AMPOL LIMITED ACN 004 201 307

29-33 BOURKE ROAD ALEXANDRIA NSW 2015

ASX/NZX Release

2024 Annual General Meeting Addresses and Presentation

Thursday 9 May 2024 (Sydney)

Authorised for release by: the Disclosure Officers of Ampol Limited

#### **INVESTOR CONTACT**

Fran van Reyk Head of Investor Relations +61 2 9250 5000 + 61 419 871 138 frances.vanreyk@ampol.com.au

#### **MEDIA CONTACT**

Matt Paterson External Communications Manager +61 402 140757 mpaters@ampol.com.au





Good morning and welcome to the 2024 Annual General Meeting of Ampol Limited.

My name is Steven Gregg and it's an honour to be your Chairman. As a result of the proxies I hold as Chairman, we have a quorum present, so I declare this meeting open.

I'd like to begin by welcoming Uncle Craig Madden to the stage for a Welcome to Country.

Thank you, Craig.

I will now outline the technology and procedural matters for the meeting. Today's meeting is being held in person at The Mint in Sydney and online via the Link online platform. The Link online platform allows shareholders, proxyholders and guests to attend the meeting virtually.

In addition to receiving votes and taking questions from the room here in Sydney, shareholders and proxyholders joining through Link also have the ability to ask questions and submit votes. There is also a teleconference number for shareholders and proxyholders to dial, listen, and ask questions here today.

Our Virtual Meeting online guide for today's meeting is available on the Ampol Investor Centre on the Ampol website.

For attendees who have joined via telephone, if you would like to verbally ask a question, press \*1 on your keypad to ask a question and you will be placed in a queue. Your line will be unmuted when it is time to ask your question. You may "lower your hand" by pressing \*2 on your keypad.

Only shareholders and proxyholders can submit questions via the Link online platform at any time. To ask a written question, click on the "Ask a Question" button either at the top or bottom of the webpage. Select "General Business" or a specific resolution for your question. Click in the "Question" section and type your question and click on "Submit".

For questions online, Jeff Etherington, our Deputy CFO, is here with me today and will read out the name of the shareholder and their question. We will undertake best efforts to honour and address all questions, however in the interest of the limited time we have, we may choose to merge some online questions together where there is duplication in the subject matter.

If we do run out of time, we will look to provide direct responses to outstanding questions and post these responses on our website for all shareholders.

Voting today will be conducted by way of a poll on all items of business. In order to provide you with enough time to vote, I will shortly open voting for all resolutions.

For those shareholders participating in the meeting via the online platform, you can cast your direct vote using the electronic voting card that you received when you validated the registration.

If you have any questions about casting your vote online, please refer to the Virtual Online platform guide or call us on the number set out in the guide or on the screen in front of you.

You do have the ability to change your vote, up until the time that I declare voting is closed.



If we experience any technical issues today, a short recess or an adjournment may be required depending on the number of shareholders being affected. If this occurs, I shall advise accordingly.

If you are attending the meeting in person, you would have been given an attendance card when you registered on arrival.

- If you have a **YELLOW** voting card, you are a voting shareholder, proxyholder, or corporate representative and will vote by filling out a paper voting card. You are also entitled to speak at this meeting.
- If you have a **BLUE** card, you are a non-voting shareholder. While you are entitled to ask questions and make comments, you are not entitled to vote at this meeting.
- If you have a **RED** card, you are a visitor and are not entitled to speak or vote at this meeting.

At the conclusion of the meeting, please return the completed paper voting card to a Link share registry team member.

If anyone with a **YELLOW** or **BLUE** card wishes to speak, please raise your hand for the microphone at the appropriate time and identify yourself to me before asking me your question.

For those who are participating via our online platform, you will be able to submit questions by registering as a shareholder or proxyholder and selecting the "Ask a Question" tab.

I will consider the questions submitted online and via telephone after I have taken questions from the floor.

I now declare voting open on all items of business. For online attendees, please submit your votes at any time. I will give you a warning before I move to close voting.

Let me start the meeting today with some introductions.

