Actual Remuneration	2018	5,425	2,634	–	8,059	–	–	69	8,128
	2017	4,727	2,202	8,000	14,979	8	5,188	150	20,275

(1) STI paid during the financial year. The amount disclosed for FY18 reflects the STI paid in FY18 for FY17 performance.

(2) One-off bonuses granted upon successful completion of Ingham's IPO.

(3) At grant date fair value of LTI that vested during the financial year, inclusive of shares granted to Peter Bush for nil consideration upon acceptance of the position of Chairman.

(4) Value of changes to employee long term benefit balances in the year.

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

7 Statutory and share-based reporting

A. Director & Executive KMP remuneration for the year ended 30 June 2018

The following tables of Director & Executive KMP remuneration has been prepared in accordance with accounting standards and the *Corporations Act 2001* requirements, for the period from 2 July 2017 to 30 June 2018. Performance related remuneration is calculated as; FY18 STI bonus, IPO bonus and share options share based payment expense.

		Short-Term Benefits				Long Term/ Post-Employment Benefits		Termin- ation Benefits	Share-Based Payments \$		Total Remun- eration	Perform- ance Related
	Year	Salary and Fees \$000	STI Bonus \$000	Non- Monetary \$000	IPO Bonus \$000	Super- annuation \$000	Long Service Leave \$000	\$000	Share option (equity settled) \$000	Shares \$000	\$000	\$000
Non-Executive Directors												
Peter Bush	2018	330	—	—	—	20	—	—	—	—	350	—
	2017	215	—	—	—	13	—	—	—	200	428	—
Simon Harle	2018	—	—	—	—	—	—	—	—	—	—	—
	2017	—	—	—	—	—	—	—	—	—	—	—
Ricky Lau	2018	—	—	—	—	—	—	—	—	—	—	—
	2017	—	—	—	—	—	—	—	—	—	—	—
Jackie McArthur	2018	101	—	—	—	9	—	—	—	—	110	—
	2017	—	—	—	—	—	—	—	—	—	—	—
Helen Nash	2018	146	—	—	—	14	—	—	—	—	160	—
	2017	19	—	—	—	2	—	—	—	—	21	—
Linda Bardo Nicholls, AO	2018	146	—	—	—	14	—	—	—	—	160	—
	2017	95	—	—	—	9	—	—	—	—	104	—
Joel Thickins	2018	—	—	—	—	—	—	—	—	—	—	—
	2017	—	—	—	—	—	—	—	—	—	—	—
Subtotal Non-Executive Directors’ Remuneration												
	2018	723	—	—	—	57	—	—	—	—	780	—
	2017	329	—	—	—	24	—	—	—	200	553	—
Executive Directors												
Mick McMahon	2018	1,480	1,500	—	—	20	23	—	705	—	3,728	2,205
	2017	1,383	1,500	—	6,000	20	28	—	1,711	—	10,642	9,211
Subtotal Executive Directors’ Remuneration												
	2018	1,480	1,500	—	—	20	23	—	705	—	3,728	2,205
	2017	1,383	1,500	—	6,000	20	28	—	1,711	—	10,642	9,211

REMUNERATION REPORT (AUDITED)

7 Statutory and share-based reporting (continued)

A. Director & Executive KMP remuneration for the year ended 30 June 2018 (continued)

		Short-Term Benefits				Long Term/ Post-Employment Benefits		Termin- ation Benefits	Share-Based Payments \$		Total Remun- eration	Perform- ance Related
	Year	Salary and Fees \$000	STI Bonus \$000	Non- Monetary \$000	IPO Bonus \$000	Super- annuation \$000	Long Service Leave \$000	\$000	Share option (equity settled) \$000	Shares \$000	\$000	\$000
Senior Executives												
Ian Brannan	2018	751	375	–	–	20	11	–	309	–	1,466	684
	2017	744	375	–	2,000	20	11	–	862	–	4,012	3,237
Janelle Cashin	2018	685	343	–	–	20	12	–	170	–	1,230	513
	2017	634	240	8	–	20	87	–	69	–	1,058	309
Quinton Hildebrand	2018	692	297	–	–	25	10	–	157	–	1,181	454
	2017	598	208	–	–	20	10	–	148	–	984	356
Jonathan Gray	2018	506	237	–	–	20	8	–	139	–	910	376
	2017	485	166	–	–	20	9	–	97	–	777	263
Adrian Revell	2018	396	207	–	–	31	6	–	133	–	773	340
	2017	399	146	–	–	31	5	–	70	–	651	216
Subtotal Executives Remuneration	2018	3,030	1,459	–	–	116	47	–	908	–	5,560	2,367
	2017	2,860	1,135	8	2,000	111	122	–	1,246	–	7,482	4,381
Total Directors' and Executive Officers' Remuneration												
	2018	5,233	2,959	–	–	193	70	–	1,613	–	10,068	4,572
	2017	4,572	2,635	8	8,000	155	150	–	2,957	200	18,677	13,593

DIRECTORS' REPORT

For the year ended 30 June 2018

REMUNERATION REPORT (AUDITED)

7 Statutory and share-based reporting (continued)

B. Options and rights awarded, vested and lapsed during the year

The table below discloses the number of share options and performance rights granted, vested or lapsed during the year. Performance rights do not carry any voting or dividend rights, and can only be exercised once the vesting conditions have been met, until their expiry date.

		No. of Rights awarded during the year	Award date	Fair value per right at grant date (\$) ⁽¹⁾	Vesting date	Value of rights granted during the year (\$000)	No. options vested during the year ⁽²⁾	No. options lapsed during the year
Mick McMahon	FY18	421,870	6 November 2017	3.56	30 June 2020	1,500	–	–
	FY17	476,190	7 November 2016	2.48	7 November 2019	1,181	4,338,174	–
Ian Brannan	FY18	147,654	6 November 2017	3.56	30 June 2020	525	–	–
	FY17	238,095	7 November 2017	2.48	7 November 2019	590	2,231,482	–
Janelle Cashin	FY18	147,654	6 November 2017	3.56	30 June 2020	525	–	–
	FY17	79,365	7 November 2016	2.48	7 November 2019	197	700,000	–
Quinton Hildebrand	FY18	127,967	6 November 2017	3.56	30 June 2020	455	–	–
	FY17	79,365	7 November 2016	2.48	7 November 2019	197	450,000	–
Jonathan Gray	FY18	102,374	6 November 2017	3.56	30 June 2020	331	–	–
	FY17	79,365	7 November 2016	2.48	7 November 2019	197	400,000	–
Adrian Revell	FY18	93,121	6 November 2017	3.56	30 June 2020	331	–	–
	FY17	79,365	7 November 2016	2.48	7 November 2019	197	700,000	–

(1) Fair value per right is a weighted average of right values under the EPS and TSR portion of the awards.

(2) Options vested in FY17 relates to the Pre-IPO LTIP scheme.

C. Shares issued on exercise of options

30 June 2018	Shares issued No.	Average paid per share \$
Mick McMahon	–	–
Ian Brannan	–	–
Janelle Cashin	–	–
Quinton Hildebrand	–	–
Jonathan Gray	–	–
Adrian Revell	–	–

D. Option/Performance rights holdings of Directors and KMP

	Balance 1 July 2017	Granted as remuneration	Options exercised	Net Change Other	Balance 30 June 2018	Vested at 30 June 2018 Exercisable	Not exercisable
Mick McMahon	3,512,912	421,870	–	–	3,934,782	–	3,036,722
Ian Brannan	1,800,133	147,654	–	–	1,947,787	–	1,562,038
Janelle Cashin	79,365	147,654	–	–	227,019	–	–
Quinton Hildebrand	529,365	127,967	–	–	657,332	–	450,000
Jonathan Gray	359,365	102,374	–	–	461,739	–	280,000
Adrian Revell	569,365	93,121	–	–	662,486	–	490,000
Total	6,850,505	1,040,640	–	–	7,891,145	–	5,818,760

REMUNERATION REPORT (AUDITED)

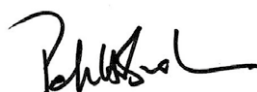
7 Statutory and share-based reporting (continued)

E. Shareholdings of Directors and KMP

	Balance 1 July 2017	Granted as remuneration	On exercise of options	Net change Other	Balance 30 June 2018	Balance 30 June 2018 (inclusive of vested treasury shares)
Non-Executive Directors						
Peter Bush	158,730	—	—	—	158,730	158,730
Simon Harle*	—	—	—	—	—	—
Ricky Lau*	—	—	—	—	—	—
Jackie McArthur	—	—	—	15,000	15,000	15,000
Helen Nash	—	—	—	—	—	—
Linda Bardo Nichollos, AO	15,873	—	—	10,223	26,096	26,096
Joel Thickins*	—	—	—	—	—	—
Executive Directors						
Mick McMahon	323,810	—	—	—	323,810	3,360,532
Senior Executives						
Ian Brannan	161,904	—	—	—	161,904	1,732,942
Janelle Cashin	560,000	—	—	—	560,000	560,000
Quinton Hildebrand	—	—	—	—	—	450,000
Non-Executive Directors						
Jonathan Gray	—	—	—	—	—	280,000
Adrian Revell	—	—	—	—	—	490,000
Total	1,220,317	—	—	25,223	1,245,540	7,073,300

* Various TPG entities related to the TPG directors sold 55,000,000 shares in the Company during the year.

Signed in accordance with a resolution of the Directors made pursuant to s298(2) of the *Corporations Act 2001*.



Peter Bush
Chairman

Sydney
22 August 2018



Linda Bardo Nicholls, AO
Non-Executive Director

AUDITOR'S INDEPENDENCE DECLARATION



Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Inghams Group Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Inghams Group Limited for the financial period ended 30 June 2018 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'G Boydell'.

KPMG

A handwritten signature in black ink, appearing to read 'G Boydell'.

Greg Boydell

Partner
Sydney
22 August 2018

CONSOLIDATED INCOME STATEMENT

For the year ended 30 June 2018

	Notes	52 weeks ended 30 June 2018 \$000	53 weeks ended 1 July 2017 \$000
Revenue	4	2,373,900	2,426,900
Other income	5(a)	19,400	10,400
Expenses			
Cost of sales		(1,936,900)	(1,998,900)
Distribution		(145,700)	(145,000)
Administration and selling		(144,200)	(136,700)
Other	5(c)	–	(39,500)
Operating profit		166,500	117,200
Finance income and costs			
Finance income		3,800	1,100
Finance costs		(19,000)	(41,800)
Net finance costs	5(d)	(15,200)	(40,700)
Share of net profit associate	24	100	700
Profit before income tax		151,400	77,200
Income tax expense	6(a)	(36,800)	(18,100)
Profit for the year attributable to: Owners of Inghams Group Limited		114,600	59,100
Basic EPS (cents per share)	27	30.81	16.93
Diluted EPS (cents per share)	27	30.44	16.57

The above consolidated income statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2018

	Notes	52 weeks ended 30 June 2018 \$000	53 weeks ended 1 July 2017 \$000
Profit for the year		114,600	59,100
Other comprehensive income			
<i>Items that may be reclassified to profit or loss</i>			
Changes in the fair value of cash flow hedges		1,700	14,300
Tax on changes in fair value of cash flow hedges		(500)	(4,300)
Total items that have subsequently been reclassified to profit or loss		1,200	10,000
Exchange differences on translation of foreign operations	19(a)	(3,900)	(200)
Changes in the fair value of cash flow hedges		1,700	(1,700)
Tax on changes in fair value of cash flow hedges		(500)	500
Total items that may subsequently be reclassified to profit or loss		(2,700)	(1,400)
<i>Items that will not be reclassified to profit or loss</i>			
Total items that will never be reclassified to profit or loss		–	–
Total comprehensive income for the year, attributable to: Owners of Inghams Group Limited		113,100	67,700

