Sustainability Report
2025

GrainCorp

Our Vision

Lead sustainable and innovative agriculture through another century of growth

Our Purpose

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

Acknowledgement of Country

GrainCorp acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and embraces the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

At GrainCorp, we recognise, value and respect Aboriginal and Torres Strait Islander peoples' deep relationship, connection and responsibility to land, waterways and communities as central to identity and culture.

This report was produced on the lands of the Gadigal People of the Eora Nation, and we specifically acknowledge the traditional custodians of the lands on which our businesses reside and operate.

We extend this recognition and respect to Indigenous peoples and communities around the world.

All references to Indigenous and First Nations peoples in this report are intended to include Aboriginal and/or Torres Strait Islander peoples.

Aboriginal Artist and Graphic Designer Lani Balzan created the artwork for GrainCorp's Innovate RAP.

GrainCorp is a leading diversified Australian agribusiness, with an integrated operating model that connects growers to consumers around the world to provide food, feed and agri-energy products.

About this Report

GrainCorp's 2025 Sustainability Report provides an account of our performance in the areas of environment, climate and nature, responsible sourcing, food safety, workplace health and safety, people and community for the period 1 October 2024 to 30 September 2025 (FY25), except where otherwise stated.

Standards and frameworks

This report has been prepared with reference to several globally recognised reporting frameworks, including the Global Reporting Initiative (GRI), Agriculture, Aquaculture and Fishing Sectors Standard (2022), and the Sustainability Accounting Standards Board (SASB) Disclosure for the Agricultural Products and Food Processing sectors. We continue to reference the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) as we develop our approach to nature.

In FY25, GrainCorp has been considering the requirements of Australia's forthcoming mandatory climate-related financial disclosure regime – the Australian Sustainability Reporting Standards – against which we will be required to comply from FY26. Our climate-related financial disclosures for FY25 are available in our 2025 Annual Report. The information provided in the Climate and Nature section of this report provides an overview of climate and nature-related information as part of GrainCorp's broader sustainability approach. Content indices are included from page 71.

Reporting boundaries

GrainCorp adopts a materiality-based approach to sustainability disclosure. The sustainability topics described in this report were identified in our materiality assessment as having the greatest importance to our stakeholders and reflect GrainCorp's greatest impacts on the environment and society.

GrainCorp's 2025 Sustainability Report includes information on the entities for which it has direct operational control. Some sections of this report also include information on GrainCorp's value chain and the boundary of information provided is described in each section and/or included as a footnote to the relevant data point or points.

Forward looking statements

This report contains forward-looking statements, including but not limited to statements regarding: goals, targets, plans, strategies and objectives of GrainCorp; assumed near and long-term scenarios and transition pathways; potential global responses to climate change; regulatory and policy developments; the development and uptake of certain technologies; and the potential effect of possible future events on GrainCorp. The forward-looking statements in this report are based on management's good faith, current expectations and reflect judgements, assumptions and estimates and other information available as at the date of this report. They are, by their nature, subject to significant uncertainties, many of which are outside GrainCorp's control. Actual results, circumstances and developments may differ materially from those expressed in this report and readers are cautioned not to place undue reliance on these forward-looking statements.

Forward-looking statements should be read in conjunction with, and are qualified by reference to the expectations, judgements, assumptions, estimates and other information and risk factors, referred to above.

Terms used in this report

Unless otherwise stated or the context otherwise requires, the term 'GrainCorp' and terms such as 'we', 'us', and 'our' are used in this Sustainability Report for convenience to refer to one or more of the entities of GrainCorp Limited. The terms 'Environment, Social and Governance' (ESG) and 'sustainability' are used throughout this report. While both ESG and sustainability are concerned with ESG factors, ESG is focused on evaluating the performance of companies based on these factors, while sustainability is a broader principle that encompasses responsible and ethical business practices in a holistic manner.

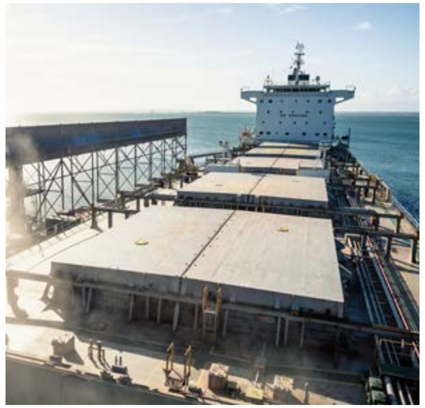
Limited assurance

PwC Australia has performed a limited assurance engagement of selected metrics included in this report. Metrics subject to limited assurance are indicated by an asterisk throughout the report. PwC Australia's assurance statement is available on pages 62 to 70.

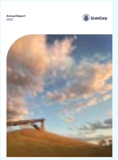
This report complements GrainCorp's 2025 Annual Report and 2025 Corporate Governance Statement.

Cover image: Sophie Harrison, Senior Corporate Affairs Advisor. Photo captured at Moree, NSW

Wheat and canola crops near Werris Creek, NSW

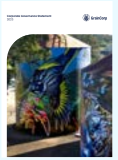


Reporting suite 2025



Annual Report

Sustainability Report

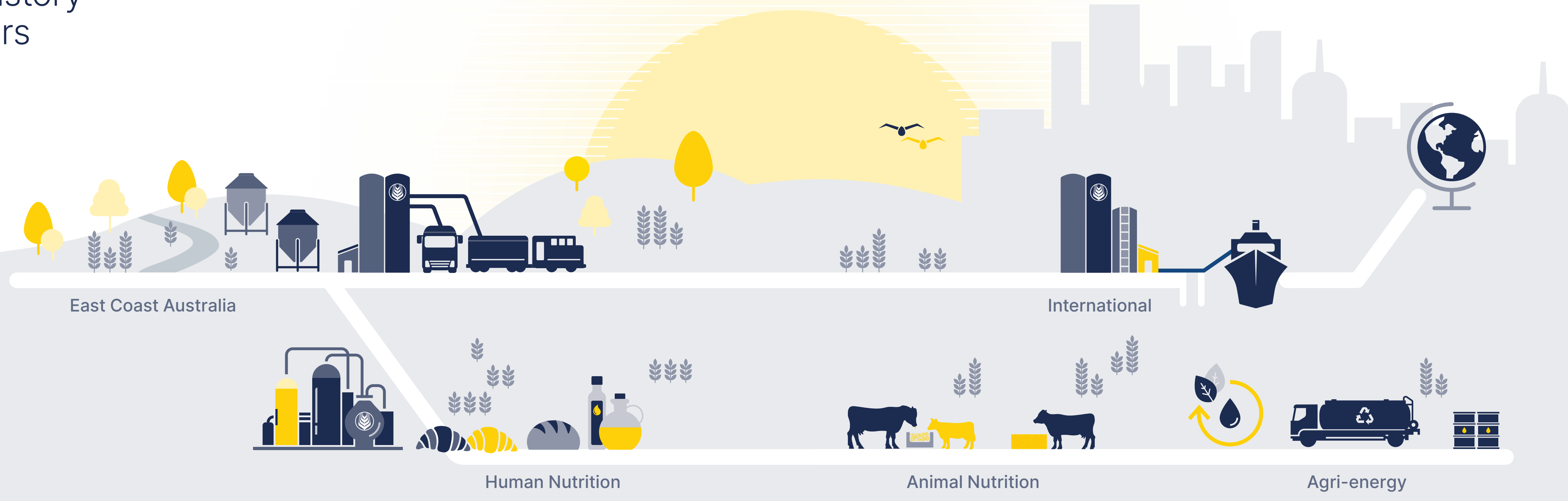


Corporate Governance Statement

About GrainCorp

GrainCorp has a proud history of delivering for customers for more than 100 years

Ports across ECA	Grain receival sites throughout ECA	Oilseed crush capacity (kmt)	Refining, bleaching, deodorising (RBD) capacity (kmt)	Grain elevators and one port in western Canada	Marketing offices globally
7	>160	>500	290	4	12



GrainCorp is a leading Australian agribusiness and processing company, with a significant regional accumulation, storage and handling network across the east coast of Australia (ECA), and integrated operations across four continents.

We partner with growers to maximise the value of their crops, connecting them to domestic and global marketplaces through our end-to-end supply chain and infrastructure assets.

See our global locations in GrainCorp's 2025 Annual Report.

Our reporting segments

Agribusiness

East Coast Australia
- Largest grain storage and handling network on ECA
- Services over ten thousand growers annually
- Capability to handle non-grain materials such as cement, woodchips and fertiliser

International
- Global network of offices, originating grains and oilseeds in regions outside ECA
- Delivering to 350+ customers in more than 50 countries
- Includes GrainsConnect Canada joint venture and Saxon Agriculture

Nutrition and Energy

Human Nutrition
- One of Australia's largest canola seed crushers producing canola oil and meal
- One of Australia's largest importers and refiners of edible fats and oils
- Products include blended and single oils, infant nutrition, bakery products, margarines and spreads and frying shortening

Animal Nutrition
- Supplier of vegetable oil, molasses-based feed supplements and blended feed solutions to enhance farm productivity
- Provider of feedlot performance and nutritional consulting
- Presence in Australia and NZ

Agri-energy
- One of Australia's largest collectors of Used Cooking Oil (UCO)
- Australia's largest exporter of tallow and UCO
- Access to a broad network of liquid tank storage across Australia and New Zealand

Sustainability highlights

Our environment

SBTi approved emissions reduction targets for GrainCorp's Scope 1, 2 and 3 emissions

Continued strong progress of GrainCorp Next – a sustainable agriculture initiative to build an end-to-end low carbon emissions canola supply chain

>95% of Dust and Damaged Grain diverted from landfill

More than **1.3 million kg of tarps recycled** since 2023

Achieved a **>2.5% energy efficiency improvement** across processing sites

Our integrity

Ongoing membership of the Federal Government's Jet Zero Council, supporting national collaboration on decarbonising aviation

Provided **submissions to Government consultations on energy, climate and economic policy frameworks**, ensuring GrainCorp and industry perspectives are represented in the development of national and state-based strategies

Updated procurement policy and processes to enhance **alignment between procurement decisions and GrainCorp's sustainability objectives**

Met with the Federal Minister for Agriculture, Forestry and Fisheries to discuss **regulatory, sustainability and people priorities for GrainCorp and the wider agribusiness sector**

Our people

Continued to lead the industry in **gender pay equity**[1]

$912,000 committed to support **154** regional and rural community groups

>1,360 volunteer hours contributed by our people

Achieved **Family Inclusive Workplace Certification**

Achieved 100% of operational leader participation in **Back to Basics safety leadership program**

1. The Workplace Gender Equality Agency (WGEA) published their gender pay gap report, based on the 2023–2024 reporting period, in February 2024.