With me on stage is our Managing Director & CEO, Matt Halliday. Also joining me in the room today are Non-Executive Directors Penelope Winn, Melinda Conrad, Gary Smith, Simon Allen, Mike Ihlein, and Elizabeth Donaghey.

Mark Chellew has informed the Board that he is retiring from the Board effective today, 9 May 2024 and is an apology at today's AGM. On behalf of the Board, I would like to thank Mark Chellew for his significant contribution to the development of the organisation and the Board since 2018. He has been a valued member of the Safety and Sustainability Committee, and People and Culture Committee. We thank Mark for all his service and wish him all the best for the future.

Today, Mike Ihlein and Gary Smith are seeking re-election as Non-Executive Directors of Ampol.

We also have our Company Secretaries here with us - Faith Taylor and Yvonne Chong.

Members of the Ampol Leadership Team are in the room today.

Representatives of our external auditor, KPMG, are also in attendance.



Before we get to items of business, I will provide a review of 2023 performance, and then hand over to our Managing Director & CEO, Matt Halliday. Matt will provide an update on key strategic initiatives from 2023, as well as trading performance over the first quarter of 2024.

2023 marked a year of continued strong operational and financial performance. This result was achieved despite the uncertainty of volatile international energy markets brought about by ongoing geopolitical tensions.

At Ampol, we use a profit measure called 'replacement cost operating profit', otherwise known as RCOP, which adjusts for the volatility in crude oil and product prices. Matt and I will be referring to these earnings metrics throughout this morning's presentation unless otherwise stated.

In 2023, our Group RCOP EBITDA was \$1.76 billion and RCOP EBIT was just under \$1.3 billion. RCOP Net Profit After Tax was \$740 million after adjusting for significant items and inventory gains and losses, and our Statutory NPAT was just under \$550 million.

This was the second highest result in Ampol's history, only beaten by 2022's record performance which was underpinned by unprecedented high refining margins.

Total fuel sales across the year were a record 28.4 billion litres. This was a seventeen per cent increase on 2022.

Ampol's earnings have not only grown significantly over the past few years, but in 2023 we also saw that our earnings have an improved mix that leaves us well placed to continue to grow and evolve the business.

As a result of the Group's strong financial performance and cash flow generation, I am pleased to announce that in 2023, Ampol delivered a full year, fully franked total dividend of 275 cents per share, comprising an ordinary dividend of 215 cents per share and a special dividend of 60 cents per share. This was in line with 2022's record payout, and totaled \$655 million returned to shareholders, representing a payout ratio of 89 per cent of RCOP NPAT.

Ampol is also a major provider of tax revenue to governments in Australia and New Zealand. In 2023 we contributed close to \$10 billion in taxes, largely relating to fuel excise and GST, making Ampol a significant contributor to public revenues in both countries.

I believe it is worth reflecting on the significant impact Ampol has had on Australia and New Zealand since its inception. The story of Ampol's history and role in the development of Australia and New Zealand is as relevant today as it has ever been.

'Show me a mountain and I'll show you a way to get over it,' was a line frequently used by Ampol's founder, William Walkley. Beginning his work in New Zealand, his initial priority in 1931 was to deliver more competitive fuel pricing to local motorists. Just five years later, he took the business to Australia, seeking to address the challenge of rolling out a scalable refuelling network across the nation.



Ampol was created to take on the established overseas-owned oil companies that dominated the Australian market in the 1930s. At the time, Ampol was known as an innovator, using a bold, nimble, and ambitious approach to push into new frontiers, pioneering technology that went on to shape the transport fuels industry in Australia, and investing to support the growth and development of our country. At that time, Ampol took calculated and informed decisions that enabled the company to grow and backed its people as they executed the company's strategy.

In many ways, we can see history repeating as we face into the challenges associated with the energy transition, including establishing a reliable EV charging network across Australia and New Zealand, and exploring other low carbon solutions for our customers in hard to abate sectors. Our current workforce is the pioneering force providing the energy solutions that our Australian and New Zealand customers need now and into the future. It is the role of the Board and Management to back our people as they execute the company's strategy, and support a bold, nimble, and ambitious approach.