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2018

	Notes	30 June 2018 \$000	1 July 2017 \$000
ASSETS			
Current assets			
Cash and cash equivalents	7	273,700	149,000
Trade and other receivables	8	197,300	230,400
Biological assets	9	117,900	114,600
Inventories	10	145,900	157,800
Assets classified as held for sale	11	16,500	46,400
Derivative financial instruments	16	3,300	100
Total current assets		754,600	698,300
Non-current assets			
Property, plant and equipment	12	384,300	372,800
Investments accounted for using the equity method	24	1,800	2,000
Derivative financial instruments	16	–	300
Total non-current assets		386,100	375,100
Total assets		1,140,700	1,073,400
LIABILITIES			
Current liabilities			
Trade and other payables	13	313,100	270,300
Current tax liability		21,000	8,100
Provisions	15	90,300	77,300
Derivative financial instruments	16	500	2,200
Total current liabilities		424,900	357,900
Non-current liabilities			
Trade and other payables	13	2,500	2,000
Borrowings	14	419,100	448,600
Provisions	15	24,100	37,200
Deferred tax liabilities	6(c)	9,100	11,200
Total non-current liabilities		454,800	499,000
Total liabilities		879,700	856,900
Net assets		261,000	216,500
EQUITY			
Contributed equity	17(a)	263,600	262,000
Reserves	19(a)	24,900	43,000
Accumulated losses		(27,500)	(88,500)
Total equity		261,000	216,500

The above consolidated statement of financial position should be read in conjunction with the accompanying notes

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2018

Attributable to owners of Inghams Group Limited

	Notes	Contributed Equity \$000	Accumulated losses \$000	Asset revaluation reserve \$000	Other reserves \$000	Total Equity \$000
Balance at 25 June 2016		107,800	(142,400)	20,300	13,100	(1,200)
Profit for the year		–	59,100	–	–	59,100
Other comprehensive income		–	–	–	8,600	8,600
Transfer to retained earnings	19(a)	–	3,600	(3,600)	–	–
Total comprehensive income		–	62,700	(3,600)	8,600	67,700
Transactions with owners of the Company						
Reversal of dividend rights forfeit		–	1,100	–	–	1,100
Issue of ordinary shares net of transaction costs	17	154,200	–	–	–	154,200
Dividends provided for or paid	18	–	(9,900)	–	–	(9,900)
Share based payment expense	19(a)	–	–	–	4,600	4,600
		154,200	(8,800)	–	4,600	150,000
Balance at 1 July 2017		262,000	(88,500)	16,700	26,300	216,500
Balance at 2 July 2017		262,000	(88,500)	16,700	26,300	216,500
Profit for the year		–	114,600	–	–	114,600
Other comprehensive income	19(a)	–	–	–	(1,500)	(1,500)
Transfer to retained earnings	19(a)	–	11,900	(11,900)	–	–
Total comprehensive income		–	126,500	(11,900)	(1,500)	113,100
Transactions with owners of the Company						
Dividends provided for or paid	18	1,600	(72,200)	–	–	(70,600)
Share based payment expense	19(a)	–	–	–	2,000	2,000
Transfer to retained earnings		–	6,700	–	(6,700)	–
		1,600	(65,500)	–	(4,700)	(68,600)
Balance at 30 June 2018		263,600	(27,500)	4,800	20,100	261,000

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2018

	Notes	52 weeks ended 30 June 2018 \$000	53 weeks ended 1 July 2017 \$000
Cash flows from operating activities			
Receipts from customers (inclusive of goods and services tax)		2,471,900	2,508,800
Payments to suppliers and employees (inclusive of goods and services tax)		(2,209,900)	(2,327,400)
		262,000	181,400
Interest received		3,200	1,100
Income taxes paid		(26,200)	(12,500)
Net cash generated from operating activities	21	239,000	170,000
Cash flows from investing activities			
Payments for property, plant and equipment		(60,500)	(96,700)
Proceeds from sale of assets held for sale		68,000	20,700
Dividends received from investments		300	–
Deposit paid on property acquisition		(2,500)	–
Net cash from investing activities		5,300	(76,000)
Cash flows from financing activities			
Proceeds from borrowing	s	–	470,000
Repayment of borrowings		(30,000)	(573,500)
Dividends paid		(70,600)	(9,700)
Proceeds from issue of shares		–	156,200
IPO transaction costs		–	(34,400)
Proceeds from re-payment of management loans		–	2,300
Interest and finance charges paid		(17,700)	(31,200)
Net cash from financing activities		(118,300)	(20,300)
Net increase in cash and cash equivalents		126,000	73,700
Cash and cash equivalents at the beginning of the financial year		149,000	75,300
Effects of exchange rate changes on cash and cash equivalents		(1,300)	–
Cash and cash equivalents at end of year	7	273,700	149,000

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

1 CORPORATE INFORMATION

The financial statements of Inghams Group Limited and its subsidiaries (collectively, the Group) for the 52 week year ended 30 June 2018 (comparative period was 53 weeks ended 1 July 2017) were authorised for issue in accordance with a resolution of the directors on 22 August 2018. Inghams Group Limited (the Company) is a for-profit company limited by shares incorporated in Australia.

The principal activities of the Group during the year consisted of the production and sale of chicken and turkey products across its vertically integrated primary, free range, value enhanced, further processed and ingredient categories. Additionally stockfeed is produced primarily for internal use but also for the poultry, pig, dairy and equine industries.

The registered office and principle place of business of Inghams Group Limited is:

Level 4
1 Julius Avenue
North Ryde NSW 2113
Australia

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*. The consolidated financial statements comply with International Financial Reporting Standards (IFRS) adopted by the International Accounting Standards Board (IASB).

(i) Historical cost convention

The financial statements have been prepared on a historical cost basis, except for the following:

- Financial assets and liabilities (including derivative instruments) and certain classes of property, plant and equipment – measured at fair value.
- Assets held for sale – measured at the lower of cost (including revaluation adjustments where applicable), or fair value less cost of disposal.

(ii) Critical accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed below.

- Fair value determination of freehold land and buildings – note 12;
- The determination of workers compensation provision – note 15; and
- Fair value of options granted under the long term incentive scheme, as determined at grant date – note 20.

Further details of the nature of these assumptions and conditions may be found in the relevant notes to the financial statements.

(iii) Adoption of accounting standards

The Group has adopted new and revised Standards and Interpretations issued by the AASB that are relevant to operations and effective for the current reporting period. The adoption of these new and revised Standards and Interpretations have not had a material impact on the Group for full year ended 30 June 2018. The following Standards, amendments to Standards and Interpretations that are not mandatory for 30 June 2018 reporting and have not been applied by the Group in this Financial Report are set out below:

AASB 9 Financial Instruments

This standard is applicable to annual reporting periods beginning on or after 1 January 2018. The standard replaces all previous versions of AASB 9 and completes the project to replace *AASB 139 Financial Instruments: Recognition and Measurement*. AASB 9 introduces new classification and measurement models for financial assets. A financial asset shall be measured at amortised cost, if it is held within a business model whose objective is to hold assets in order to collect contractual cash flows, which arise on specified dates and solely principal and interest. All other financial instrument assets are to be classified and measured at fair value through profit and loss unless the entity makes an irrevocable election on initial recognition to present gains and losses on equity instruments (that are not held for trading) in other comprehensive income (OCI). For financial liabilities, the standard requires the portion of the change in fair value that relates to the entity's own credit risk to be presented in OCI (unless it would create an accounting mismatch). New simpler hedge accounting requirements are intended to more closely align the accounting treatment with the risk management activities of the entity. New impairment requirements will use an 'expected credit loss' (ECL) model to recognise an allowance. Impairment will be measured under a 12-month ECL method unless the credit risk on a financial instrument has increased significantly since initial recognition in which case the lifetime ECL method is adopted. The standard introduces additional new disclosures. The Group has adopted this standard from 1 July 2018 and the impact of its adoption was minimal.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(a) Basis of preparation (continued)

(iii) Adoption of accounting standards (continued)

AASB 15 Revenue from Contracts with Customers

This standard is applicable to annual reporting periods beginning on or after 1 January 2018. This standard provides a single standard for revenue recognition. The core principle of the standard is that an entity will recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard will require: contracts (either written, verbal, or implied) to be identified, together with the separate performance obligations within the contract; determine the transaction price, adjusted for the time value of money excluding credit risk; allocation of the transaction price to the separate performance obligations on a basis of relative stand-alone selling price of each distinct good or service, or estimation approach if no distinct observable prices exist; and recognition of revenue when each performance obligation is satisfied. Credit risk will be presented separately as an expense rather than adjusted against revenue. For goods, the performance obligation would be satisfied when the customer obtains control of the goods. For services, the performance obligation is satisfied when the service has been provided, typically for promises to transfer services to customers. For performance obligations satisfied over time, an entity would select an appropriate measure of progress to determine how much revenue should be recognised as the performance obligation is satisfied. Contracts with customers will be presented in an entity's statement of financial position as a contract liability, a contract asset, or a receivable, depending on the relationship between the entity's performance and the customer's payment. Sufficient quantitative qualitative disclosure is required to enable users to understand the contracts from customers; the significant judgements made in applying the guidance to those contracts; and any assets recognised from the costs to obtain or fulfil a contract with a customer. The Group has adopted this standard from 1 July 2018 and the impact of its adoption was minimal.

AASB 16 Leases

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. For lessee accounting, the standard eliminates the 'operating lease' and 'finance lease' classifications required by *AASB 117 Leases*. Subject to exceptions, a 'right-of-use' asset will be capitalised in the statement of financial position, measured as the present value of the unavoidable future lease payments to be made over the lease term. The exceptions relate to short term leases of 12 months or less, and leases of low value assets (such as personal computers and office furniture) where an accounting policy choice exists whereby either a 'right-of-use' asset is recognised or lease payments are expensed to profit or loss as incurred. A liability corresponding to the capitalised lease will also be recognised, adjusted for lease prepayments,

lease incentives received, initial direct costs incurred and as estimate of any future restoration, removal or dismantling costs. Straight-line operating lease expense recognition will be replaced with a depreciation change for the leased asset (included in operating costs) and an interest expense on the recognised lease liability (included in finance costs). For classification within the statement of cash flows, the lease payments will be separated into both a principal (financial activities) and interest (either operating or financing activities) components. For lessor accounting, the standard does not substantially change how a lessor accounts for leases. The Group will adopt this standard from 30 June 2019. The Group continues to assess the impacts of adopting this standard, but expects the impact to be material.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(b) Principles of consolidation

(i) Subsidiaries

The consolidated financial statements incorporate the financial statements of the Group and its subsidiaries and the results of all subsidiaries for the year ended 30 June 2018.

Subsidiaries are all entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

The acquisition method of accounting is used to account for business combinations by the Group.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred.

(ii) Joint Ventures

The Group's interests in equity-accounted investees comprise interests in a joint venture. Interests in the joint venture are accounted for using the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and OCI of equity-accounted investees, until the date on which significant influence or joint control ceases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

(c) Foreign currency translation

(i) Functional and presentation currency

Items included in the consolidated financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which it operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is Inghams Group Limited's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation, at period end exchange rates, of monetary assets and liabilities denominated in foreign currencies, are recognised in consolidated income statement, except when they are deferred in equity as qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

(iii) Group companies

The results and financial position of foreign operations of the Group (none of which has the currency of a hyperinflationary economy), that have a functional currency different from the presentation currency are translated into the presentation currency as follows

- Assets and liabilities for the statement of financial position are translated at the closing rate at balance date,
- Income and expenses for each income statement and statement of comprehensive income are translated at average exchange rates, and
- All resulting exchange differences are recognised in other comprehensive income.