Message from the Chair of the Board Sustainability Committee and the Managing Director and CEO


Chair of the Board Sustainability Committee Clive Stiff and Managing Director and CEO Robert Spurway at Rochester, Victoria

We are pleased to share with you GrainCorp's Sustainability Report for FY25, which details the progress we have made against our sustainability objectives this year.

In FY21, we commenced building a three-year rolling road map of actions that has underpinned the incremental improvement we have seen in our sustainability performance each year since. In FY25, we have reached a position where 'sustainability' has become a cornerstone of our approach to value creation. It is a fundamental part of how we engage with our stakeholders – from our supply chain partners to our growers, to our communities, and our customers – and it is embedded in the values that our people demonstrate every day.

Workplace health and safety is one of our material sustainability topics and 'We Stay Safe' is a core value at GrainCorp. It is disappointing that we saw increases in our FY25 Lost Time Injury Frequency Rate and Recordable Injury Frequency Rate, notwithstanding the effort and focus we have placed on eliminating critical safety risks through our multi-year safety program. The continuous uplift of our health and safety capabilities will remain a key focus in FY26. More details of our safety performance, the safety initiatives we have undertaken during the year, and our priority actions for FY26, can be found on pages 39 to 42.

In October, we released our science-based emissions reduction targets covering Scope 1, 2 and 3. These targets have been validated by the Science Based Targets initiative (SBTi), underscoring their credibility and representing a key milestone for GrainCorp. With more than 9,000 companies globally having set SBTi-approved targets, GrainCorp is, at the time of writing, one of only nine Australian organisations in the agricultural value chain with validated targets.

We have developed high-level roadmaps to guide delivery of our targets, and it is pleasing to see the progress already underway. Our processing sites represent more than half of the organisation's Scope 1 and 2 emissions, and we have achieved a 5 per cent reduction in our Scope 1 and 2 GHG emissions per tonne of production across these sites in FY25 driven by factors including the dedicated focus our teams have placed on enhancing energy efficiency through process optimisation. More information, including the progress we have made towards minimising the waste and water impacts of our operations, is included on pages 16 to 21 in the Environment section of this report.

More than 95 per cent of GrainCorp's emissions occur in our value chain (Scope 3) and we are committed to shaping and accelerating emissions reductions across the value chain through stakeholder engagement and ongoing advocacy.

We recognise the key role agriculture plays in delivering positive outcomes for climate and nature. In year 2 of GrainCorp Next, our sustainable agriculture initiative to build an end-to-end low carbon emission canola supply chain, we have successfully partnered with 14 growers to establish on-farm emissions baseline and identify interventions to reduce on-farm emissions. The initiative not only provides a vehicle through which we can operationalise elements of our Scope 1, 2 and 3 emissions reduction roadmaps but also provides the opportunity for significant grower engagement on topics including emissions, soil health and biodiversity.

Message from the Chair of the Board Sustainability Committee and the Managing Director and CEO

Through GrainCorp Next and our engagement with industry forums and platforms such as the Sustainable Agriculture Initiative (SAI), we continue to develop our understanding of nature-related impacts and dependencies while collaborating with growers and suppliers to drive more climate and nature resilient supply chains.

Collaborating with suppliers, growers, customers, peers and industry groups to drive decarbonisation, while supporting emerging solutions that aim to measure and manage emissions, are essential components of our Scope 3 roadmap. In FY25, our activities have been diverse, ranging from working with sector peers to explore low-carbon fertiliser opportunities, to investing in start-ups that help lower emissions and improve on-farm productivity. We continue to assess new opportunities as they arise.

Expanding our capabilities in renewable fuels remains a key focus for GrainCorp. In FY25, we have actively championed supply and demand policy mechanisms to stimulate and foster a robust domestic market for Low Carbon Liquid Fuels that would not just support net zero ambitions but would optimise Australia's investment in energy security, regional jobs and industrial capability. Other key advocacy activities include submissions to Federal Government consultations on the Guarantee of Origin scheme, the Economic Reform Roundtable and the Feeding Australia: National Food Security Strategy. These are further described on page 13.

We encourage you to read more about these and other FY25 climate and nature related activities and achievements on pages 22 to 28 in the Climate and Nature section of this report.

Equally important to our sustainability journey is our relationship with our people and our communities.

We are committed to creating and maintaining a balanced, diverse, inclusive culture. In FY25 we have maintained our leading position in relation to gender pay gap[1] and have filled approximately 40 per cent of new roles with women. We have also achieved Family Friendly Workplace certification – a testament of the inclusive work environment we continue to build through our policies and culture.

Actions taken as part of our Innovate RAP, launched in 2024, have deepened our understanding of how we can advance reconciliation. A key part of our approach involves promoting the celebration of National Reconciliation Week and NAIDOC Week across GrainCorp, using these national observances to create learning opportunities and raise awareness.
This year, Justin Manns, a proud Aboriginal man from the Mandandanji people of south-west Queensland, and a Network Support Officer at GrainCorp's Toowoomba office, shared his story of growing up with a father who was part of the Stolen Generations. His story received overwhelming support from people all around GrainCorp and is attestation to the power of storytelling.

We encourage you to read about Justin's experience and the actions we are taking to advance reconciliation, support the growth of our people, and embed a culture of inclusion and diversity at GrainCorp, on pages 43 to 50 in the People section of this report.

'We Care', one of GrainCorp's core values, is reflected in the support we provide to the communities in which we live and work. In its fourth year of operation the GrainCorp Community Foundation (page 52) is proud to have made a financial contribution to more than 150 of our regional community groups. It has been wonderful to see so many of our people use their Community Leave to volunteer their time to charity organisations, including Ronald McDonald House Charities and the GO Foundation, organisations with which GrainCorp also holds a corporate partnership.

Overall, we have made excellent progress in sustainability this year. Our SBTi emissions reduction targets and roadmaps are shaping our path forward. With dedicated teams we are well positioned to continue delivering responsible growth and advocating for a more resilient agriculture industry for the benefit of all members of the value chain. Together with our Board and Committee and Executive Team colleagues, we are excited to continue driving towards sustainable solutions for our business and our industry.

Clive Stiff
Chair of the Board
Sustainability Committee

Robert Spurway
Managing Director
and CEO

1. In March 2025, WGEA published the 2023–24 gender pay gaps for more than 7,600 private sector employers and 1,600 corporate groups in Australia (more information can be found in the Employer Gender Pay Gaps Report on the WGEA website).

Sustainability at GrainCorp

Sustainability governance

GrainCorp's Board sets and monitors GrainCorp's strategic direction and oversees ESG, sustainability and climate-related activities, including all strategic opportunities and exposure to ESG, sustainability and climate risks.

Sustainability oversight at GrainCorp is led by the Sustainability Committee. Oversight of sustainability-related matters is embedded across each of GrainCorp's Board committees as described below.

The Chief Corporate Affairs Officer, supported by the General Manager, Sustainability, leads GrainCorp's Sustainability Management Committee (SMC) in the development and execution of GrainCorp's sustainability objectives, which includes climate-related risks and opportunities.

GrainCorp has created eight cross-functional working groups of subject matter experts, each dedicated to one of GrainCorp's material sustainability topics. The working groups, with expertise in areas ranging from decarbonisation to community engagement, further integrate sustainability into GrainCorp's operations. The leads of each working group meet regularly as part of the SMC, to discuss matters impacting GrainCorp's sustainability objectives and their potential strategic, operational or financial implications.

More information is available in GrainCorp's 2025 Corporate Governance Statement.

Sustainability governance overview

Board of Directors

Reviews GrainCorp's risk management framework that includes ESG, sustainability and climate risks and opportunities at least annually, to satisfy itself that it continues to be effective and that GrainCorp is operating with due regard to the risk appetite set by the Board. Approves and monitors GrainCorp's strategy which includes GrainCorp's approach to managing ESG, sustainability and climate-related risks and opportunities.

Sustainability Committee
Has oversight of ESG, sustainability and climate-related opportunities, objectives, goals, strategies, external sustainability reporting, and activities.

Audit and Risk Committee
Monitors on a quarterly basis the strategic risk register which includes ESG, sustainability and climate risks.

Has oversight of GrainCorp's preparation for implementation of the Australian Sustainability Reporting Standards.

People, Safety and Culture Committee[1]
Has oversight of GrainCorp's people, culture and leadership initiatives and performance, including diversity, equity and inclusion as well as safety, health and environmental compliance initiatives and performance.

Chief Corporate Affairs Officer

Leads GrainCorp's sustainability efforts, supported by the General Manager, Sustainability | Reports quarterly to the Sustainability Committee on ESG, sustainability and climate strategy | Engages with external stakeholders on sustainability matters

Sustainability Management Committee
Develops the sustainability strategy | Develops the sustainability reporting framework | Has oversight of eight working groups, each of which is dedicated to one of GrainCorp's eight sustainability strategic priorities.

Working groups: Climate; Environment; Workplace health and safety; Sustainable agriculture and Nature; People; Responsible sourcing and Human rights; Food safety and consumer confidence; Community

1. In 2025, the People, Remuneration and Nomination Committee was merged with the Safety, Health and Environment Committee to form the People, Safety and Culture Committee.
2. Excludes Safety and People related KPIs.