In doing so, we will also be disciplined in how we invest on behalf of our shareholders. We seek to strike the right balance between investing in the energy transition at an appropriate pace, in the core business, and of course, returning capital to our shareholders.

Performance in safety and environment continues to also be a major focus at Ampol and a key input to achieve operational excellence. I'm pleased to report that in 2023, Ampol's personal safety performance was close to our best ever results in all parts of the business.

The success in our safety performance has been achieved through an active program of implementing improvements in our systems and practices to ensure we have a robust safety culture. Highlights from 2023 include over 15,000 hours of face-to-face training for workers at Lytton refinery, and the introduction of mental health awareness training for key leaders across the business.

Another operational highlight from 2023 was the recovery in fuel volumes following the impacts of COVID-19.

In Australia, we saw increased volumes with sales reaching 15.6 billion litres, the highest level since 2019. This reflected a continued recovery in aviation within the Group, as well as generally favourable freight markets enabling Ampol to benefit from its superior east coast infrastructure.

Ongoing growth in international sales, particularly from our US Trading and Shipping team, demonstrated the benefit of sourcing desks in key global markets. We have used our trading teams' insights to inform supply decisions, which have provided valuable flexibility in a market still adjusting to the rapid rise in premiums in 2022, following Russia's invasion of Ukraine.

Our strategy is at the core of business decisions at Ampol and is headlined by three pillars: enhancing the core business, expanding from a rejuvenated fuels and convenience platform, and evolving the energy offer for our customers as their needs change. Based on our results, we believe the strategy is delivering.



Over the last few years, we have been focused on getting the balance right in terms of our investment decisions to grow the business in the short-, medium-, and long-term while also delivering strong returns to our shareholders.

We are approaching the final investment decision on the Ultra Low Sulfur Fuels Project at Lytton refinery, we have a clear strategy to grow our Australian Convenience Retail offer, and we will continue to pursue organic growth in F&I International. Our progress on the rollout of the EV charging network will also continue over the next few years, and we will continue to explore low carbon energy solutions for hard to abate sectors.

Ampol has proven its strength and capabilities over the last few years, with the company in a very strong position to continue delivering in 2024 and beyond. While we are operating in a challenging environment due to geopolitical volatility, inflationary pressures, and the cost of living crisis, Ampol has demonstrated its resilience across many different market conditions. This is due to a number of competitive advantages, including privileged infrastructure, high quality retail networks, iconic brands, supply chain expertise, and a robust strategy.

On behalf of the Board, I would like to congratulate Managing Director & CEO, Matt Halliday, his executive team, and all Ampol employees for achieving outstanding results in 2023.

I would also like to thank all our customers and stakeholders, including our suppliers and joint venture partners, who remain vital to our continuing success. Lastly, I would like to thank you, Ampol's shareholders, for your continued support of the company and for coming on the exciting journey that we are creating.

I will now hand over to our Managing Director & CEO, Matt Halliday, to address the meeting.

Thank you, Chairman, and good morning everyone.

Once again, I am proud to stand here and address you after Ampol's strong performance in 2023. It remains a privilege to lead this great Australian company as we continue to deliver great outcomes for shareholders, customers, and communities as we successfully execute our strategy.

These outcomes would not have been possible without the dedication of the entire Ampol team, who have demonstrated resilience in the face of the significant challenges of global energy markets, geopolitical volatility, extreme weather, and inflationary pressures right across the supply chain. We have continued to deliver safely, reliably, and efficiently for our customers.

2023 saw good performance across all of our business segments.

RCOP EBITDA and RCOP EBIT were slightly down from 2022's record result.

It's worth remembering this result is compared against a period of record refining margins in 2022. Given this, for the 2023 result to be within half a per cent of 2022's record EBITDA is an extremely pleasing outcome and is arguably a higher quality result with stronger performances across all non-refining divisions.



I would also highlight that in 2023 we saw the first full twelve months' contribution from Z Energy. The Z business performed well, and the transition to Ampol supply has been relatively seamless thanks to the work of our teams in Singapore and on either side of the Tasman. Local Z management and the supply team have delivered on the business improvements and synergies that we committed to at the time of the acquisition in May 2022.