(d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, rebates and amounts collected on behalf of third parties.

The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Group's activities as described below. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised for the major business activities:

(i) Sale of goods

A sale is recorded when goods have been dispatched to a customer pursuant to a sales order and the associated risks have passed to the carrier or customer.

(ii) Dividends

Dividends are recognised as revenue when the right to receive payment is established.

(e) Income tax

The income tax expense or revenue for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company's subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in the consolidated income statement, except to the extent that it relates to items recognised in other comprehensive income. In this case, the tax is also recognised in other comprehensive income.

Tax consolidation legislation

Inghams Group Limited, the ultimate Australian controlling entity, and its subsidiaries, have implemented the tax consolidation legislation.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(e) Income tax (continued)

Tax consolidation legislation (continued)

Inghams Group Limited and its subsidiaries in the tax consolidated Group account for their own current and deferred tax amounts. These tax amounts are measured as if each entity in the tax consolidated Group continues to be a stand-alone taxpayer in its own right. In addition to its own current and deferred tax amounts, Inghams Group Limited, the ultimate Australian controlling entity, also recognises the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from subsidiaries in the tax consolidated Group.

Assets or liabilities arising under tax funding arrangements within the tax consolidated entities are recognised as amounts receivable from or payable to other entities in the Group. Under the tax funding arrangement the members of the tax consolidated Group compensate Inghams Group Limited for any current tax payable assumed, and are compensated by Inghams Group Limited for any current tax receivable and deferred tax assets relating to unused tax losses or unused tax credits that are transferred to Inghams Group Limited.

(f) Leases

Leases of property, plant and equipment where the Group, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in borrowings. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life.

Leases in which a significant portion of the risks and rewards of ownership are not transferred to the Group as lessee are classified as operating leases. Payments made under operating leases are charged to profit and loss on a straight-line basis over the period of the lease.

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term. The respective leased assets are included in the balance sheet based on their nature.

(g) Impairment of assets

Assets are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels

for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Non financial assets that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(h) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term and highly liquid investments with maturities of three months or less from inception date, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(i) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment. Trade receivables are generally collected within 30 days of invoice date.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of trade receivables) is used when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired.

The amount of the provision is recognised in the consolidated income statement within selling expenses.

(j) Biological assets

Biological assets are recognised at cost less accumulated depreciation. The fair value of biological assets cannot be reliably measured, as quoted market prices are not available and it is difficult to estimate the fair value based on the eventual sales price. Depreciation of breeder chickens occurs on an egg-laying basis with the depreciation representing a portion of the egg cost and subsequently the day old broiler cost.

Biological assets are reclassified as inventory once processed.

(k) Inventories

Poultry, feed and other classes of inventories are stated at the lower of cost and net realisable value. Cost comprises all overheads except selling, distribution, general administration and interest. Net realisable value is the estimated selling price in the ordinary course of business less the estimate costs of completion and the necessary costs to make the sale.

(l) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(l) Financial instruments (continued)

(i) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, available for sale (AFS) financial assets, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at fair value through profit or loss
- Loans and receivables
- Held-to-maturity investments
- Available for sale (AFS) financial assets

Financial assets at fair value through profit or loss

This category generally applies to derivative financial instruments. For more information on derivative financial instruments, refer to Note 16.

Loans and receivables

This category generally applies to trade and other receivables. For more information on receivables, refer to Note 8.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, borrowings and derivative financial instruments.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

(iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(m) Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either:

- Hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedges) or
- Hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges).

The Group documents at the inception of the hedging transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(m) Derivatives and hedging activities (continued)

The fair values of various derivative financial instruments used for hedging purposes are disclosed in note 16. Movements in the hedging reserve in shareholders' equity are shown in note 19(a). The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

(i) Fair value hedges

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the comprehensive income statement, together with any changes in the fair value of the hedge asset or liability that are attributable to the hedged risk. The gain or loss relating to the effective portion of interest rate swaps and hedging fixed rate borrowings is recognised in the comprehensive income statement within finance costs, together with changes in the fair value of the hedged fixed rate borrowings attributable to interest rate risk. The gain or loss relating to the ineffective portion is recognised in comprehensive income statement within other income or other expenses. If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to the consolidated income statement over the period to maturity using a recalculated effective interest rate.

(ii) Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in comprehensive income statement within other income or other expense.

Amounts accumulated in equity are reclassified to the comprehensive income statement in the periods when the hedged item affects profit or loss. The gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance costs'. The gain or loss relating to the effective portion of forward foreign exchange contracts hedging export sales is recognised in profit or loss within 'sales'. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset, the gains and losses previously deferred in equity are reclassified from equity and included in the initial measurement of the cost of the asset. The deferred amounts are ultimately recognised in profit or loss as cost of goods sold in the case of inventory, or as depreciation or impairment in the case of fixed assets.

When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss.

When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately reclassified to profit or loss.

The Group may also enter into derivative contracts in order to hedge the translation of results of its New Zealand business. As this result is an uncertain amount at the date the derivative is entered into, it is not eligible for designation as a hedging instrument under Australian Accounting Standards, and as such any applicable contracts are measured at fair value through profit or loss, with gains or losses being recognised in profit or loss in the period incurred.

(n) Property, plant and equipment

Freehold land and buildings are shown at fair value based on formal periodic valuations (with sufficient regularity to ensure materially accurate valuations reflected) by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains or losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives as follows:

Freehold land and buildings and leasehold buildings	3 – 50 years
Plant and equipment	1 – 20 years
Leased plant and equipment	5 – 15 years

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at the end of each reporting period.

As asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss. When revalued assets are sold, it is Group policy to transfer any amounts included in other reserves in respect of those assets to retained earnings.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

(o) Assets classified as held for sale

Assets classified as held for sale are stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. Assets are not depreciated or amortised while they are classified as held for sale.

(p) Investments

Investments in subsidiaries and joint venture entities are accounted for at cost. Dividends received from subsidiaries and joint venture entities are recognised in the parent entity's profit, rather than being deducted from the carrying amount of these investments.

(q) Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial period which are unpaid. The amounts are unsecured and are usually paid within 45 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(r) Interest bearing liabilities

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the consolidated statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Borrowing costs incurred for the construction of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

(s) Provisions

Provisions for make good obligations are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of each reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Workers compensation provisions are determined by actuarial assessment every financial period. The provision represents the expected liability of the entity in relation to each states self-insurance licence.

(t) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non monetary benefits, annual leave and accumulating sick leave expected to be settled wholly within 12 months after the end of the reporting period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is presented as provision for employee benefits. All other short term employee benefit obligations are presented as payables.

(ii) Other long-term employee benefit obligations

The liabilities for long service leave and annual leave which is not expected to be settled wholly within 12 months after the end of the reporting period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on corporate bonds with terms and currencies that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the consolidated statement of financial position if the entity does not have an unconditional right to defer settlement for at least 12 months after the reporting period, regardless of when the actual settlement is expected to occur.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(t) Employee benefits (continued)

(iii) Share-based payments

Share-based compensation benefits are provided to directors and select key management under Long Term Incentive Plans.

The fair value of shares granted under Long Term Management Incentive Plans are recognised as an employee benefits expense with a corresponding increase in equity, over the period in which the employees become unconditionally entitled to the shares. The total amount to be expensed is determined by reference to the fair value of the shares granted, which includes any market performance conditions and the impact of any non-vesting conditions but excludes the impact of any service and non-market performance vesting condition.

Non-market vesting conditions are included in assumptions about the number of shares that are expected to vest. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of shares that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity. Where such adjustments results in a reversal of previous expenses these are recognised as a credit to profit and loss in the period that it is assessed that certain vesting conditions will not be met.

(iv) Short term incentive scheme

The Group recognises a liability and an expense for bonuses based on a formula that takes into consideration the earnings of the entity after certain adjustments.

(u) Contributed equity

Ordinary shares are classified as equity.

(v) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

(w) Good and Services Tax (GST)

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position.

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

(x) Rounding of amounts

The amounts contained in the financial report have been rounded to the nearest hundred thousand dollars (where rounding is applicable) where noted (\$000), or in certain cases, the nearest dollar, under the option available to the Company under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Company is an entity to which this legislative instrument applies.

(y) Parent entity financial information

The financial information for the parent entity, Inghams Group Limited, has been prepared on the same basis as the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

3 SEGMENT INFORMATION

Description of segments

Ingham's operations are all conducted in the poultry industry in Australia and New Zealand.

The Group has identified its operating segments based on the internal reports that are reviewed and used by the CEO and the senior leadership team (the chief operating decision maker) in assessing performance and in determining the allocation of resources. The Group's operations in Australia and New Zealand are each treated as individual operating segments. The CEO and the senior leadership team monitor the operating results of business units separately, for the purpose of making decisions about resource allocation and performance assessment.

Segment performance is evaluated based on earnings before interest, tax, depreciation and amortisation (EBITDA) and significant items. Inter-segment pricing is determined on an arm's length basis and inter segment revenue is generated from a royalty charge for the services provided by the Australian operation.

One customer generated revenues in excess of 10% of Group revenue (2017: one).

Allocations of assets and liabilities are not separately identified in internal reporting so are not disclosed in this note.

2018	Australia \$000	New Zealand \$000	Consolidated \$000
Revenue			
Segment revenue	2,003,900	370,000	2,373,900
Other income	19,400	–	19,400
Inter segment revenue/expenses	22,800	(22,800)	–
	2,046,100	347,200	2,393,300
Adjusted operating expenses*	(1,871,000)	(310,400)	(2,181,400)
Share of net profit of associates (Note 24)	100	–	100
EBITDA	175,200	36,800	212,000
Depreciation and amortisation			(45,400)
EBIT			166,600
Significant items			–
PBIT			166,600
Net finance costs			(15,200)
Profit before tax			151,400
Tax expense			(36,800)
Profit after tax			114,600

* Adjusted operating expenses include cost of sales, distribution, selling and administration, excluding depreciation and amortisation.

	Australia \$000	New Zealand \$000	Consolidated \$000
Capital expenditure	49,600	12,300	61,900
Total property, plant and equipment	316,600	67,700	384,300
Total impairment losses	6,700	300	7,000

3 SEGMENT INFORMATION (CONTINUED)

2017	Australia \$000	New Zealand \$000	Consolidated \$000
Revenue			
Segment revenue	2,058,400	368,500	2,426,900
Other income	10,400	–	10,400
Inter segment revenue/expenses	21,800	(21,800)	–
	2,090,600	346,700	2,437,300
Adjusted operating expenses*	(1,928,200)	(310,000)	(2,238,200)
Share of net profit of associates (Note 24)	700	–	700
EBITDA	163,100	36,700	199,800
Depreciation and amortisation			(42,400)
EBIT			157,400
Significant items			(39,500)
PBIT			117,900
Net finance costs			(40,700)
Profit before tax			77,200
Tax expense			(18,100)
Profit after tax			59,100

* Adjusted operating expenses include cost of sales, distribution, selling and administration, excluding depreciation and amortisation.

	Australia \$000	New Zealand \$000	Consolidated \$000
Capital expenditure	93,600	7,600	101,200
Total property, plant and equipment	308,400	64,400	372,800
Total impairment losses	7,400	100	7,500

4 REVENUE

	2018 \$000	2017 \$000
<i>Sale of goods</i>		
Poultry	2,116,800	2,138,700
Feed	256,100	286,900
<i>Other revenue</i>	1,000	1,300
	2,373,900	2,426,900

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

5 OTHER INCOME AND EXPENSES

(a) Other Income

	2018 \$000	2017 \$000
Other items		
Net gain on disposal of assets held for sale	19,400	6,900
Other	–	3,500
	19,400	10,400

(b) Expenses

Employee benefits expenses		
Employee benefits expense	538,500	562,300
Defined super contributions	37,800	37,700
Share-based payment expense	2,000	4,600
	578,300	604,600
Impairment losses		
Trade receivables	800	1,600
Inventories	6,200	5,900

Impairment losses on trade receivables are recognised within administration and selling expenses, and impairment losses on inventories are recognised within cost of sales.