Aligning incentives to sustainability outcomes

Sustainability related Key Performance Indicators (KPIs) form a five[2] per cent component of GrainCorp's Group Scorecard and targets are set on an annual basis. The Executive Leadership Team's short-term performance-related incentive outcomes are based on the outcome of the Group Scorecard.

GrainCorp's FY25 Remuneration Report is available in GrainCorp's 2025 Annual Report.

It is the Board's policy to achieve a balance of relevant industry, technical and functional skills, experience, and diversity amongst its Directors. This enables the Board and its Committees to effectively oversee GrainCorp's operations and help shape our approach to sustainability. The People, Safety and Culture Committee regularly evaluates the makeup of the Board and its Committees to ensure their skills and backgrounds will help contribute to GrainCorp's progress in sustainability.

Material topics

We conducted our most recent dedicated materiality assessment in FY23 to validate and refine the topics and impacts included in our public reporting.

Our material sustainability topics

GrainCorp's sustainability strategy is focused on eight material topics and organised across three pillars.

Our environment

Environment

The environmental impacts of GrainCorp's own operations across water, waste, energy, and Scope 1 and 2 emissions.

See page 16

Climate

GrainCorp's exposure to climate change risks and the steps being taken to reduce Scope 3 emissions, mitigate risks, pursue opportunities, and adapt to the impacts of climate change.

See page 22

Sustainable agriculture and Nature

GrainCorp's approach to building capability and strategy around biodiversity and natural capital.

See page 22

Our integrity

Responsible sourcing and Human rights

The protection of human rights across GrainCorp's value chain and the incorporation of environmental, social and governance considerations into GrainCorp's supply chain management practices.

See page 30

Food safety and consumer confidence

Supporting food security by upholding best practice food safety standards and minimising food loss to ensure the supply of ingredients and essential commodities.

See page 35

Our people

Workplace health and safety

The safety, health and wellbeing of employees, contractors, seasonal workers, and visitors to GrainCorp sites.

See page 39

People

Support for employee engagement, development, diversity, and non-discrimination in GrainCorp's operations.

See page 43

Community

Contributing to the economic, environmental, and social wellbeing of the communities local to GrainCorp's operations.

See page 51

Mapping material topics to SDGs

We recognise the need to contribute to the 17 interconnected Sustainable Development Goals (SDGs).

We focus on the goals most aligned to our sustainability strategy and the goals we believe we can positively impact through influence and advocacy.

The assessment was carried out by our cross-functional SMC, comprised of more than 20 leaders from across GrainCorp. Applying an external stakeholder engagement lens, to reflect the view of the stakeholder groups with whom we have the most frequent and impactful interactions on sustainability topics, was a key input into the materiality assessment.

The process confirmed that topics already included as part of our sustainability strategy and reporting, determined in FY21, remain a priority. It also confirmed the need for an increased focus on topics of biodiversity, ecosystem conversion, soil health and pesticide use, and in FY23, we established a new working group focused on the area of Sustainable agriculture and Nature.

We assess the topics of importance to stakeholders annually, informed by our business-as-usual internal and external stakeholder engagement on sustainability topics. This ongoing process helps to ensure our reporting remains aligned to the issues that matter most to our business and our stakeholders.

More information on our FY23 materiality assessment and our ongoing program of stakeholder engagement is available on pages 57 to 61.

We recognise our position as a key interface between Australian landowners and government-led nature regulation and aim to take a proactive role in developing an aligned approach to managing this important issue. Throughout FY25, GrainCorp Next has provided the opportunity for significant grower engagement on topics including emissions, soil health and biodiversity, enabling a better understanding of the relationship between these climate and nature-related topics and on-farm practices.

Our approach to sustainability

GrainCorp's ambition is to build a sustainable, inclusive and commercial value chain by partnering with our customers and suppliers, our communities, and other industry stakeholders.

✓ **Achieved** Action complete

◕ **Partially achieved** Action behind schedule

→ **Ongoing** Action set with the intention to be achieved over one or more reporting cycles

Sustainability is an integral part of our strategy to maximise long-term shareholder value. Our sustainability ambition is to build a sustainable, inclusive and commercial value chain by partnering with our customers and suppliers, our communities, and other industry stakeholders. We continue to build on our existing capabilities in renewable fuels and Animal Nutrition, two areas of GrainCorp's strategy that provide strong climate-related opportunities, while implementing capital investments designed to deliver both operational efficiencies and positive sustainability impacts.

Our sustainability approach is guided by materiality and executed through the commitments and work plans of our eight cross-functional working groups. The commitments against all topics are reviewed annually to ensure ongoing alignment with GrainCorp's strategy. We prioritise driving progress across the topics of Climate, Responsible sourcing and Human rights and Sustainable agriculture and Nature. We believe that progress in these areas will have the greatest positive impact on sustainability outcomes for our business and our value chain.

As part of our three-year rolling roadmap, our 2024 Sustainability Report detailed a set of commitments designed to support the development of ambitious goals and targets that we can take action to deliver. Developing our SBTi emissions reduction targets and roadmaps has been a significant focus in FY25. Achieving our targets means integrating aligned action across our priority topics and the next phase of our sustainability roadmap reflects this aim.

	FY25	Status	FY26	FY27 and beyond
Climate	Develop roadmaps to align with SBTi, starting with near-term targets	✓	Develop and oversee implementation plans to support our SBTi emissions reduction roadmaps, including governance, monitoring and reporting Implementation of ASRS	Deliver SBTi near-term targets
	Refine climate scenario analysis to support ASRS	→		
	Integrate climate considerations into capital investment policy and processes	→		
Environment	Achieve a 10% reduction in FY25, in the waste to landfill rate across the ECA network, from an FY24 baseline	✓	Deliver Scope 1 and Scope 2 emissions reductions in line with our targets Finalise and embed long-term waste management strategy including setting waste reduction targets	Continued measurement of performance against targets
	Achieve a 2.5% energy efficiency improvement at West Footscray and Numurkah through targeted capital and continuous improvement projects	✓		
Responsible sourcing and Human rights	Expand GrainCorp's high risk supplier program to the next tier of risk	→	Embed responsible sourcing processes across internal supply chain governance Enhance supplier management to align with sustainability risk mapping	Identify and report against appropriate supplier targets
	Utilise a responsible sourcing evaluation framework to prioritise and implement targeted improvements	→		
Sustainable agriculture and Nature	Deliver FY25 elements of GrainCorp Next	✓	Deliver and expand GrainCorp Next program Build an internal framework for developing and communicating nature-related credentials	Expand the proportion of growers participating in GrainCorp Next or similar programs
	Expand nature-related collaboration initiatives through the Nature Positive Roundtable and SAI Platform Australia	→		

Stakeholder engagement

Stakeholder engagement is a continuous process at GrainCorp. We seek to maintain an open dialogue with a broad range of stakeholders.

Engaging in this way provides valuable insights and helps us understand and build alignment on the matters that impact our ability to create long-term value for stakeholders. In FY25, we engaged stakeholders through a variety of mechanisms.

The table below, while not exhaustive, summarises our key stakeholder groups and how we engage with them. A fuller description, including the sustainability topics of interest to each group, is provided on pages 58 to 61.

Engaging with our stakeholders

Growers	Customers	Suppliers	Employees	Media	Investment Community	Non-Government Organisations and Industry	Government and Regulators	Service Providers and Specialist Academics
Grower hotline	Ongoing dialogue with relationship managers	Supplier meetings, briefing and workshops	Employee surveys	Phone calls, meetings, and emails	Financial and non-financial reporting	Industry memberships	Meetings	Presentations and speaking events
Face-to-face, on-farm and at grain receival sites and port visits	Customer surveys, meetings, briefings and workshops	Supplier risk assessments and Supplier Code of Conduct	Company-wide monthly corporate, operational and commercial calls	Dedicated media contact	Dedicated investor relations contact	Participation in a range of advisory panels, events, and forums	Compliance reporting	Education sessions
CropConnect digital platform	Risk assessments and Supplier Code of Conduct	FairCall hotline	Company-wide weekly newsletter	Briefings and media releases	Briefings	Ongoing meetings with partner organisations	Audits	Interviews with a variety of sustainability specialists
Grower newsletter, focus groups and surveys	Audits	Innovation programs	Weekly Managing Director and CEO communications	Media training for key spokespeople	Meetings		Participation in forums	
Grower/end-customer dinners			Group digital and social platforms	Digital and social channels	Investor Day		Briefings	
Field days and events			Employee ambassador groups dedicated to Community, People and Diversity and Inclusion initiatives	Regular reporting on media coverage	Conferences		Submissions	
			Employee events, conferences, and Town Halls		Annual General Meeting			
			Dedicated internal communications contact		Surveys			
			FairCall hotline					

Stakeholder engagement

A key feature of our sustainability approach is to leverage GrainCorp's position in the value chain to collaboratively promote the sustainability of the Australian agriculture industry.

We engage with policymakers and regulators at all levels of government on issues most material to our business and our stakeholders and we seek to advocate for positions that we believe will benefit the broader industry. GrainCorp's Code of Conduct prohibits the use of GrainCorp funds, property, goods or services as a contribution to a political party or candidate. We are members of political business forums and employees of GrainCorp may attend political events which require a fee for access. GrainCorp's advocacy is guided by our Code of Conduct and internal policies, with clear accountability up to executive level. We are committed to ensuring that all political engagement is undertaken in accordance with relevant laws, regulations, and governance standards.

We also recognise the value of collaboration through industry associations and networks. GrainCorp is an active member of several trade, industry and business associations and initiatives, which provide opportunities to advance shared sustainability objectives and to contribute to policy dialogue on behalf of the sector. While some associations may express views that differ from our own, we see this diversity of perspectives as an opportunity to deepen our understanding of the complex issues facing agriculture and to strengthen our contribution to constructive policy outcomes.

Through these efforts, GrainCorp seeks to foster enduring partnerships with government, industry and other stakeholders to drive the long-term sustainability of Australian agriculture.