Beyond New Zealand, we continued to deliver on the strategy to grow international earnings. Organic growth in Trading and Shipping is demonstrated from the international earnings uplift that we saw in 2023, with that business contributing approximately 30 per cent to the Group's earnings. This is a clear differentiator for Ampol in the market and builds from the strength we have in our customer demand and infrastructure positions in both Australia and New Zealand.

The good progress in shop performance continued through 2023. Given the cost of living crisis, we have sought to provide value-driven Convenience Retail offers, such as various Crave n Save deals for our customers. Excluding tobacco, shop sales grew in value, particularly in areas like bakery, snacks, and beverages. Tobacco sales have continued to decline across the market, and this is largely due to shifting consumer habits as well as the growth of illicit markets. When considering the decline in tobacco, the growth we saw in average basket value demonstrates that our Convenience Retail strategy is delivering.

A further proof point has been the success of our network rationalisation program.

The program began in 2019 with about 800 stores, and as at the end of 2023, we operated 636 stores within the company-controlled network, a reduction of about 20%. This more focused network has resulted in Ampol having above industry average fuel volumes per site, and a higher mix of premium fuel sales. We are focused on the quality of our network, and our ability to deliver the right offer for our customers and returns for our shareholders, rather than the number of stores.

Last year, the strategy focused specifically on premium sites with the rebranding of 50 sites from MetroGo to our Foodary offer which is performing strongly. We also continued to invest in our highway network, with the marquee Pheasants Nest sites opened, and the refurbishment of the M1 Northbound near Wyong, in each case with multiple Quick Service Restaurant options providing an enhanced offer for our customers. We are now the largest multi-site franchisee for Boost Juice in Australia, and are progressing our trial with Hungry Jack's.

We are committed to delivering the right customer offer for each local market in which we operate, with an appropriately segmented proposition, and will be bringing other brands into the QSR portfolio as appropriate.

Moving now to the Lytton refinery, which continues to be a significant contributor to the Group's success.

We intend to invest further in Lytton to enhance its capabilities, and so have made substantial progress in design, approvals, and groundworks on the Ultra Low Sulfur Fuels Project. This project



will deliver important upgrades to Lytton so that it can produce low sulfur fuels by the end of 2025. This will meet the Australian Government's timeline to introduce improved fuel quality standards. Based on our New Zealand experience, we expect this product to trade in international markets at a premium to existing Australian fuel grades, and therefore increasing the value of Lytton's production.

As we look to the future, we're evolving the business to support our customers through the energy transition. We are progressing our on-the-go public fast charging network rollouts in both Australia and in New Zealand, and by the end of 2023, we had rolled out 82 charging bays in Australia and 104 in New Zealand. Expanding off our forecourts, we have arranged back-to-base charging arrangements with various B2B customers and also established major agreements with Mirvac and Stockland to provide fast charging at their shopping centres, which represent attractive charging locations for customers.

A reliable e-Mobility offer and strong network coverage not only supports the development of our e-Mobility business as EV uptake grows over time, but it also reinforces our traditional fuel business as our customers are seeking integrated solutions to support them in navigating the energy transition.

For the hard to abate heavy transport sectors, we're exploring the development of a renewable fuels supply chain. This includes evaluating the feasibility of establishing a biorefinery at Lytton, which would have the capacity to produce more than 500 million litres of renewable diesel and sustainable aviation fuel every year. Renewable diesel and sustainable aviation fuel are diesel or jet fuel that, instead of being produced from crude oil, are made from renewable biomass waste products such as used vegetable oils or tallow and as such reduce emissions.

While we continue to scope the feasibility of a biorefinery, in the shorter term, we are also exploring opportunities to commence co-processing of renewable feedstock alongside traditional feedstock at Lytton. This would enable Ampol to produce high quality blended renewable fuels for our customers in a shorter timeframe. We have also completed a successful trial to import and supply renewable diesel to some of our B2B customers, including Hanson, and intend to scale this up to meet growing demand over the coming years.

On a related note, I am pleased to share that Ampol has made significant headway in our sustainability reporting.