Property rental expenses related to operating leases	87,400	77,100
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(c) Other

Significant items		
Transformation costs	–	4,400
Relocation of head office	–	1,700
Initial Public Offering (IPO) transaction costs	–	28,000
Pre-IPO LTIP	–	4,200
Monitoring fees paid to former ultimate parent entity	–	1,200
	–	39,500

(d) Finance income and costs

	2018 \$000	2017 \$000
Interest income	(3,800)	(1,100)
Interest and borrowing costs	18,500	23,800
Amortisation/Write off of borrowing costs	500	7,300
Interest rate swap break costs	–	10,700
	15,200	40,700

6 INCOME TAX EXPENSE

(a) Income tax expense

	2018 \$000	2017 \$000
Current tax	39,900	15,700
Deferred tax	(3,100)	2,500
Adjustments for current tax of prior periods	–	(100)
	36,800	18,100

(b) Numerical reconciliation of income tax expense to prima facie tax payable

Profit from continuing operations before income tax expense	151,400	77,200
Tax at the Australian tax rate of 30% (2017 – 30%)	45,400	23,200
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Non-deductible expenses	1,400	1,700
R&D tax offset	(400)	(300)
Revaluation of inventory tax base in associate	–	(300)
Reassessment of income losses	(3,100)	–
	43,300	24,300
Net tax differential and legislative adjustment of overseas operations	(6,000)	(5,600)
Difference in overseas tax rates	(500)	(500)
Adjustments for current tax of prior periods	–	(100)
Income tax expense	36,800	18,100

(c) Deferred taxes

The movements in deferred tax balances for the Group are shown in the tables below:

2018	Opening Balance \$000	Charged to income \$000	Charged to equity \$000	Exchange differences \$000	Closing balance \$000
Doubtful debts	400	–	–	–	400
Employee benefits	22,500	(700)	–	–	21,800
Cash flow hedges	500	(500)	(1,000)	–	(1,000)
Other accruals	3,400	–	–	–	3,400
Provisions	1,400	1,300	–	–	2,700
Property, plant and equipment	(7,300)	3,300	–	–	(4,000)
Inventories	(37,900)	1,000	–	–	(36,900)
IPO related expenditure	5,800	(1,300)	–	–	4,500
Net deferred tax (liabilities)/assets	(11,200)	3,100	(1,000)	–	(9,100)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

2017	Opening Balance \$000	Charged to income \$000	Charged to equity \$000	Exchange differences \$000	Closing balance \$000
Doubtful debts	–	400	–	–	400
Employee benefits	23,700	(1,200)	–	–	22,500
Cash flow hedges	4,300	–	(3,800)	–	500
Other accruals	3,600	(200)	–	–	3,400
Provisions	7,400	(6,000)	–	–	1,400
Property, plant and equipment	(7,000)	(300)	–	–	(7,300)
Inventories	(38,800)	900	–	–	(37,900)
IPO related expenditure	–	3,900	1,900	–	5,800
Net deferred tax liabilities	(6,800)	(2,500)	(1,900)	–	(11,200)

7 CASH AND CASH EQUIVALENTS

	2018 \$000	2017 \$000
Cash at bank and on hand	115,600	148,400
Short-term deposits	158,100	600
	273,700	149,000

Short-term deposits are presented as cash equivalents as they have a maturity of less than three months.

8 TRADE AND OTHER RECEIVABLES

	2018 \$000	2017 \$000
Trade receivables	181,800	205,200
Allowance for doubtful debts	(1,500)	(1,400)
	180,300	203,800
Other receivables	6,800	12,300
Prepayments	10,200	14,300
	197,300	230,400

Movement in the allowance for doubtful debts:

At start of period	(1,400)	(100)
Impairment expense recognised during the year	(800)	(1,600)
Receivables written off during the year as uncollectable	700	300
Balance at end of period	(1,500)	(1,400)

Due to the short-term nature of current receivables, their carrying amount is assumed to approximate their fair value.

8 TRADE AND OTHER RECEIVABLES (CONTINUED)

The Group has considered the collectability and recoverability of trade receivables. An allowance for doubtful debt is recognised for the specific irrecoverable trade receivable amounts. The ageing of trade receivable is outlined below:

	2018 \$000	2017 \$000
Current	174,800	190,900
1 to 30	4,100	9,400
31 to 60	800	1,700
61 to 90	–	1,100
90+	600	700
Impaired	1,500	1,400
	181,800	205,200

9 BIOLOGICAL ASSETS

	2018 \$000	2017 \$000
Breeder	40,300	40,100
Broiler	65,900	63,100
Eggs	11,700	11,400
	117,900	114,600

All movements in the value of biological asset classes are due to purchases and consumption in the ordinary course of business.

The Group is exposed to a number of risks relating to its biological assets:

(i) Regulatory and environmental risk

The Group is subject to laws and regulations in the countries in which it operates. The Group has established environmental policies and procedures aimed at compliance with local environmental and other laws.

(ii) Climate and other risks

The Group's biological assets are exposed to the risk of damage from climatic changes, diseases and other natural forces. The Group has extensive processes in place aimed at monitoring and mitigating those risks, including regular health inspections. The Group is also insured against natural disasters.

10 INVENTORIES

	2018 \$000	2017 \$000
Processed Poultry	92,800	103,300
Feed	29,900	35,700
Other	28,600	24,600
	151,300	163,600
Net realisable value adjustment	(5,400)	(5,800)
	145,900	157,800

Other inventories include medication, packaging and consumables.

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11 ASSETS CLASSIFIED AS HELD FOR SALE

	2018 \$000	2017 \$000
Assets classified as held for sale	16,500	46,400

The carrying amount of assets classified as held for sale in 2018 represents poultry assets currently marketed for sale in Wacol, QLD and Cardiff, NSW. The carrying amount of assets classified as held for sale in 2017 represented assets that were sold during 2018.

12 PROPERTY, PLANT AND EQUIPMENT

2017	Freehold land \$000	Freehold Buildings \$000	Leasehold buildings \$000	Plant and equipment \$000	Leased plant and equipment \$000	Capital work in progress \$000	Total \$000
Cost							
Opening balance	67,900	30,800	7,500	321,200	9,900	40,500	477,800
Additions	–	–	–	3,700	–	97,500	101,200
Transfers	1,000	2,200	–	87,700	–	(90,900)	–
Assets held for sale	(44,800)	(11,000)	–	(4,200)	–	–	(60,000)
Disposals	–	–	–	(300)	–	–	(300)
Exchange differences	–	–	–	(200)	–	–	(200)
Closing Balance	24,100	22,000	7,500	407,900	9,900	47,100	518,500
Accumulated Depreciation							
Opening balance	–	(700)	(700)	(98,500)	(5,800)	–	(105,700)
Depreciation charge	–	(600)	(400)	(39,700)	(1,700)	–	(42,400)
Assets held for sale	–	1,100	–	1,200	–	–	2,300
Disposals	–	–	–	100	–	–	100
Closing Balance	–	(200)	(1,100)	(136,900)	(7,500)	–	(145,700)
Net Book Value	24,100	21,800	6,400	271,000	2,400	47,100	372,800

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

2018	Freehold land \$000	Freehold Buildings \$000	Leasehold buildings \$000	Plant and equipment \$000	Leased plant and equipment \$000	Capital work in progress \$000	Total \$000
Cost							
Opening balance	24,100	22,000	7,500	407,900	9,900	47,100	518,500
Additions	–	–	700	–	–	61,200	61,900
Property purchases	–	–	–	15,900	–	–	15,900
Transfers	300	1,100	3,800	74,500	–	(79,700)	–
Assets held for sale	–	–	–	(16,800)	–	–	(16,800)
Disposals	–	–	–	(1,700)	–	–	(1,700)
Exchange differences	(200)	(400)	(200)	(2,700)	–	(400)	(3,900)
Closing Balance	24,200	22,700	11,800	477,100	9,900	28,200	573,900
Accumulated Depreciation							
Opening balance	–	(200)	(1,100)	(136,900)	(7,500)	–	(145,700)
Depreciation charge	–	(700)	(500)	(43,300)	(900)	–	(45,400)
Assets held for sale	–	–	–	300	–	–	300
Exchange differences	–	–	–	1,200	–	–	1,200
Closing Balance	–	(900)	(1,600)	(178,700)	(8,400)	–	(189,600)
Net Book Value	24,200	21,800	10,200	298,400	1,500	28,200	384,300

The valuation basis of freehold land and buildings is fair value being the amounts for which the assets could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar properties in the same location and condition. An independent valuation was performed during the year ended 25 June 2016 and are still relevant so no revaluation has been considered necessary in the current year. Had the land and buildings not been historically revalued, the carrying value of freehold land and buildings would have been \$5.0 million less at 30 June 2018 (2017: \$5.0 million less).

13 TRADE AND OTHER PAYABLES

	2018			2017		
	Current \$000	Non-Current \$000	Total \$000	Current \$000	Non-Current \$000	Total \$000
Trade payables	247,000	2,500	249,500	230,300	2,000	232,300
Factored trade payables	40,100	–	40,100	17,100	–	17,100
Other payables	26,000	–	26,000	22,900	–	22,900
	313,100	2,500	315,600	270,300	2,000	272,300

The carrying amounts of trade and other payables are assumed to be the same as their fair values due to their short term nature. Factored trade payables have extended payment terms and are interest bearing.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

14 BORROWINGS

(a) Interest bearing loans

	Carrying amount		Principal amount drawn		Interest rate	Maturity
	2018 \$000	2017 \$000	2018 \$000	2017 \$000		
Unsecured liabilities						
Tranche A	249,500	249,200	250,000	250,000	Floating*	November 2019
Tranche B	169,600	169,400	170,000	170,000	Floating*	November 2020
Tranche C	–	30,000	–	30,000	Floating*	November 2019
	419,100	448,600	420,000	450,000		

* Floating rates are at Bank Bill Swap Rate plus a predetermined margin. The Group has entered into hedging of the floating interest rate, as further described in note 23

(b) Fair value

For external borrowings, the fair values are not materially different to their carrying amounts, since the interest payable on the borrowings is either close to current market rates or the borrowings are of a short-term nature. The Group has entered into interest rate swaps in relation to the interest payable.

15 PROVISIONS

	2018			2017		
	Current \$000	Non-Current \$000	Total \$000	Current \$000	Non-Current \$000	Total \$000
Workers compensation						
Queensland	1,800	4,400	6,200	1,600	4,600	6,200
New South Wales	1,100	3,900	5,000	1,200	4,200	5,400
South Australia	1,500	3,900	5,400	1,500	3,000	4,500
Victoria	2,000	4,600	6,600	1,700	4,400	6,100
Western Australia	700	700	1,400	700	1,000	1,700
Tasmania	–	100	100	100	100	200
Subtotal	7,100	17,600	24,700	6,800	17,300	24,100
Employee benefits	68,500	5,500	74,000	66,100	10,000	76,100
Make good	5,800	1,000	6,800	–	9,900	9,900
Onerous contracts	–	–	–	1,800	–	1,800
Restructuring	7,400	–	7,400	2,600	–	2,600
Other provisions	1,500	–	1,500	–	–	–
Subtotal	83,200	6,500	89,700	70,500	19,900	90,400
	90,300	24,100	114,400	77,300	37,200	114,500

(a) Workers compensation

Workers compensation provisions are determined by actuarial assessment by Mr William Szuch Bsc, BA, MBA, FIA. FIAA Principle of WSA Financial Consulting Pty Limited and Mr Bruce Harris, BEng(Hons) FIAA Consultant of AM actuaries, considering the liability for reported claims still outstanding, settled claims that may be reopened in the future, claims incurred but not reported as at balance date and a provision for future expenses, adjustments for claims cost escalation and investment earnings on the claims provision.