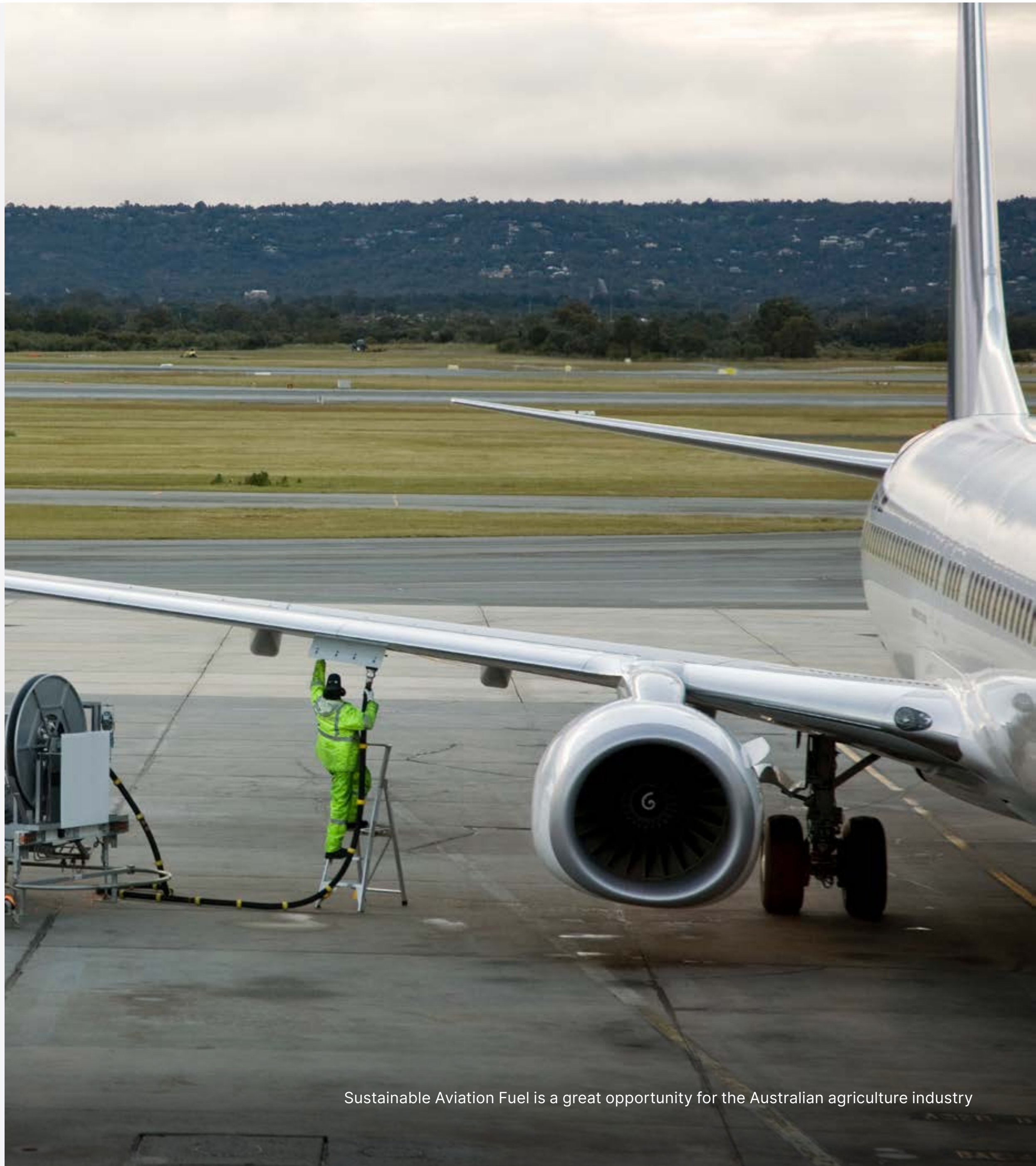
CASE STUDY

Advocating for a resilient and adaptive agriculture industry

The operating landscapes for the agriculture, food, and energy sectors are evolving, driven by several factors including the risks and opportunities presented by climate change. We are focused on collaboratively supporting industry-wide adaptation, and in FY25, key stakeholder engagement activities included:

- Continued membership of the Jet Zero Council which brings together a cross-section of senior stakeholders from across the aviation sector and its supply chains to lead efforts to deliver net zero aviation in Australia.
- Provided submissions to Federal Government consultations on the Guarantee of Origin scheme, a voluntary framework for emissions accounting of products and certification of renewable electricity, and the Economic Reform Roundtable, which aims to build consensus on ways to improve productivity, enhance economic resilience, and strengthen budget sustainability.
- Provided a submission to the Federal Government's Feeding Australia: National Food Security Strategy, urging policymakers to recognise food security as the product of a fully integrated supply chain – one that spans energy, transport, processing, and trade.
- Attended the Agriculture Minister's Roundtable Unlocking Productivity in Australian Agriculture, which brought together over 50 leaders from across the sector to discuss reform opportunities that will help improve Australia's agricultural productivity.
- Sponsored and contributed to Bioenergy Australia's National Feedstock Roundtable which brought together leaders from the agriculture, waste and energy sectors to discuss the vast potential of Australia's feedstock resources.

More information on additional stakeholder engagement activities related to Sustainable agriculture and Nature is included on page 28.



Sustainable Aviation Fuel is a great opportunity for the Australian agriculture industry

Policies, statements and commitments

Rabia Mursaleen, Product Development Technologist captured at West Footscray, Victoria

GrainCorp has developed a range of codes, policies, commitments and statements that provide a framework for how we manage our operations and supply chain.

Together, they provide a clear standard for ethical behaviour and set out the criteria against which we hold ourselves accountable. Key documents include:

'We do what's right' is one of GrainCorp's core values and we take our reputation for integrity seriously. We encourage our employees, suppliers, customers and other stakeholders to confidentially report concerns about any activities that may violate our Code of Conduct to our FairCall hotline.

Codes and policies

- Anti Bribery and Corruption Policy
- Chain of Responsibility Policy
- Code of Conduct
- Conflicts of Interest Policy
- Continuous Disclosure and Financial Markets Communication Policy
- Diversity, Equity and Inclusion Policy
- Energy Management Policy
- Health, Safety and Environment Policy
- Preventing Harassment and Bullying in the Workplace Policy
- Privacy Policy
- Share Trading Policy
- Supplier Code of Conduct
- Whistleblower Policy

Statements and Commitments

- Equity, Diversity and Preventing Harassment in the Workplace Policy Statement
- Human Rights Position Statement
- GrainCorp Modern Slavery Statement FY24
- No-deforestation Commitment

Our Environment

Environment

As a company with processing operations and a large footprint of assets, minimising the impact of our operations on the environment is central to the way we operate.

FY25 priority actions	Status
Achieve a 10% reduction in FY25, in the waste to landfill rate across the ECA network, from an FY24 baseline.	✓
Achieve a 2.5% energy efficiency improvement at West Footscray and Numurkah through targeted capital and continuous improvement projects.	✓

✓ Achieved   ◔ Partially achieved   → Ongoing

We are focused on reducing emissions, improving water efficiency, minimising waste and maintaining responsible practices across all sites.

This section discusses our progress in improving environmental performance across our operations in Australia and New Zealand. In relation to areas outside our operational control, GrainCorp continues to work with growers and producers, suppliers, and customers to create and support initiatives that have a positive social and environmental impact. For more information, refer to the Climate and Nature, and Responsible sourcing and Human rights sections of this report.

GrainCorp's Health, Safety and Environment (HSE) Policy and Energy Management Policy are available on our website and guide our approach to managing our environmental performance.

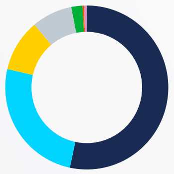
Total energy use (TJ)

FY25*	1,280
FY24	1,270
FY23	1,337
FY22	1,304
FY21	1,207

Energy use per tonne (GJ/t)

FY25*	0.0295
FY24	0.0347
FY23	0.0261
FY22	0.0247
FY21	0.0301

Energy use (GJ) % by source FY25*



Natural Gas	53.6%
Electricity Consumption	25.1%
Diesel (transport)	10.3%
Diesel (stationary)	8.1%
LPG (stationary)	2.2%
Gasoline (transport)	0.4%
Other	0.3%

Scope 1 GHG emissions (tCO_2-e)

FY25*	54,254
FY24	54,546
FY23	58,301
FY22	56,539
FY21	53,363

Scope 2 GHG emissions (tCO_2-e)

FY25*	62,569
FY24	60,086
FY23	71,928
FY22	79,020
FY21	69,801

GHG emissions per tonne (tCO_2-e/t)

FY25*	0.0027
FY24	0.0031
FY23	0.0025
FY22	0.0026
FY21	0.0031

Water use (kL)

FY25*	546,023
FY24	529,574
FY23	604,837
FY22	642,304
FY21	520,755

Water use per tonne (kL)

FY25*	0.0126
FY24	0.0145
FY23	0.0118
FY22	0.0122
FY21	0.0130

Tradewaste discharge per tonne (kL/t)

FY25*	0.0055
FY24	0.0072
FY23	0.0050
FY22	0.0049
FY21	0.0070

Loss of containment events Level 4

FY25*	2
FY24	2
FY23	0
FY22	0
FY21	0

Loss of containment events Level 5

FY25*	0
FY24	0
FY23	0
FY22	1
FY21	0

All data: Data range is 1 July–30 June. All data is inclusive of Australia/New Zealand operations and international offices and excludes divested businesses. FY25 data points indicated by an asterisk (*) are subject to limited assurance from PwC. The basis of preparation for data points indicated by an asterisk (*) is included within PwC's limited assurance report which is available on pages 62 to 70.