In July 2023, Ampol released its first voluntary, TCFD-aligned Climate Report. The report detailed the significant progress made in delivering on our Future Energy and Decarbonisation strategies, which we first released to the market in May 2021. Our operational scope 1 and 2 emissions are something we do have control over. For the emissions we do not control, such as the emissions associated with fuel after it is sold, we are committed to supporting our customers in their own decarbonisation journeys.

On the people front, in 2023 Ampol took the next step in supporting our customers' decarbonisation journeys by bringing the Australian and New Zealand teams together into one Energy Solutions team.



This allows us to leverage our combined scale and expertise in delivering solutions for our customers, while continuing to differentiate for the unique local markets.

Last year, the Group adopted Peakon, an employee listening tool used by our colleagues in New Zealand. Through enhancing the monitoring of employee sentiment month to month across the Group, we have been able to identify trends in engagement and areas for improvement. While it is early days in collection of Group data, I am pleased to share that Ampol has an employee Net Promoter Score of 40, which places us in the top quartile of Peakon's global benchmark.

Another highlight in 2023 was the Z Energy team being recognised for its efforts in diversity and inclusion, winning the Supreme Award at the Human Resources Institute of New Zealand awards ceremony for their initiative to help close the gender pay gap through salary transparency, as well as an innovative KiwiSaver offering for employees working part time or taking parental leave.

On the community front, in 2023, our total Australian community investment was over \$4.5 million, and our total New Zealand community investment was NZ\$2.8 million. This included NZ\$1 million via Z Energy's annual Good in the Hood program, where over 500 local community charities and organisations received funding according to customers' votes.

Moving now to Ampol's performance this year.

Late last month, we updated the market on trading conditions and operational performance for the first quarter of 2024.

The Lytton Refiner Margin for the first quarter was US\$11.80 per barrel, compared to US\$14.90 per barrel in the first quarter last year. During the quarter, Singapore refined product cracks were approximately US\$4 per barrel lower than the same period last year, while higher product freight rates (net of landed crude costs) benefited our LRM. Production levels were impacted by the previously communicated refinery-wide steam outage, as well as the temporary delay in the supply of catalyst for the Alkylation Unit due to disruptions experienced in the Red Sea. The refinery returned to normal operations in early April.

RCOP EBIT from Ampol's non-refining divisions was in line with the prior corresponding period.

Australian fuel sales volumes were in line with the first quarter of 2023, and while International fuel sales volumes were lower year on year, this was largely due to third party spot sales. Integrated margins compared favourably year on year with our integrated supply chain able to effectively manage the refinery and market disruptions experienced during the first quarter.

Convenience Retail delivered earnings slightly ahead of the same quarter last year. Improved fuel margins more than mitigated lower fuel sales volumes, largely in base grade gasoline, in a higher input price environment. Shop income grew year on year with improved gross margins and growth in sales excluding tobacco.

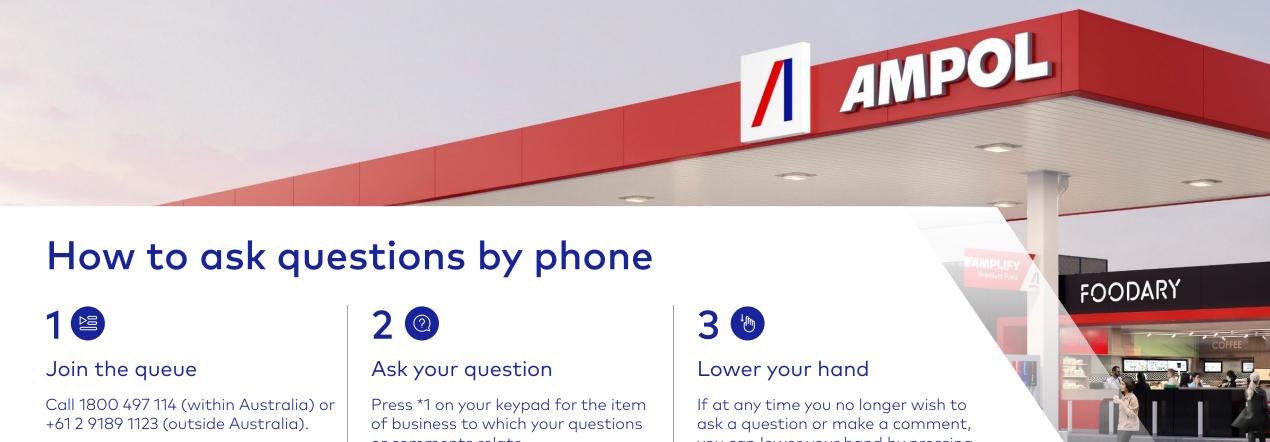
The New Zealand segment grew RCOP EBIT year on year including the comparative benefits from the transition to Ampol supply from April 2023.