15 PROVISIONS (CONTINUED)

(b) Make good provision

The Group is required to restore certain leased premises to their original condition at the end of the respective lease terms. A provision has been recognised for the present value of the estimated expenditure required to remove leasehold improvements. These costs have been capitalised as part of the cost of leasehold improvements and are amortised over the shorter of the term of the lease or the useful life of the assets.

(c) Onerous provision

During the prior year the Group recognised a provision in recognition of remaining lease term on a building that is not expected to be utilised due to relocation of its corporate office. The provision represents present value of future minimum lease payments less expected income from subleasing. Additionally the provision also includes amounts for terminating supplier contracts where no economic benefits will be realised.

(d) Restructuring provision

Provisions for restructuring are recognised when a detailed formal plan has been approved and either commenced or a valid expectation has been raised to those persons affected. The provision is based on expenditure to be incurred which is directly caused by the restructuring and does not include costs associated with ongoing activities. The adequacy of the provision is reviewed regularly and adjusted if required. Revisions in the estimated amount of a restructuring provision are reported in the period in which the revision in the estimate occurs.

(e) Other provisions

The Group recognises a straight line provision on property leases in accordance with accounting standards.

(f) Movements

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	Workers Compensation \$000	Make good provisions \$000	Onerous provision \$000	Restructuring \$000	Other \$000	Total \$000
Balance at 25 June 2016	23,600	9,900	6,200	16,900	300	56,900
Charged to profit or loss	17,400	–	–	2,400	–	19,800
Amounts used during the period	(16,900)	–	(4,400)	(16,700)	(300)	(38,300)
Balance at 1 July 2017	24,100	9,900	1,800	2,600	–	38,400
Balance at 1 July 2017	24,100	9,900	1,800	2,600	–	38,400
Charged to profit or loss	12,000	1,400	–	16,300	1,500	31,200
Amounts used during the period	(11,400)	(4,500)	(1,800)	(11,500)	–	(29,200)
Balance at 30 June 2018	24,700	6,800	–	7,400	1,500	40,400

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As at 30 June 2018

16 DERIVATIVE FINANCIAL INSTRUMENTS

The Group has the following derivative financial instruments:

	2018			2017		
	Current \$000	Non-Current \$000	Total \$000	Current \$000	Non-Current \$000	Total \$000
Interest rate swap contracts						
– Cash flow hedges (asset)	–	–	–	–	300	300
– Cash flow hedges (liability)	(500)	–	(500)	(700)	–	(700)
Forward foreign exchange contracts						
– Cash flow hedges (asset)	3,300	–	3,300	100	–	100
– Cash flow hedges (liability)	–	–	–	(1,500)	–	(1,500)
	2,800	–	2,800	(2,100)	300	(1,800)

Classification of derivatives

Derivatives are classified as held for trading and accounted for at fair value through profit or loss unless they are designated as hedges. They are presented as current assets or liabilities if they are expected to be settled within 12 months after the end of the reporting period.

The Group's accounting policy for its cash flow hedges is set out in note 2(m). For hedged forecast transactions that result in the recognition of a non-financial asset, the Group has elected to include related hedging gains and losses in the initial measurement of the cost of the asset.

17 EQUITY CONTRIBUTED EQUITY

(a) Share capital

	2018 Shares	2017 Shares	2018 \$000	2017 \$000
Ordinary shares issued	380,243,196	380,243,196	263,600	262,000

(b) Movements in ordinary shares

	Shares	\$000
Balance at 25 June 2016	334,115,281	107,800
Shares issued	49,587,815	154,200
Share buyback	(3,459,900)	–
Balance at 1 July 2017	380,243,196	262,000
Amounts paid for shares under escrow	–	1,600
Balance at 30 June 2018	380,243,196	263,600

(c) Ordinary shares

Ordinary shares entitle the holder to participate in dividends and to share the proceeds on winding up of the company in proportion to the number of and amounts paid on the shares held.

On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

Ordinary shares have no par value and the company does not have a limited amount of authorised capital.

17 EQUITY CONTRIBUTED EQUITY (CONTINUED)

(d) Treasury shares

Treasury shares outstanding of 8,238,541 shares (2017: 8,238,541) are shares in Inghams Group Limited that are held in trust by Ingham 2 Pty Limited, a subsidiary, for the purpose of issuing shares under the employee share scheme. Information relating to the Ingham's Long Term Incentive Plan, including details of shares issued, exercised and lapsed during the financial period and outstanding at the end of the reporting period, is set out in note 20.

18 DIVIDENDS

(a) Ordinary shares

	2018 \$000	2017 \$000
Dividends paid or provided for	72,200	9,900

The Directors propose that a final dividend of 11.6 cents per ordinary share be declared on 22 August 2018, and be paid on 4 October 2018. The proposed FY18 final dividend will be fully franked for Australian tax purposes. The financial effect of this dividend has not been brought to account in these consolidated financial statements and will be recognised in subsequent financial reports.

(b) Franking credits

Amount of Australian franking credits available to the shareholders of Inghams Group Limited	20,100	32,400
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The ability to utilise the franking credits is dependent upon the ability to declare dividends in the future. \$16.0 million (2017: \$16.0 million) of franking credits are only available to be used under certain specific circumstances.

19 RESERVES

(a) Other reserves

	2018 \$000	2017 \$000
Asset revaluation reserve	4,800	16,700
Foreign currency translation reserve	7,700	11,600
Cash flow hedge reserve	1,200	(1,200)
Share-based payments reserve	11,200	9,200
Acquisition reserve	–	6,700
Balance at end of the financial year	24,900	43,000

The acquisition reserve was transferred to Retained earnings during the year.

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19 RESERVES (CONTINUED)

(a) Other reserves (continued)

	2018 \$000	2017 \$000
Movements:		
<i>Asset revaluation reserve</i>		
Balance at beginning of financial period	16,700	20,300
Transfer to retained earnings	(11,900)	(3,600)
Balance at end of the financial year	4,800	16,700
<i>Foreign currency translation reserve</i>		
Balance at beginning of financial period	11,600	11,800
Currency translation differences arising during the period	(3,900)	(200)
Balance at end of the financial year	7,700	11,600
<i>Cash flow hedges reserve</i>		
Balance at beginning of financial period	(1,200)	(10,000)
Balance reclassified to profit and loss in period	1,200	10,000
Revaluation – gross	1,700	(1,700)
Deferred tax	(500)	500
Balance at end of the financial year	1,200	(1,200)
<i>Share-based payment reserve</i>		
Balance at beginning of financial period	9,200	4,600
Share based payment expense	2,000	4,600
Balance at end of the financial year	11,200	9,200
<i>Acquisition reserve</i>		
Balance at beginning and end of the period	6,700	6,700
Transferred to retained earnings	(6,700)	–
Balance at end of the financial year	–	6,700

(b) Nature and purpose of other reserves

(i) Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in note 12. The balance standing to the credit of the reserve may be used to satisfy the distribution of bonus shares to shareholders and is only available for the payment of cash dividends in limited circumstances as permitted by law. Upon sale of the asset, the balance relating to that asset is transferred to retained earnings.

(ii) Foreign currency translation

Exchange differences arising on translation of the foreign controlled entity are recognised in other comprehensive income as described in note 2(c) and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed of.

(iii) Cash flow hedges

The hedging reserve is used to record gains or losses on a hedging instrument in a cash flow hedge that are recognised in other comprehensive income, as described in note 2(m). Amounts are reclassified to profit or loss when the associated hedged transaction affects profit or loss.

(iv) Share-based payments

The share-based payments reserve is used to recognise the grant date fair value of shares issued to employees but not vested.

20 SHARE-BASED PAYMENTS

Ingham's Employees Share Plan (Pre-IPO)

Select employees of the Group have been granted an interest-free loan to subscribe to shares of Inghams Group Limited. This loan is non-recourse other than to the shares held by that employee, and the proceeds of the loan must be used to buy shares. As the only recourse on the loans is the shares and there are vesting conditions, the arrangement has been accounted for as share options, as required under accounting standards. These options entitle the holders to receive dividends on ordinary shares of the Company, and these dividends are required to be used to repay the loans described above. The shares vest based on earnings and length of service as follows:

(a) Performance based – which only vest if certain performance standards are met.

(b) Time based – will vest on each anniversary of the transaction close date.

Shares under this scheme are held in trust for employees by a subsidiary, Ingham 2 Pty Limited. All options under this scheme vested upon completion of the IPO in the year, and remained held in trust, escrowed from sale.

No options expired during these periods.

Share options outstanding at the end of the year have the following expiry dates and exercise prices:

Grant Date	Expiry Date	2018		2017	
		Exercise price	Number of options	Exercise price	Number of options
20 March 2015	19 March 2020	\$0.81	565,125	\$0.81	565,125
20 March 2015	19 March 2020	\$0.81	1,786,722	\$0.81	1,786,722
19 June 2015	18 June 2020	\$0.81	812,038	\$0.81	812,038
3 July 2015	2 July 2018	\$0.81	370,370	\$0.81	370,370
18 September 2015	17 September 2020	\$0.81	234,444	\$0.81	234,444
14 October 2015	13 October 2020	\$1.40	250,000	\$1.40	250,000
2 November 2015	1 November 2020	\$1.40	730,000	\$1.40	730,000
22 December 2015	21 December 2018	\$1.40	2,669,842	\$1.40	2,669,842
22 December 2015	21 December 2020	\$1.40	820,000	\$1.40	820,000
			8,238,541		8,238,541

The number of in substance share options granted during the year was Nil (2017: Nil). No shares (2017: 5,627,13) in substance share options vested during the year, none were exercised, forfeited or expired (2017: nil).

The fair value at grant date was determined using an adjusted form of the Black Scholes Model.