Environment

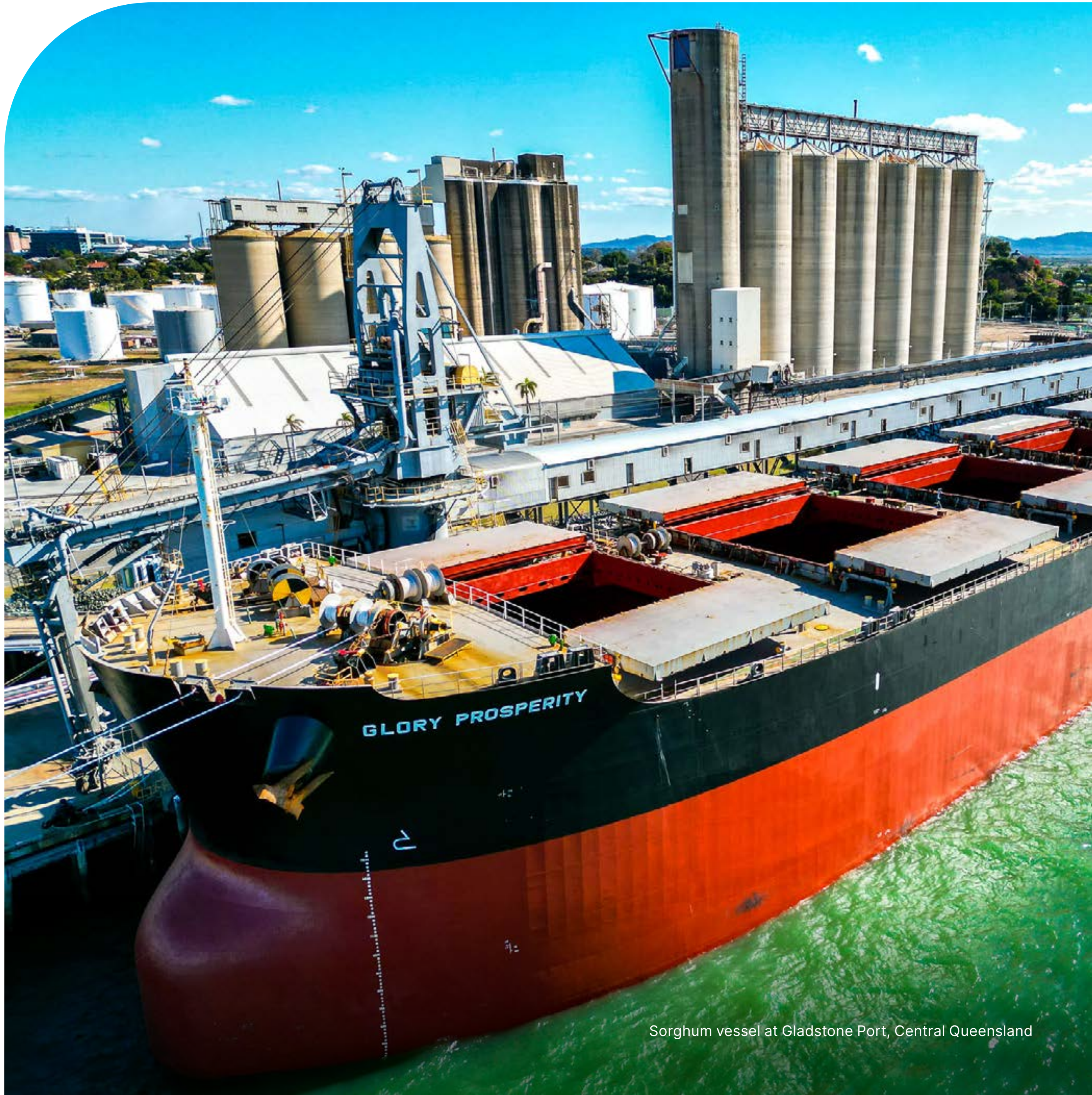
The environmental impacts of GrainCorp's direct operations are managed through our Health, Safety and Environment (HSE) Management System. The HSE Management System is consistent with ISO 14001, the internationally recognised standard for Environmental Management Systems. GrainCorp's Australian processing sites at West Footscray, Numurkah, Pinjarra and Auscol business have used the system to achieve ISO14001 certification. The HSE System is structured around eight pillars and provides a framework for operational excellence. Environment is a core pillar of our HSE Management System and contains 13 standards that underpin compliance with local, state and federal regulatory requirements, including water, waste, noise, air, and biodiversity management.

Our operations are subject to multiple national and state-based environmental regulations, and we take our environmental responsibilities seriously. Thirteen of our sites, comprising six port terminals, three Auscol sites and four processing sites, hold environmental licences and every site has a site-specific register through which environmental compliance, obligations and risk are managed. Any environmental incidents including near misses are tracked through our incident management system, *Sphera*.

Certain chemicals are used across our food processing and ECA grain handling sites in line with food safety and export requirements. More information on our use of chemicals can be found on page 36.

We engage employees and contractors in environmental performance efforts and provide training to ensure compliance and enhance environmental management practices. Our program includes environment-focused Toolbox Talks, activities to recognise World Environment Day, and regular updates through our internal communications platforms on the progress of projects related to our energy, emissions, water and waste impacts.

We monitor our environmental performance at a business unit level and at a GrainCorp wide level with oversight provided by the Executive Leadership Team and the People, Safety and Culture Committee.



Sorghum vessel at Gladstone Port, Central Queensland

Environment

Energy

In FY25, GrainCorp set the following targets for Scope 1 and Scope 2 emissions:

- A 42% reduction in Scope 1 and 2 emissions by FY30 from an FY22 base year.
- A 90% reduction in Scope 1 and 2 emissions by FY50 from an FY22 base year.
- Net Zero GHG emissions across our value chain by FY50.

Information on the roadmaps we have developed to achieve these targets, including our approach to renewable energy, is provided on pages 22 to 29 in the Climate and Nature section of this report. This section focuses on the actions we take to improve energy efficiency, including through process optimisation, throughout our business.

An ISO 50001 aligned Energy Management System (EnMS) provides the framework for collecting, analysing and monitoring energy data.

CASE STUDY

Driving energy efficiency in processing operations

GrainCorp's processing sites at Numurkah and West Footscray account for more than half of GrainCorp's energy use.

The site process engineering teams are driving efforts to optimise energy use through three key pillars:

- **Process optimisation:** The use of sub-meters at our sites enables a focus on high energy using processes and our teams continually review and refine operational processes to drive efficiencies
- **New technology and equipment upgrades:** We are continually assessing advanced energy-efficient technologies that can enhance functions, including insulation, heat recovery and temperature control
- **Employee engagement and training:** We engage our people in initiatives using project frameworks that are designed to drive collaborative effort. We also use a program of Toolbox Talks to integrate optimisation opportunities into business operations.

Using this approach, our processing sites have developed an extensive pipeline of initiatives designed to drive resource optimisation. In FY25, we set a target to achieve a 2.5 per cent improvement in energy efficiency, and this has been achieved.

Key projects contributing to this reduction include:

- Reduction in heat loss through the insulation of the cooker at Numurkah
- Improving energy monitoring at West Footscray to optimise baseload energy demand
- Steam heat recovery/optimisation at Numurkah and West Footscray

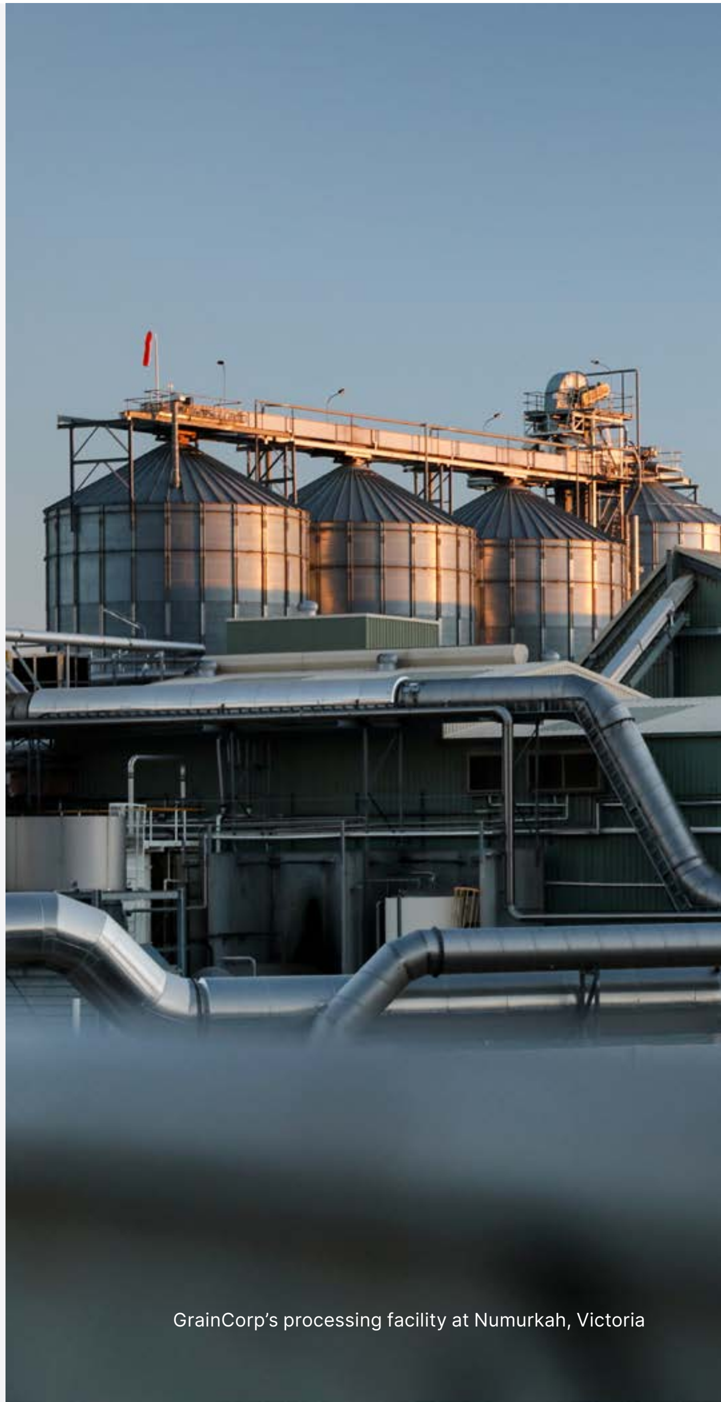
Processing sites^ – Energy used per tonne (GJ/t)

FY25	1.1965
FY24	1.2827
FY23	1.3503

Processing sites^ – GHG emissions per tonne (tCO_2-e/t)

FY25	0.0932
FY24	0.0977
FY23	0.1060

All data: Data range is financial year, 1 July–30 June. All data is inclusive of Australia/New Zealand operations and international offices and excludes divested businesses.
^ GrainCorp processing sites at Numurkah, West Footscray, Pinjarra and East Tamaki.