In closing, the Board and Management are focused on delivering for our customers, communities, and for you, our shareholders. I would also like to again thank our employees for their ongoing commitment to the delivery of our strategy and I look forward to building on the strong momentum we have over the coming months and into the second half of the year.







A moderator will request your unique PIN.

To obtain your unique PIN, please contact Link Market Services on +61 1800 990 363 before the meeting. You will need a land line or mobile phone, and the name and securityholder number of your shareholding. or comments relate.

A teleconference moderator will introduce you at the right time.

When your line is unmuted ask your question or make a comment. you can lower your hand by pressing \*2 on your keypad.



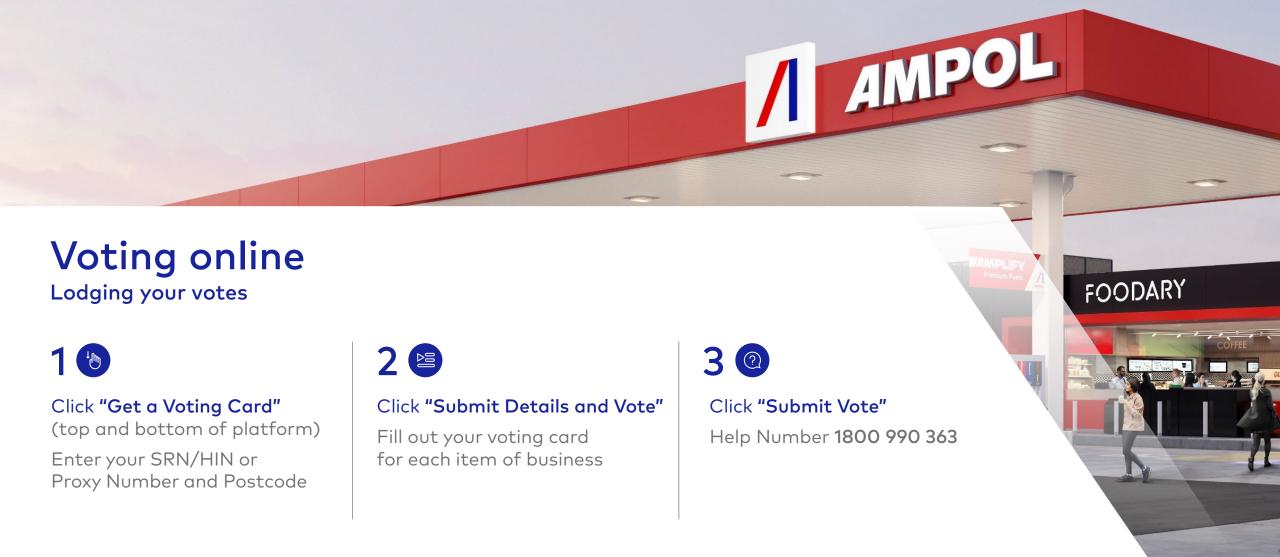
# AMPOL How to ask questions **FOODARY** via Link online platform 2 @ Only shareholders and proxyholders are able Click "Ask a Question" if you Type in your question or to ask questions or make have a question or comment comment and click

a comment

Select "General Business" or a specific resolution

"Submit Question"







# **Admission Cards**

#### YELLOW Admission Card

If you have a **YELLOW** voting card, you are a voting shareholder, proxyholder or corporate representative and will vote by filling out a paper voting card.

You are also entitled to speak at this meeting.

At the conclusion of the meeting, please return the completed paper voting card to a Link share registry team member.