Long Term Incentive Plan for FY18 (LTI Offer)

The table below outlines the key terms of the FY18 LTI Offer under the Plan:

Term	Description
Eligibility to participate in LTI Offer	<ul style="list-style-type: none"> Offers may be made at the Board's discretion to employees of the Ingham's Group or any other person that the Board determines to be eligible to receive a grant under the Plan The 2018 LTI Offer has been made to the following Ingham's KMP Executives: <ul style="list-style-type: none"> – Mick McMahon (CEO/MD) – Ian Brannan (CFO) – Janelle Cashin (COO) – Quinton Hildebrand (CCO) – Jonathan Gray (Sales & Marketing Director) – Adrian Revell (Managing Director, NZ)

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Term	Description																				
Offers under the Plan	<ul style="list-style-type: none"> The LTI Offer is a grant of performance rights 																				
Grant of Rights	<ul style="list-style-type: none"> A Right entitles the participant to acquire a Share for nil consideration at the end of the performance period, subject to meeting specific performance conditions. The Board retains the discretion to make a cash payment to participants on vesting of the Rights in lieu of an allocation of shares. 																				
Quantum of Rights	<p>The face value of the LTI Offer is \$3.70 million.</p> <p>Mick McMahon was granted Rights with a face value of \$1.5 million. Other participating members of senior management were granted Rights with a cumulative face value of \$2.20 million.</p> <ul style="list-style-type: none"> The final number of Rights awarded to each participant was calculated by dividing the face value of their LTI award by \$3.56 being the volume weighted average price (VWAP) of Ingham's shares traded on the ASX in the 10 days after 22 August 2017 (i.e. the announcement of Ingham's FY17 annual results). 																				
Performance Period	The performance period commenced on 2 July 2017 and ends on 30 June 2020.																				
Performance conditions	<p>Rights granted as part of the LTI Offer will vest at the end of the performance period, subject to meeting the performance conditions.</p> <p>The performance conditions are:</p> <ul style="list-style-type: none"> 75% of the Rights are subject to a performance condition based on Ingham's absolute EPS over the performance period (EPS Component); and The remaining 25% of the Rights are subject to a relative total shareholder return (TSR) performance condition, measured over the performance period (TSR Component). Ingham's relative TSR will be benchmarked against an appropriate comparator group of companies within the S&P/ASX200 index excluding financing, mining and real estate sectors <p>EPS Component</p> <ul style="list-style-type: none"> For any Rights in the EPS Component to vest, a threshold target must be achieved (as set out below). The percentage of Rights comprising the EPS Component that vest, if any, will be determined over the performance period by reference to the following vesting schedule: <table> <tr> <th>Ingham's EPS over the performance period</th><th>% of Rights that vest</th></tr> <tr> <td>Less than threshold</td><td>Nil</td></tr> <tr> <td>Equal to threshold</td><td>50%</td></tr> <tr> <td>Greater than threshold up to maximum target</td><td>Straight line pro rata vesting between 50% and 100%</td></tr> <tr> <td>At or above maximum target</td><td>100%</td></tr> </table> <ul style="list-style-type: none"> Threshold and maximum targets will be set annually by the Board at the start of each financial year, with vesting of the EPS Component based on achievement against these targets over the 3 year performance period. <p>TSR Component</p> <ul style="list-style-type: none"> The percentage of Rights comprising the TSR Component that vest, if any, will be based on Ingham's TSR ranking over the performance period, as set out in the following vesting schedule: <table> <tr> <th>Ingham's TSR rank in the Relevant Comparator Group</th><th>% of Rights that vest</th></tr> <tr> <td>Less than 50th percentile</td><td>Nil</td></tr> <tr> <td>At 50th percentile (threshold performance)</td><td>50%</td></tr> <tr> <td>Between 50th and 75th percentile</td><td>Straight line pro rata vesting between 50% and 100%</td></tr> <tr> <td>At 75th percentile or above</td><td>100%</td></tr> </table> <ul style="list-style-type: none"> Performance will not be re-tested if the performance conditions are not satisfied at the end of the performance period. Any Rights that remain unvested at the end of the performance period will lapse immediately. 	Ingham's EPS over the performance period	% of Rights that vest	Less than threshold	Nil	Equal to threshold	50%	Greater than threshold up to maximum target	Straight line pro rata vesting between 50% and 100%	At or above maximum target	100%	Ingham's TSR rank in the Relevant Comparator Group	% of Rights that vest	Less than 50th percentile	Nil	At 50th percentile (threshold performance)	50%	Between 50th and 75th percentile	Straight line pro rata vesting between 50% and 100%	At 75th percentile or above	100%
Ingham's EPS over the performance period	% of Rights that vest																				
Less than threshold	Nil																				
Equal to threshold	50%																				
Greater than threshold up to maximum target	Straight line pro rata vesting between 50% and 100%																				
At or above maximum target	100%																				
Ingham's TSR rank in the Relevant Comparator Group	% of Rights that vest																				
Less than 50th percentile	Nil																				
At 50th percentile (threshold performance)	50%																				
Between 50th and 75th percentile	Straight line pro rata vesting between 50% and 100%																				
At 75th percentile or above	100%																				

20 SHARE-BASED PAYMENTS (CONTINUED)

Long Term Incentive Plan for FY18 (LTI Offer) (continued)

Term	Description
Voting and dividend entitlements	The Rights granted under the LTI Offer do not carry dividend or voting rights prior to vesting. Shares allocated upon vesting of Rights carry the same dividend and voting rights as other Shares.
Restrictions on dealing	<p>Participants must not sell, transfer, encumber, hedge or otherwise deal with the Rights comprising the LTI Offer unless the Board allows it or the dealing is required by law.</p> <p>Participants will be free to deal with the Shares allocated on vesting of the Rights comprising the LTI Offer, subject to the requirements of the Ingham's Securities Dealing Policy.</p>
Cessation of employment	<p>If the participant ceases employment for cause or due to their resignation, unless the Board determines otherwise, any unvested Rights will automatically lapse. The Board has the discretion to designate a "good leaver", whereby Rights will not automatically lapse. The Board has exercised discretion and Mr. McMahon has been designated as a good leaver, and his Rights did not automatically lapse. His FY18 Rights remain on foot and will vest over the original performance period.</p> <p>In all other circumstances, the Rights will be pro-rated (based on the proportion of the performance period that has elapsed) and remain on foot and subject to the original performance conditions, unless the Board exercises a discretion to treat them otherwise.</p>
Clawback and preventing inappropriate benefits	<p>Under the Plan rules and the terms of the LTI Offer, the Board has claw back powers which it may exercise, among other things:</p> <ul style="list-style-type: none"> • The participant has acted fraudulently or dishonestly, has engaged in gross misconduct, brought Ingham's, the Ingham's Group or any Inghams' Group company into disrepute or breached their obligations to the Inghams' Group, or Ingham's is required by or entitled under law or Ingham's policy to reclaim remuneration from the participant; • There is a material misstatement or omission in the accounts of an Ingham's Group company; or • The participant's entitlements vest or may vest as a result of fraud, dishonesty or breach of obligations of any other person and the Board is of the opinion that the Rights would not have otherwise vested.

The fair value at grant date was determined using an adjusted form of the Black Scholes Model. The weighted average grant date fair value of rights granted in the year was \$2.80.

The model inputs for performance rights granted during the year ended included:

- (a) Exercise price \$nil (2017: \$nil)
- (b) Share price at grant date \$3.70 (2017: \$3.15)
- (c) Expected price volatility 35-45% (2017: 35-45%)
- (d) Expected dividend yield 6% (2017: 6%)
- (e) Risk-free interest rate 1.91% (2017: 1.70%)

Grant Date	Expiry Date	2018 Number of rights	2017 Number of rights
7 November 2017	30 June 2020	1,471,413	—
6 November 2016	7 November 2019	1,031,745	1,031,745

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

21 CASH FLOW INFORMATION

	2018 \$000	2017 \$000
Reconciliation of profit after income tax		
Profit after tax for the period	114,600	59,100
Depreciation	45,400	42,400
Non-cash employee benefits expense – share based payment	2,000	4,600
Net gain on sales of assets	(19,400)	(10,400)
Share of net profit of joint venture (net of dividend received)	(100)	(400)
Finance costs	19,000	41,800
Effect of taxation on items recognised directly in equity	–	(1,900)
PPE disposal costs	–	(1,300)
IPO costs expensed	–	28,000
Change in operating assets and liabilities		
(Increase)/decrease in trade and other receivables	21,200	(9,100)
(Increase)/decrease in biological assets	(3,300)	700
(Increase)/decrease in inventories	13,500	1,800
Increase/(decrease) in trade and other payables	39,400	30,100
(Decrease)/increase in provision for income taxes payable	13,000	3,100
(Decrease)/increase in deferred tax liabilities	(2,200)	4,400
Increase/(decrease) in other provisions	(1,900)	(22,900)
(Increase)/decrease in financial assets and liabilities at fair value through profit or loss	(2,200)	–
Net cash provided by operating activities	239,000	170,000

22 RELATED PARTY DISCLOSURES GROUP STRUCTURE

(a) Parent entity

The ultimate parent entity of the group is Inghams Group Limited.

(b) Subsidiaries

The consolidated financial statements include the financial statements of Inghams Group Limited and its subsidiaries as follows:

Name of entity	Country of incorporation	Equity holding	
		2018 %	2017 %
Ingham Holdings II Pty Limited (a), (c)	Australia	100	100
Ingham Holdings III Pty Limited (a), (c)	Australia	100	100
Adams Bidco Pty Limited (a), (c)	Australia	100	100
Ingham Enterprises Pty Limited (a), (c)	Australia	100	100
Inghams Enterprises Pty Limited (a), (c)	Australia	100	100
Ingham Finco Pty Limited (b)	Australia	100	100
Ingham 2 Pty Limited (b)	Australia	100	100
Agnidla Pty Limited (b), (c)	Australia	100	100
Aleko Pty Limited (b), (c)	Australia	100	100
Inghams Enterprises (NZ) Pty Limited (a), (c)	Australia	100	100
Inghams Property Management Pty Limited (b), (c)	Australia	100	100
Ovoid Insurance Limited ^d	Bermuda	100	100
Ovoid Insurance Pty Limited (b)	Australia	100	100
Inadnam Pty Limited (b), (c)	Australia	100	100
Harvey Farms Pty Limited	New Zealand	100	100

(a) These subsidiaries have been granted relief from the necessity to prepare financial reports under the option available to the Company under ASIC Corporations (Wholly Owned Companies) Instrument 2016/785.

(b) These subsidiaries are not audited as they are small proprietary companies which are not required to prepare audited financial statements under ASIC Corporations (Audit Relief) Instrument 2016/784.

(c) These subsidiaries, along with Inghams Group Limited, form the Deed of Cross Guarantee Group described further from Note 30.

(c) Key management personnel compensation

	2018 \$000	2017 \$000
Short-term employee benefits	8,385	15,370
Other long-term employee benefits	70	150
Share based payments	1,613	3,157
	10,068	18,677

Information regarding individual Director's and Executive's compensation and some equity instruments disclosures as permitted by Corporations Regulations 2M.3.03 and 2M.6.04 is provided in the Remuneration Report section of the Directors' Report.

No Director has entered into a material contract with the Group since the end of the previous financial year and there were no material contracts involving Directors' interests existing at year end.

(d) Transactions with other related parties

The following transactions occurred with related parties:

Monitoring fees paid to former ultimate parent entity	–	1,183
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Various TPG entities related to the TPG directors sold 55,000,000 shares of the Company during the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

23 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, interest rate risk and commodity price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

Risk management is carried out by a central treasury department. Treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's operating units. Treasury provides overall risk management, covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments in accordance with the Group's facilities agreement and company policies.

The Group uses derivative financial instruments such as foreign exchange contracts and interest rate swaps to hedge certain risk exposures. Derivatives are exclusively used for economic hedging purposes and not as trading or speculative instruments. The Group uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks, and aging analysis for credit risk.

Fair value hierarchy

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair value inputs are summarised as follows:

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices at the end of the reporting period.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Fair value inputs are summarised as follows:

	Fair value hierarchy	Note	Valuation technique
Derivatives	Level 2	16	Calculated as the present value of estimated future cash flows using a market based yield curve sourced from available market data quoted for all major interest rates.
Property, Plant & Equipment	Level 3	12	Based on current prices in an active market for similar properties in the same location and condition.

Property, plant and equipment is valued using independent valuers who use recent land and property sales adjusted for characteristics of the asset(s) being valued such as location and use.

Fair value hierarchy is re-assessed annually for any change in circumstance that may suggest a revised level be assigned to a type of balance measured at fair value.

(a) Market risk

(i) Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures.

Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the entity's functional currency. The risk is measured using sensitivity analysis and cash flow forecasting.

Management has a policy requiring Group companies to manage their foreign exchange risk against their functional currency. The Group companies are required to hedge their foreign exchange risk exposure arising from future commercial transactions and recognised assets and liabilities using forward contracts. Additionally, the Group will look to manage the translation exposure to foreign denominated profits through the use of derivatives such as forward contracts.