GrainCorp's processing facility at Numurkah, Victoria

Environment

Our largest water users are GrainCorp's processing sites. We focus on minimising water inputs and outputs through an ongoing pipeline of operational improvement initiatives. We also optimise our planning cycles to reduce the need for water-intensive processes, such as Clean-In-Process and Kosher washes, without compromising quality.

Water productivity data at these sites show a clear trend of improvement over the last several years.

Water

GrainCorp's approach to water prioritises water efficiency and stewardship.

Our focus is driven by two key factors:

- Understanding the largest water users
- A priority focus on the 13 sites located in regions of high baseline water stress

The Water and Waste Management Standards, within our HSE Management System, set out the mandatory requirements for the management of water, stormwater, and trade waste across GrainCorp.

Processing sites^ – Water use per tonne (KL/t)

FY25	0.55
FY24	0.60
FY23	0.61

All data: Data range is financial year, 1 July–30 June. All data is inclusive of Australia/New Zealand operations and international offices and excludes divested businesses.

^ GrainCorp processing sites at Numurkah, West Footscray, Pinjarra and East Tamaki.

CASE STUDY

Reducing GrainCorp's waste impact through oil recovery

Oil recovery in food processing is important for both commercial and environmental reasons. It allows for the reuse of oils, reduces the quantity of chemicals required for treatment, and it minimises waste generated.

Our site engineers are continually looking for opportunities to recover oil across all stages of the oil refining process, right up to the point of delivery to the customer.

At our Numurkah site, finished oils are stored in large tanks from where they are transferred to trucks for delivery to customers. Small oil spills can occur within bunded areas at the point of transfer. Spilled oil is captured within the bunded areas and then treated for disposal in line with environmental compliance obligations.

In FY25, our team at Numurkah identified an opportunity to collect the drainage and transfer it to a buffer tank where the oil and water could be separated using gravity. The recovered oil classified as 'acid oil' has a variety of industrial applications including as a component of biofuel.

Recovering the oil through separation leaves a smaller volume of wastewater and reduces GrainCorp's trade waste impact.

Inside oil refinery at Numurkah, Victoria

Environment

Recycling and recovery technologies are rapidly evolving, and we engage with a variety of stakeholders to ensure we maximise value and minimise environmental impact across all waste streams.

We recently implemented a thermal treatment pathway for Spent Bleaching Earth (a type of clay used in processing to remove impurities from oil during refining) that enables it to be used as a component of road base.

GrainCorp's Animal Nutrition business is always looking for ways to contribute to the circular economy and has recently developed a feed product that utilises the residual molasses product resulting from yeast manufacturing.

Waste

We prioritise waste management strategies in line with the waste hierarchy.

The hierarchy guides sustainable waste management by prioritising actions that have the least negative impact on the environment, starting with prevention, followed by reuse, recycling, recovery and disposal.

The Waste Management Standard within our HSE Management System sets out the mandatory requirements for the management of waste across GrainCorp.

In FY25, we achieved our target of a 10 per cent reduction in the waste to landfill rate across the ECA network, from an FY24 baseline. Across all operations we generated 1,896* tonnes of waste to landfill, representing a decrease of more than 30 per cent from FY24.

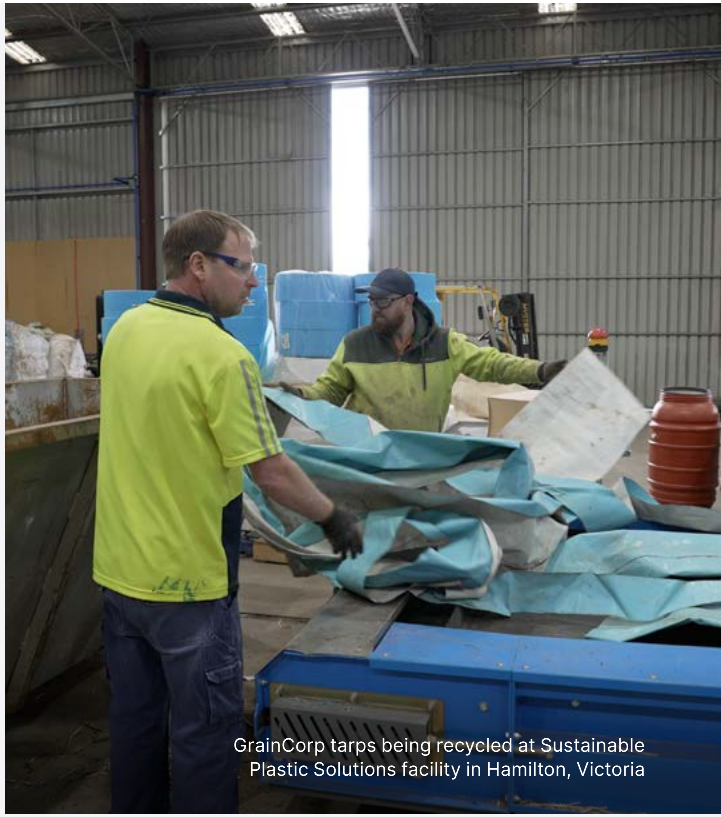
CASE STUDY

Targeting our most material waste impacts across ECA

Across our ECA operations, our most material waste impacts occur through the generation of Dust and Damaged Grain (DDG) and through the treatment of end-of-life tarpaulins. We have set two key targets in this regard:

Zero
tarps to landfill by 2027

>95%
of DDG put to beneficial reuse



GrainCorp tarps being recycled at Sustainable Plastic Solutions facility in Hamilton, Victoria

By utilising a tracking tool that provides real-time data on where DDG is being generated, and mapping pre-verified diversion sites, we have been able to maintain our target in FY25 by continuing to put more than 95 per cent of DDG towards beneficial reuse purposes, including for use as animal feed and soil conditioner.

Tarpaulins (tarps) are a critical part of GrainCorp's storage network. Each one covers and protects up to 3,000 tonnes of grain or oilseed in bunkers. We treat them carefully to keep them in operation for as long as possible. However, the tarps are exposed to the elements and eventually wear out, which can result in 250 – 600kg of waste material.

We focus on extending the useful life of tarps and on recycling end-of-life tarps through our partnership with Sustainable Plastic Solutions. We are tracking well towards our target of zero tarps to landfill by 2027, having recycled more than 1.3 million kg of tarps since establishing the partnership in 2023.

We continue to work with other partners towards the creation of an industry first circular economy for tarps. So far, we have integrated more than 600 tarps, containing up to 37 per cent recycled content, into our system.

* FY25 data points indicated by an asterisk (*) are subject to limited assurance from PwC. The basis of preparation for data points indicated by an asterisk (*) is included within PwC's limited assurance report which is available on pages 62 to 70.

Environment

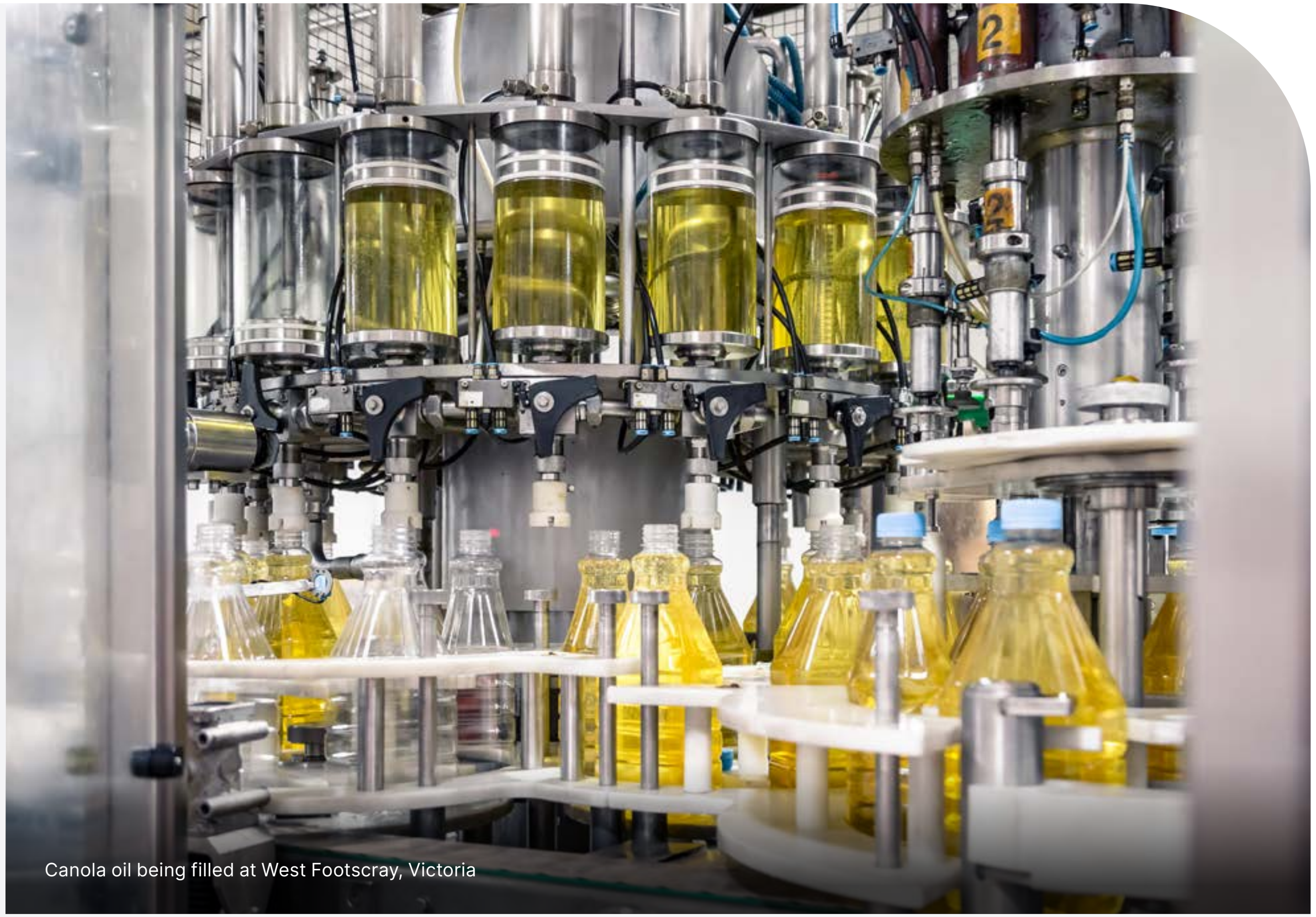
CASE STUDY

Sustainable packaging

We know that consumers, customers and others are increasingly concerned about the environmental impact of packaging. In FY25, we expanded the scope of our Food Safety working group to include a focus on the development of a Sustainable Packaging Framework for GrainCorp Nutrition and Energy (GNE).