#### BLUE Admission Card

If you have a **BLUE** card, you are a non-voting shareholder.

While you are entitled to ask questions and make comments, you are not entitled to vote at this meeting.

#### RED Admission Card

If you have a **RED** card, you are a visitor and are not entitled to speak or join the meeting via phone or vote at this meeting.

#### Ask Questions

If anyone with a **YELLOW** or **BLUE** card wishes to speak, please put your hand up for the microphone at the appropriate time and identify yourself before asking your question.







# Board of Directors and Company Secretaries



Steven Gregg Chairman



Matthew Halliday Managing Director and CEO



Simon Allen Non-executive Director



Melinda Conrad Non-executive Director



Elizabeth (Betsy) Donaghey Non-executive Director



Michael Ihlein Non-executive Director



Gary Smith
Non-executive Director



Penny Winn
Non-executive Director



Faith Taylor Company Secretary



Yvonne Chong
Company Secretary



# **Ampol Leadership Team**



Matthew Halliday Managing Director and CEO



**Greg Barnes** Group Chief Financial Officer



**Andrew Brewer** 



Meaghan Davis Executive General Manager, Fuel Supply Chain Executive General Manager, People and Culture



Lindis Jones Executive General Manager, Z Energy



**Brent Merrick** Executive General Manager, International and New Business



Faith Taylor Executive General Manager, Group General Counsel, Regulation and Company Secretary



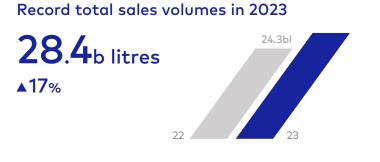
Kate Thomson Executive General Manager, Retail Australia





# Strong operational and financial performance





Full year fully franked total dividend of

275 cps

in line with 2022's record payout

\$655 million returned to shareholders, represents record payout ratio of 89% of RCOP NPAT<sup>1</sup>

1. Excludes significant items









# We remain committed to delivering on our strategy













Another year of strong performance across our value chain

Earnings growth in non-refining divisions

Full 12 months' contribution from Z Energy

Record total fuel sales

Strong balance sheet with record payout ratio





# Strong progress on operational and strategic priorities

- Network rationalisation complete
   Focus now on our major highway network
- Significant progress on Ultra Low Sulfur Fuels Project
- Z Energy delivered expected acquisition benefits and synergies

**Ampol Limited** 

• EV network rollout gained momentum

As at 31 December 2023, 186 charging bays operating across

Australia and New Zealand









# Items of business

1. Consideration of the Annual Reports

2. Adoption of the Remuneration Report

3. (a) Re-election of Michael Ihlein as a Director

(b) Re-election of Gary Smith as a Director

4. Grant of 2024 Performance Rights to the Managing Director and Chief Executive Officer

5. Non-Executive Directors' Fee Pool Increase





Adoption of Remuneration Report



# Adoption of Remuneration Report

## Proxy votes

For	177,233,037	98.2%
Against	2,890,162	1.6%
Open	356,340	0.2%
Abstain	109,146	





За.

# Re-election of Michael Ihlein as a Director





3a.

# Re-election of Michael Ihlein as a Director

## Proxy votes

For	171,818,989	95.12%
Against	8,466,995	4.69%
Open	343,402	0.19%
Abstain	18,917	





3b.

# Re-election of Gary Smith as a Director





3b.

# Re-election of **Gary Smith** as a Director

## Proxy votes

For	174,162,913	96.42%
Against	6,129,978	3.39%
Open	345,008	0.19%
Abstain	21,744	





**Grant of 2024 Performance Rights** to the Managing Director and **Chief Executive Officer** 



4.

Grant of 2024 Performance Rights to the Managing Director and Chief Executive Officer

## Proxy votes

For	177,224,807	98.14%
Against	3,001,575	1.66%
Open	355,694	0.2%
Abstain	77,384	



5

Non-Executive Directors' Fee Pool Increase





5

# Non-Executive Directors' Fee Pool Increase

#### Proxy votes

For	179,612,271	99.45%
Against	640,853	0.35%
Open	355,845	0.2%
Abstain	42,597	