(ii) Foreign exchange sensitivity

The Group has some exposure to exchange rate risk as it purchases some of the supplies in foreign currencies and has a subsidiary with a New Zealand dollar (NZD) functional currency. The exposure to other currencies is collectively immaterial and as such the Group's foreign currency exposure is materially in respect of NZD.

23 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk

(ii) Foreign exchange sensitivity (continued)

	Impact on post tax profits		Impact on other components of equity	
	2018 \$000	2017 \$000	2018 \$000	2017 \$000
+100 bp variability in exchange rate	400	200	1,000	1,400
-100 bp variability in exchange rate	(400)	(200)	(1,000)	(1,400)

(iii) Cash flow and fair value interest rate risk

The Group's main interest rate risk arises from long-term borrowings. Borrowings issued at variable rates, expose the Group to cash flow interest rate risk. Borrowings issued at fixed rates expose the Group to fair value interest rate risk if the borrowings are carried at fair value. Group policy is to maintain at least 50% of its term borrowings at fixed rate using interest rate swaps to achieve this. During the year ending 30 June 2018, the Group's borrowings at variable rate were denominated in Australian Dollars.

The Group's borrowings and receivables are carried at amortised cost. They are therefore not subject to interest rate risk as defined in AASB 7.

The Group manages its cash flow interest rate risk by using floating-to-fixed interest rate swaps. Under these swaps, the Group agrees with other parties to exchange, at specified intervals, the difference between fixed contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts.

As at the end of the reporting period, the Group had the following interest rate swap contracts outstanding:

	Notional principle amount		Interest rate	
	2018 \$000	2017 \$000	2018	2017
Interest rate swap	210,000	210,000	3.5% to 4.5%	3.5% to 4.5%

The contracts require settlement of net interest receivable or payable every month. The settlement dates align with the dates on which interest is payable on the underlying debt.

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of change in interest rates. Other components of equity change as a result of an increase/decrease in the fair value of the cash flow hedges of borrowings.

	Impact on post tax profit		Impact on other components of equity	
	2018 \$000	2017 \$000	2018 \$000	2017 \$000
+100 bp variability in interest rate	(1,800)	(1,900)	(2,500)	3,800
-100 bp variability in interest rate	1,800	1,900	2,500	(4,000)

(iv) Commodity Price

The Group's exposure to commodity price risk arises from commercial transactions required for the operations of the business, however exposure is not considered significant. To manage its commodity price risk the Group enters into forward contracts to purchase grain. This is performed through monitoring movements in price. As these are forward contracts for items to be used in the ordinary course of business, no derivative asset or liability is recognised at year end, and a such a 10% movement in commodity prices at year end would not impact reported profit for the year ended 30 June 2018.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

23 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk

Credit risk arises from cash and cash equivalents, favourable derivative financial instruments, deposits with banks and financial institutions and the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Group has a credit policy which provides guidelines for the management of credit risk. The guideline provides for the manner in which the credit risk of customers is assessed and the use of credit ratings and other information in order to set appropriate account limits. Customers that do not meet minimum credit criteria are required to pay up front. Customers who fail to meet their account terms are reviewed for continuing credit worthiness.

The maximum exposure to credit risk at the reporting date is the carrying amount of the accounts receivable. The Group does not consider that there is any significant concentration of credit risk. For some trade receivables the Group may obtain security in the form of credit insurance. Revenues from five key customers accounted for 55% to 65% of revenue for the year ended 30 June 2018 (2017: 55% to 60%) relating to both operating segments.

Individual receivables which are known to be uncollectable are written off by reducing the carrying amount directly. The Group considers that there is evidence of impairment if any of the following indicators are present:

- significant financial difficulties of the debtor
- probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments.

Receivables for which an impairment provision was recognised are written off against the provision when there is no expectation of recovering additional cash.

Impairment losses are recognised in profit or loss within other expenses. Subsequent recoveries of amounts previously written off are credited against other expenses.

(c) Liquidity Risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. At the end of the reporting period the Group held deposits of \$158,100,000 (2017: \$600,000) on 30 to 90 terms which are readily available to generate cash inflows for managing liquidity risk.

Management monitors rolling forecasts of the Group's liquidity reserve (comprising the Group's undrawn re-drawable term cash advance facility below) and cash and cash equivalents on the basis of expected cash flows. In addition, the Group's liquidity management policy involves projecting cash flows and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios.

The Group had access to the following undrawn borrowing facilities at the end of the reporting period:

\$000 Drawn	2018		2017	
	\$000 Drawn	\$000 Available	\$000 Drawn	\$000 Available
Floating rate				
Expiring within one year	–	–	17,100	182,900
Expiring beyond one year	420,000	105,000	450,000	78,100
	420,000	105,000	467,100	261,000

The following liquidity risk disclosures reflect all contractually fixed repayments and interest resulting from recognised financial liabilities and derivatives as of 30 June 2018. The timing of cash flows for liabilities is based on the contractual terms of the underlying contract.

23 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity Risk (continued)

2018	Carrying value \$000	Contractual cash flows \$000	Less than 1 year \$000	1 year to 5 years \$000
Trade payables	249,500	249,500	247,000	2,500
Factored trade payables	40,100	40,100	40,100	–
Other payables	25,700	25,700	25,700	–
Derivative financial liabilities	500	500	500	–
Interest bearing liabilities	419,100	420,000	–	420,000
	734,900	735,800	313,300	422,500

2017	Carrying value \$000	Contractual cash flows \$000	Less than 1 year \$000	1 year to 5 years \$000
Trade payables	232,300	232,300	230,300	2,000
Factored trade payables	17,100	17,100	17,100	–
Other payables	22,900	22,900	22,900	–
Derivative financial liabilities	2,200	2,200	2,200	–
Interest bearing liabilities	448,600	450,000	–	450,000
	723,100	724,500	272,500	452,000

24 INTERESTS IN JOINT ARRANGEMENTS

A subsidiary has a 50% interest in the joint venture entity, AFB International Pty Limited, the principal activity of which is the supply of high quality, high performance palatability products under Bioproducts BioFlavor brand name to the pet food industry in Australia, New Zealand and the Pacific Rim. Information relating to the joint venture entity, presented in accordance with the accounting policy described in note 2(b), is set out below.

Name of principal activity	Ownership interest		Carrying value of investment	
	2018 %	2017 %	2018 \$000	2017 \$000
AFB International Pty Limited				
Pet food manufacture	50	50	1,800	2,000

	2018 \$000	2017 \$000
Movement in investment in joint arrangements:		
Opening balance	2,000	1,600
Add: share of net profit of joint venture	100	700
Less: dividend received from joint venture	(300)	(300)
Closing balance	1,800	2,000

During the year the Group sold goods and services to AFB International Pty Limited to the value of \$5,584,804 (2017: \$6,061,781). At balance date the amount owed from AFB International Pty Limited to the Group is \$744,000 (2017: \$1,711,696). Outstanding balances are unsecured and on normal commercial terms and conditions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

25 CONTINGENCIES

State WorkCover authorities also require guarantees against workers' compensation self insurance liabilities. The guarantee is based on independent actuarial advice of the outstanding liability. Workers' compensation guarantees held at each reporting date do not equal the liability at these dates due to the timing of issuing the guarantees.

The probability of having to make a payment under these guarantees is considered remote.

No provision has been made in the consolidated financial statements in respect of these contingencies, however provisions for self-insured risks, which includes liabilities relating to workers' compensation claims, have been recognised in the Consolidated Statement of Financial Position at the reporting date.

26 COMMITMENTS

(a) Capital commitments

Capital expenditure contracted for at the end of the reporting period but not recognised as liabilities is as follows:

	2018 \$000	2017 \$000
Property, plant and equipment	14,500	21,300

(b) Lease commitments

Non-cancellable operating leases

The Group leases various offices, farms, distribution and processing facilities, plant and office equipment. The leases have varying terms, escalation clauses and renewal rights.

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

	2018 \$000	2017 \$000
Within one year	86,700	81,300
Later than one year but not later than five years	308,300	280,500
Later than five years	907,800	749,900
	1,302,800	1,111,700

27 EARNINGS PER SHARE (EPS)

Basic EPS is calculated by dividing profit for the year attributable to ordinary equity holders of the Parent by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated by dividing the net profit attributable to ordinary equity holders of the Parent (after adjusting for interest on the convertible preference shares) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

The following table reflects the income and share data used in the basic and diluted EPS computations:

Earning	2018 \$000	2017 \$000
Profit attributable to ordinary equity holders for calculating basic and diluted EPS calculations	114,600	59,100

27 EARNINGS PER SHARE (EPS) (CONTINUED)

	Number of shares	
Number of ordinary shares	000	000
Weighted average number of ordinary shares used in the calculation of basic EPS	371,900	349,100
Dilutive effect of share options	4,600	7,600
Weighted average number of ordinary shares for diluted EPS	376,500	356,700
Basic EPS (cents per share)	30.81	16.93
Diluted EPS (cents per share)	30.44	16.57

28 REMUNERATION OF AUDITORS

During the period the following fees were paid or payable for services provided by the auditor of the parent entity, its related practices and non-related audit firm.

	2018 \$000	2017 \$000
KPMG		
<i>Amounts received or due and receivable by KPMG for:</i>		
Audit and review of financial statements	730	769
Advisory and other services	30	137
IPO due diligence services	–	1,121
Taxation services	34	–
Total amount paid or payable to auditors	794	2,027

29 PARENT ENTITY FINANCIAL INFORMATION SUMMARY FINANCIAL INFORMATION

The individual financial statements for the parent entity show the following aggregate amounts:

	2018 \$000	2017 \$000
Statement of financial position		
Non-current assets	606,100	621,300
Total assets	606,100	621,300
Current liabilities	23,400	8,000
Non-current liabilities	419,100	448,600
Total liabilities	442,500	456,600
Net assets	163,600	164,700
Equity		
Contributed equity	263,600	262,000
Accumulated losses	(101,800)	(97,000)
Other reserves	1,800	(300)
Total equity	163,600	164,700
Profit/(loss) for the year	67,600	5,800
Total comprehensive income	67,600	5,500

The parent entity does not have any commitments or contingent liabilities as at 30 June 2018.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 30 June 2018

30 DEED OF CROSS GUARANTEE

Inghams Group Limited and all of the subsidiaries shown as (c) in note are parties to a deed of cross guarantee dated 22 May 2017, under which each company guarantees the debts of the others. By entering into the deed, the wholly-owned entities have been relieved from the requirement to prepare a financial report and directors' report under ASIC Corporations (Wholly Owned Companies) Instrument 2016/285 issued by the Australian Securities and Investments Commission.

The effect of the Deed is that the Company guarantees to each creditor payment in full of any debt in the event of winding up of any of the subsidiaries under certain provisions of the Corporations Act 2001. If a winding up occurs under other provisions of the Act, the Company will only be liable in the event that after six months any creditor has not been paid in full. The subsidiaries have also given similar guarantees in the event that the Company is wound up.

(a) Consolidated income statement, consolidated statement of comprehensive income and summary of movements in consolidated retained earnings

The companies shown as (c) in note represent a 'closed group' for the purposes of the Instrument, and as there are no other parties to the deed of cross guarantee that are controlled by Inghams Group Limited, they also represent the 'extended closed group'.

Set out below is a condensed consolidated income statement, consolidated statement of comprehensive income and a summary of movements in consolidated retained earnings for the period ended 30 June 2018 of the closed group.