While most of the packaging used in GNE is determined according to our customers' specifications, we have identified several streams which we can align with the aims of the Australian Packaging Covenant Organisation (APCO). APCO is working with industry, government and the broader packaging value chain to accelerate progress towards nationwide sustainable packaging.

As an APCO member, we are utilising the range of tools and resources available, including the Sustainable Packaging Guidelines and the Packaging Recyclability Evaluation Portal to support our packaging strategy.


Canola oil being filled at West Footscray, Victoria

We are currently engaging with our suppliers to understand more about elements of our existing packaging in order to identify opportunities to improve its environmental impact. In parallel, we are streamlining the way we capture and report packaging data to ensure the accurate tracking of progress.

It is challenging to improve the environmental impact of some elements of packaging while trying to maintain quality control and food safety standards. In this regard, we will work to support the development of innovative sustainable packaging alternatives through collaboration with research institutes and other industry bodies. We also continue to support our customers, through trials and other initiatives, as they work towards their packaging sustainability goals.

We recognise that food lost or wasted throughout our operations is an environmental and social concern impacting food security. We have an ongoing focus on mitigating and minimising loss.

Within our grain handling operations, minimising loss by ensuring optimal storage conditions and preventing grain spills are core to our quality control processes.

The majority of all food loss and waste in processing is diverted from landfill through specific operational processes including remelt. Our processing sites track yield daily to identify opportunities for improvement, and we continue to see a decline in the generation of non-food-grade oil and trade waste generated.

We already repurpose canola meal, generated as a by-product of our oilseed crushing operations, into animal feed and we are continually exploring options for the upcycling of by-products into food fit for human consumption.

FY26 priority actions

- Deliver Scope 1 and Scope 2 emissions reductions in line with our targets
- Finalise and embed long term waste management strategy including setting waste reduction targets

Climate and Nature

At GrainCorp, we understand that climate change and nature are inextricably interlinked. Changing weather patterns are a key driver of nature-related impacts, including biodiversity loss, ecosystem degradation and declining soil health. At the same time, these impacts reduce the planet's capacity to mitigate climate change.

FY25 priority actions	Status
Develop roadmaps to align with SBTi, starting with near-term targets.	✓
Refine climate scenario analysis to support ASRS.	→
Integrate climate considerations into capital investment policy and processes.	→
Deliver FY25 elements of GrainCorp Next.	✓
Expand nature related collaboration initiatives through the Nature Positive Roundtable and SAI Platform Australia.	→

✓ Achieved ◑ Partially achieved → Ongoing

Productive food and agriculture systems rely heavily on the health of the land, and we are committed to supporting sustainable food systems through climate and nature-focused actions.

Since FY21 we have been working to identify and manage climate change risks and opportunities through a process based on the recommendations of the Taskforce on Climate-related Financial Disclosures to embed a deeper understanding of climate risks and opportunities in internal business discussions, processes and strategy. This year, we have also been considering the requirements of Australia's forthcoming mandatory climate-related financial disclosure regime – the Australian Sustainability Reporting Standards – against which we will be required to comply from FY26. Our climate-related financial disclosures for FY25 are available in our FY25 Annual Report.

In FY22, we committed to setting near-term and long-term emissions reduction targets aligned with the Science Based Targets initiative (SBTi) and achieving Net Zero by 2050. This year, our targets were approved by SBTi, and we have developed high-level roadmaps to achieving them. We believe that, as we work towards these targets, we will drive positive outcomes for our business and our industry.

In line with SBTi requirements, our targets cover operational emissions (Scope 1 and Scope 2) as well as Scope 3 emissions, including both Forest, Land and Agriculture (FLAG) and non-FLAG categories (noting that all of GrainCorp's Scope 1 emissions are categorised as non-FLAG). We included an initial Scope 3 inventory in our FY22 Sustainability Report, and as part of the target setting process undertaken this year, we have reviewed and updated the Scope 3 categories included in our inventory to align with the SBTi methodology.

Target type and coverage[6]	Target Description
Near-term (Energy and Industry)[1]	GrainCorp commits to reduce absolute Scope 1 and 2 GHG emissions 42% by FY30 from an FY22 base year. GrainCorp commits to reduce absolute Scope 3 GHG emissions 35%[2] by FY34 from an FY22 base year.
Near-term (FLAG)	GrainCorp commits to reduce absolute Scope 3 FLAG GHG emissions 42.4% by FY34 from an FY22 base year.[3,4]
Long-term (Energy and Industry)[1]	GrainCorp commits to reduce absolute Scope 1 and 2 GHG emissions 90% by FY50 from an FY22 base year.[5] GrainCorp also commits to reduce absolute Scope 3 GHG emissions 90% within the same timeframe.[2]
Long-term (FLAG)[1]	GrainCorp commits to reduce absolute Scope 3 FLAG GHG emissions 72% by FY50 from an FY22 base year.[4]
Overall Net Zero target: GrainCorp commits to reach net zero GHG emissions across the value chain by FY50.	

While we will provide annual disclosures of our Scope 1, 2 and 3 emissions, we recognise that annual crop volume will heavily influence year-to-year results. We are refining our methodologies to ensure our agricultural emissions are tracked and reported in a way that provides stakeholders with transparency on progress while taking this variability into account.

In accordance with SBTi guidance, we will disclose our first progress update in April 2026. This will include our FY25 emissions position to demonstrate how we are tracking towards our near-term and long-term targets.

The high-level roadmaps developed this year have enabled us to prioritise areas for immediate focus and these are described in the sections following.


Upgraded rail loading facility at Condobolin, NSW

1. Referenced as 'non-FLAG' for GrainCorp's Decarbonisation Planning and communication. Please note, this refers to any emissions outside of our FLAG-related emissions and target.
2. The target boundary includes land-related emissions and removals from bioenergy feedstocks.
3. GrainCorp commits to no deforestation across its primary deforestation-linked commodities, with a target date of 31 December 2025.
4. The target includes FLAG emissions and removals.
5. Within this target, GrainCorp Limited commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY50 from a FY22 base year.
6. Refer to page 2 of this report for GrainCorp's disclosure on forward looking statements.

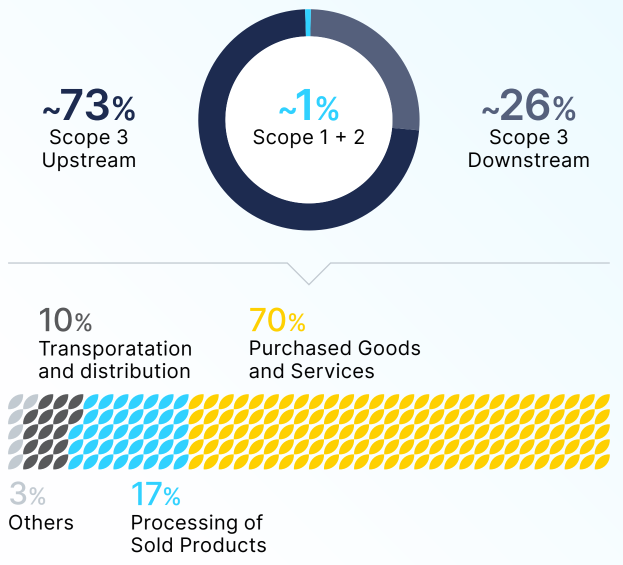
Climate and Nature

GrainCorp's baseline emissions footprint

More than 95 per cent of emissions occur in our value chain (Scope 3). Within Scope 3, emissions are concentrated in three key categories: purchased goods and services, processing of sold products, and transportation and distribution.

These emission sources represent both the largest challenges and the greatest opportunities for GrainCorp. By focusing on these categories, we aim to prioritise initiatives that deliver the most meaningful emission reductions, support decarbonisation of the industry and drive progress towards our targets.