	2018 \$000
<i>Consolidated income statement</i>	
Revenue from continuing operations	
Sales revenue	2,373,900
Expenses	
Expenses from ordinary activities	(2,222,900)
Profit before income tax	151,000
Income tax expense	(36,800)
Profit for the period	114,200
<i>Consolidated statement of comprehensive income</i>	
Profit for the period	114,200
Other comprehensive income	
Changes in the fair value of cash flow hedges	2,400
Exchange differences on translation of foreign operations	(3,900)
Other comprehensive income for the period, net of tax	(1,500)
Total comprehensive income for the period	112,700

30 DEED OF CROSS GUARANTEE (CONTINUED)

(b) Consolidated balance sheet

Set out below is a consolidated balance sheet as at 30 June 2018 of the closed group.

	2018 \$000
Biological assets	117,900
Trade and other receivables	195,600
Inventories	145,800
Assets classified as held for sale	16,500
Derivative financial instruments	3,300
Cash and cash equivalents	270,200
Total current assets	749,300
Property, plant and equipment	384,300
Equity accounted investments	1,800
Total non-current assets	386,100
Total assets	1,135,400
Trade and other payables	311,900
Provisions	88,700
Derivative financial instruments	500
Current tax liability	20,900
Related party payables	10,400
Total current liabilities	432,400
Borrowings	419,100
Provisions	24,100
Deferred tax liabilities	9,100
Total non-current liabilities	452,300
Total liabilities	884,700
Net assets	250,700
Equity	
Contributed equity	258,900
Other reserves	24,500
(Accumulated losses)/Retained earnings	(32,700)
Total equity	250,700

31 EVENTS AFTER THE REPORTING PERIOD

Subsequent to the year end a dividend of 11.6 cents per share has been declared totalling \$44.1 million to be paid on 4 October 2018. The financial effect of this dividend has not been brought to account in these consolidated financial statements and will be recognised in subsequent financial reports.

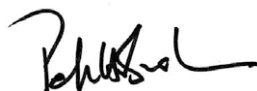
Subsequent to the end of the financial year, the Group entered into an agreement to sell its Mitavite (Horse feed business) for \$59.5 million. The transaction is subject to normal conditions precedent, and is expected to complete in 1H FY19.

Other than the matters discussed above, there has not been any matter or circumstance that has arisen since the end of the reporting period that has significantly affected, or may significantly affect, the operations of the Group's operations or results of those operations or the Group's state of affairs.

DIRECTORS' DECLARATION

1. In the opinion of the directors:
 - (a) The consolidated financial statements and notes set out on pages 46 to 83 are in accordance with the *Corporations Act 2001*, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2018 and of its performance for the financial year ended on that date, and
 - (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.
 - (b) the financial statements and notes also comply with International Financial Reporting Standards as disclosed in Note 2(b); and
 - (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. There are reasonable grounds to believe the Company the Group entities identified in note 30 will be able to meet any obligations or liabilities to which they are or may become subject to by virtue of the Deed of Cross Guarantee between the Company and those Group entities pursuant to ASIC Corporations (Wholly Owned Companies) Instrument 2016/285.
3. The directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the chief executive officer and chief financial officer, for the financial year ended 30 June 2018.
4. The directors draw attention to note 2(a) to consolidated financial statements, which includes a statement of compliance with International Financial Reporting Standards.

This declaration is made in accordance with a resolution of the directors.



Peter Bush
Chairman

Sydney
22 August 2018



Linda Bardo Nicholls, AO
Non-Executive Director

INDEPENDENT AUDITOR'S REPORT



Independent Auditor's Report

To the shareholders of Inghams Group Limited

Report on the audit of the Financial Report

Opinion

We have audited the **Financial Report** of Inghams Group Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the **Group's** financial position as at 30 June 2018 and of its financial performance for the period ended on that date; and
- complying with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The **Financial Report** comprises the:

- Consolidated statement of financial position as at 30 June 2018;
- Consolidated income statement, Consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the period then ended;
- Notes including a summary of significant accounting policies; and
- Directors' Declaration.

The **Group** consists of the Company and the entities it controlled at the period-end or from time to time during the financial period.

The **Period** is the 52 weeks ended on 30 June 2018

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

INDEPENDENT AUDITOR'S REPORT



Key Audit Matters

Key Audit Matters are those matters that, in our professional judgment, were of most significance in our audit of the Financial Report of the current period.

This matter was addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Accounting for rebates and trade allowances – (sales revenue, which is net of trade allowances and rebates, amounts to \$2,373.9million)

Refer to Note 4 to the Financial Report

The key audit matter	How the matter was addressed in our audit
<p>Revenue is recognised at the fair value of the consideration received or receivable and is net of returns, trade allowances, rebates and amounts collected on behalf of third parties.</p> <p>The accounting for trade allowances and rebates is a key audit matter due to the:</p> <ul style="list-style-type: none"> • Significance of trade allowances and rebates to the financial report; • Number of categories of customers including retail, quick service restaurants and foodservice, which attract different trade allowances and rebate terms. This requires our evaluation to be performed across these categories; • Variety of customer-specific contractual arrangements for trade allowances and rebates, increasing the audit effort to address these specific conditions; and • Differing settlement terms for customers which leads to complexity in checking the accruals at balance date across the portfolio. <p>The accrual at balance date is based on sales activity and relevant rebate and trade allowance rates/conditions of customers, for the time period since the last payment date to balance date.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> • Considering the appropriateness of the Group's accounting policies regarding revenue recognition, trade allowances and rebates against the requirement of the Accounting Standards; • Testing the Group's controls over the agreement, monitoring and calculation of trade allowances and rebates; • Checking a sample, by customer category, of rebates and trade allowances to signed customer contractual terms; • Comparing the amount of the trade allowances and rebates by customer category as a percentage of gross revenue to the prior period; • Assessing the accrual recognised at balance date by calculating an expected accrual per customer based on specific customer trading and settlement terms and comparing this to the recognised balance date accrual for a sample of significant customers by customer category; • Assessing, on a sample basis, the accuracy of prior period rebate accrual estimates to inform our evaluation of the Group's current balance date accruals; and • Comparing a sample of rebate claims or correspondence received since balance date to accruals recognised at period end, for evaluation of the accrual existence and quantum.



Other Information

Other Information is financial and non-financial information in Inghams Group Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the *Remuneration Report* and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with *Australia Accounting Standards and the Corporation Act 2001*;
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- assessing the Group's ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: http://www.auasb.gov.au/auditors_responsibilities/ar1.pdf. This description forms part of our Auditor's Report.

INDEPENDENT AUDITOR'S REPORT



Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Inghams Group Limited for the period ended 30 June 2018, complies with *Section 300A* of the *Corporations Act 2001*.

Director's Responsibilities:

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our Responsibilities

We have audited the Remuneration Report included in Pages 28 to 43 of the Director's report for the period ended 30 June 2018.

Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with *Australian Auditing Standards*.

A stylized, handwritten-style logo of the letters 'KPMG' in black ink.

KPMG

A handwritten signature in black ink, appearing to read 'Greg Boydell'.

Greg Boydell

Partner

Sydney, 22 August 2018

SHAREHOLDER INFORMATION

As at 31 August 2018

Shareholder Information required by the Australian Securities Exchange Limited Listing Rules and not disclosed elsewhere in this report is set out below:

Twenty Largest Registered Shareholders (as at 31 August 2018)

Rank	Name of Shareholder	Number of Shares	% of Issued Capital
1	J P Morgan Nominees Australia Limited	73,423,685	19.31
2	TPG Asia SF V Pte Ltd	55,032,335	14.47
3	HSBC Custody Nominees (Australia) Limited	53,505,091	14.07
4	TPG Asia VI SF Pte. Ltd.	45,777,905	12.04
5	TPG Adams Co-Invest L.P	23,017,425	6.05
6	Citicorp Nominees Pty Limited	22,128,583	5.82
7	CS Third Nominees Pty Limited	13,187,377	3.47
8	National Nominees Limited	8,081,582	2.13
9	BNP Paribas Noms Pty Ltd	7,135,449	1.88
10	Ingham 2 Pty Limited <Mick McMahon A/C>	3,036,722	0.80
11	Seymour Group Pty Ltd	3,000,000	0.79
12	BNP Paribas Nominees Pty Ltd	2,205,435	0.58
13	Ingham 2 Pty Limited <Ian Brannan A/C>	1,562,038	0.41
14	BKI Investment Company Limited	1,185,000	0.31
15	HSBC Custody Nominees (Australia) Limited – A/C 2	1,144,007	0.30
16	HSBC Custody Nominees (Australia) Limited – GSCO ECA	1,090,539	0.29
17	Brispot Nominees Pty Ltd	1,060,394	0.28
18	AMP Life Limited	769,860	0.20
19	BNP Paribas Nominees Pty Ltd	700,000	0.18
20	Bond Street Custodians Ltd	694,315	0.18

Distribution of Holdings (as at 31 August 2018)

Range	Number of Holders	Number of Shares	% of Issued Capital
100,001 and over	75	330,597,323	86.94
10,001 to 100,000	1,169	26,889,966	7.07
5,001 to 10,000	1,501	11,022,493	2.90
1,001 to 5,000	3,999	10,484,087	2.76
1 to 1,000	2,030	1,249,327	0.33
Total	8,774	380,243,196	100.00

There are no shareholders holding less than a marketable parcel of shares (as at 31 August 2018).

SHAREHOLDER INFORMATION

As at 31 August 2018

Substantial Shareholders (as Disclosed in Substantial Holder Notices given to the Company as at 31 August 2018)

Shareholder	Number of Shares	% of Issued Capital
TPG Capital	123,827,665	32.57%
AustralianSuper	47,047,872	12.37%
Fidelity	30,940,267	8.14%
Credit Suisse	28,491,359	7.49%
UBS	23,537,082	6.19%
Mondrian Investment Partners	24,612,413	6.47%
Vinva Investment Management	19,402,568	5.10%

Escrow Shares

As at 31 August 2018, the shares subject to voluntary escrow arrangements are:

Number of Shares	Escrow End Date	Early Release Date and Conditions (if Applicable)
485,714	7 November 2018	Nil

Unquoted Securities

As at 31 August 2018, there were 1,471,413 rights granted in FY18 and 1,031,745 rights granted in FY17 over unissued shares of Inghams Group Limited, as described in the Directors' Report on page 21. These performance rights are predominantly held by 6 members of management and Directors of the Company. All unissued shares which are the subject of these performance rights are ordinary shares in the Company or will be converted into ordinary shares immediately after exercise of the relevant performance right.

Shares and Voting Rights

All 380,243,196 issued shares in the Company are ordinary shares, held by 8,774 shareholders. Voting rights for ordinary shares are:

- on a show of hands, one vote for each shareholder; and
- on a poll, one vote for each fully paid ordinary share.

There is no current on-market buy-back.

CORPORATE DIRECTORY

DIRECTORS

Peter Bush
Ricky Lau
Jackie McArthur
Mick McMahon
Helen Nash
Linda Bardo Nicholls, AO
Joel Thickins

COMPANY SECRETARY

Ian Brannan
David Matthews

REGISTERED OFFICE

Inghams Group Limited
Level 4, 1 Julius Avenue
North Ryde, NSW 2113
Australia
Telephone: +61 2 9826 4444

AUDITORS

KPMG
Level 38, Tower Three,
International Towers Sydney
300 Barangaroo Avenue
Sydney, NSW 2000

SHARE REGISTRY

Link Market Services Limited
Level 12, 680 George Street
Sydney, NSW 2000
Telephone: 1800 177 747
+61 2 8280 7390

Email: registrars@linkmarketservices.com.au

STOCK EXCHANGE

Inghams Group Limited shares are quoted on the Australian Securities Exchange (ASX code: ING).

CORPORATE WEBSITE

www.ingham.com.au