FY22 Baseline Emissions Inventory



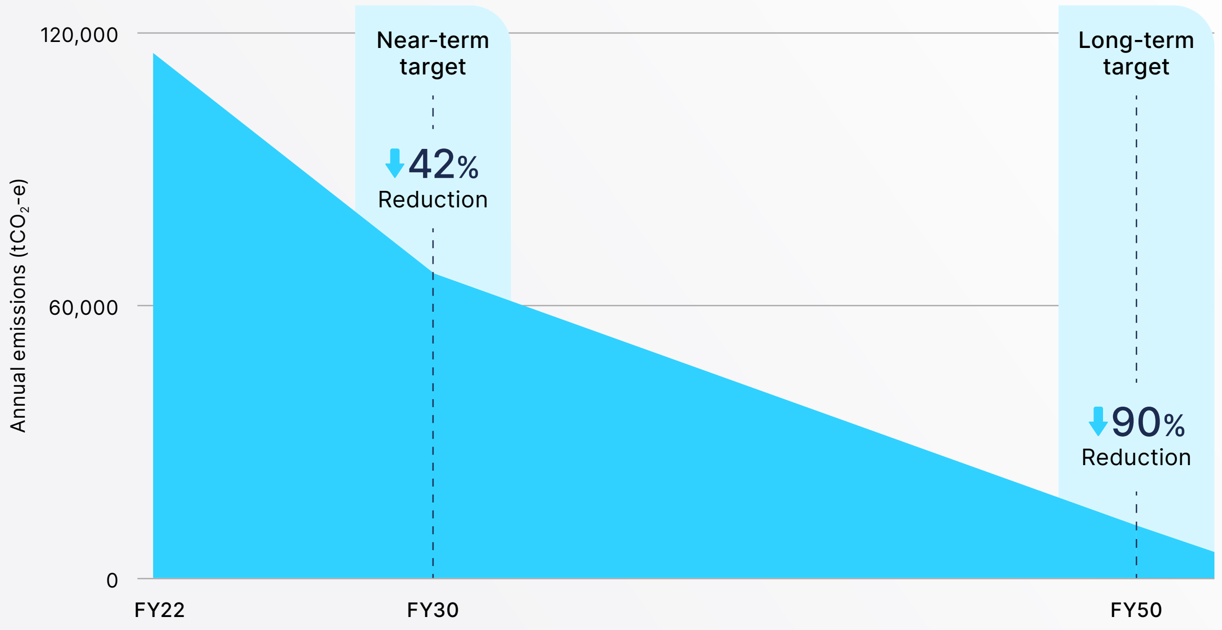
Scope 1 and 2 emissions / GrainCorp's operational emissions

Decarbonising our operational emissions is a priority that will deliver operational efficiencies and mitigate potential climate-related risks.

Approximately 92 per cent of our operational emissions arise from stationary fuels and electricity use and our focus is clear: reduce our reliance on fossil fuels, improve energy efficiency, and accelerate the transition to renewable energy.

GrainCorp's key areas of priority for delivering our near-term Scope 1 and 2 targets include: energy efficiency, renewable electricity and multifaceted projects.

Indicative Emissions Reduction Pathway – Scope 1 and 2



Graph reflects indicative target reductions only, noting that emissions reductions may occur in a non-linear manner.

Energy efficiency

Through a combination of capital investment and continuous improvement, our processing sites have an extensive pipeline of initiatives designed to drive resource optimisation. These include opportunities such as demand management at key energy using facilities, improving insulation and heat recirculation to reduce natural gas consumption, and optimising our fleet by identifying ageing assets and replacing them where appropriate. In FY26, a $30 million project to install a new deodoriser at West Footscray will commence. Once operational, this will deliver significant energy use reduction as part of our decarbonisation pathway.

Renewable electricity

We are assessing the potential to source renewable electricity through power purchase agreements (PPAs) for our key locations. In parallel, we are exploring behind-the-meter solutions, such as solar PV and battery storage, particularly across our country sites where decentralised options may provide both emissions reduction and energy resilience benefits.

In FY25, we worked with industry experts to develop a renewable electricity strategy to support our SBTi targets. This included detailed analysis of our electricity consumption, a strategy development workshop, and the delivery of a tailored roadmap outlining feasible procurement pathways and preferred contractual models.

We are engaging with the market to explore and evaluate contracting models that could enable us to secure renewable electricity across our portfolio, supporting both our commercial and sustainability objectives.

Multifaceted projects

We are evaluating a range of emerging opportunities that have the potential to reduce emissions and improve efficiency across our facilities. We are working to assess their potential for near- to medium-term implementation, noting that progress will depend on operational, technical and economic feasibility.

Climate and Nature

GrainCorp's value chain emissions

Achieving reductions in our Scope 3 emissions requires collaboration across the value chain to create value while driving decarbonisation. We are committed to partnering with suppliers, customers, and industry peers to drive meaningful change towards sustainability objectives.

To guide our approach, we are focused on initiatives across four key pillars:

External enablers

Progress towards decarbonisation of the value chain will be influenced by factors including grid decarbonisation, regulatory change and evolving customer expectations. GrainCorp is committed to shaping and accelerating emissions reductions across the value chain through stakeholder engagement and ongoing advocacy at both a State and Federal level.

Supplier action and optimisation

Supplier engagement is critical to decarbonising our supply chain. In FY25, we conducted a strategic review of GrainCorp's procurement policy and processes to ensure procurement decisions across our business are aligned with GrainCorp's sustainability objectives. The Responsible Sourcing working group continues to engage with suppliers on the implementation of GrainCorp's No-deforestation commitment and on developing impactful supplier engagement plans designed to build capability towards emissions reduction and other sustainability objectives.

Partnerships and collaborations

Collaborating with growers, customers, peers and industry groups is essential to drive systemic change across the value chain. We are actively partnering with growers and engaging with industry groups to develop and progress initiatives focused on creating value while accelerating emissions reductions across the value chain.

Innovation and transformation

When it comes to measuring and managing emissions, innovation is key. We are focused on identifying and supporting emerging solutions through ventures, pilot programs and market initiatives, helping to strengthen resilience for growers and industry peers while advancing sustainability outcomes across the value chain.

GrainCorp Ventures invested in AgTech start-up Levur in FY25

CASE STUDY

From palm to petri dish: The future of sustainable oils

Through GrainCorp Ventures, we have invested in a range of start-ups that have the potential to deliver positive sustainability outcomes across food production systems. Our investment focus spans four key areas: analytics and optimisation, smart supply chains, biotechnology, and sustainability and the circular economy. These focus areas are closely aligned to GrainCorp's decarbonisation pathways.

In March of this year, we invested in Levur, an early-stage start-up that is developing novel alternatives to palm oil via precision fermentation technology.

Globally, palm oil production exceeds 75 million tonnes annually and contributes significantly to global land use change emissions.

"As palm oil is one of the most widely used oils in the world, it's exciting for us to be working on sustainable alternatives alongside Levur," says GNE Research & Development Manager, Sara Labaf.

Additional GrainCorp Ventures investments include Calice – an AI powered data platform offering the potential to enhance crop breeding programs and improve productivity on-farm.

Through these investments, we are gaining insights into which technologies are technically viable, commercially scalable and most relevant for growers, customers and the wider sector. This approach ensures we stay at the forefront of change while shaping pathways that contribute to decarbonisation and long-term value creation.

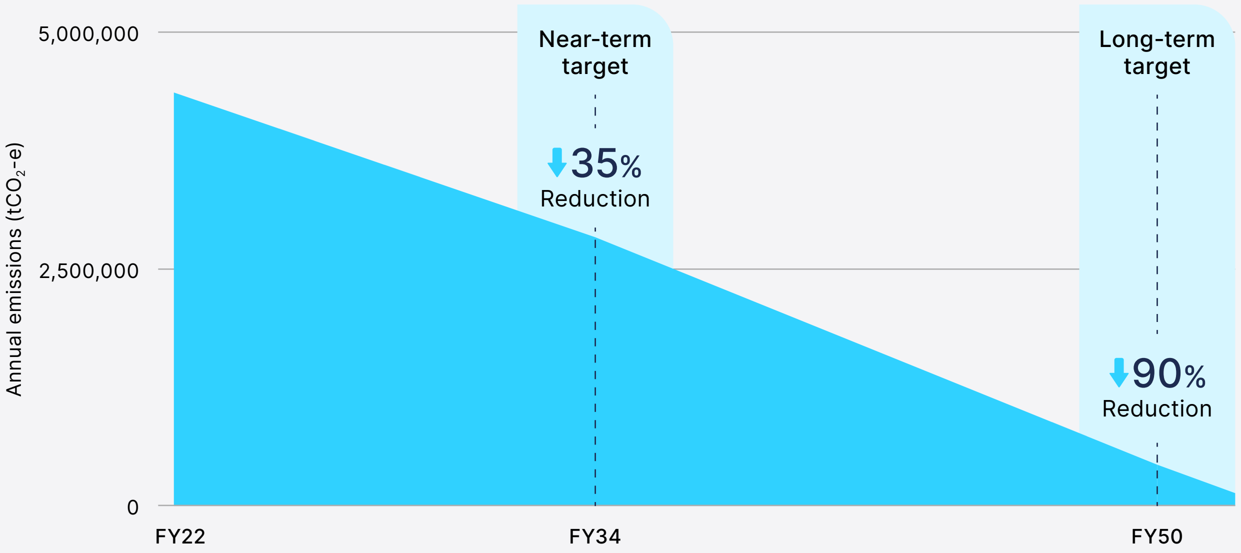
Learn more at ventures.graincorp.com.au.

Climate and Nature

Scope 3 Emissions (non-FLAG) – Value chain energy and industry emissions

GrainCorp's non-FLAG Scope 3 emissions primarily comprise purchased commodities, downstream processing of goods, and logistics and distribution both upstream and downstream.

Indicative Emissions Reduction Pathway – Scope 3 (non-FLAG)



Graph reflects indicative target reductions only, noting that emissions reductions may occur in a non-linear manner.

In accordance with our high-level roadmaps, we are prioritising focus on the key areas below. While these areas represent our immediate priorities, we continue to monitor and assess opportunities across other sources in our value chain.

Fertiliser production and sourcing

Fertilisers represent a significant share of embedded emissions within agricultural supply chains. Australia is currently a net importer of fertiliser, further increasing the emissions intensity associated with on-farm fertiliser use. We are committed to supporting decision-makers and working with peers across the sector who are exploring opportunities to create low-carbon and green fertiliser alternatives and increase domestic production.

Faster, safer grain transport for central west NSW

In April of this year, we completed an upgrade of our Condobolin rail site in central west NSW, in partnership with government and industry.

The upgrade has increased the site's loading capacity from 30 to 48 wagons, enabling longer trains to move more grain, faster. This is expected to shift up to 40,000 tonnes of grain from road to rail each year, removing around 900 truck movements from local roads, cutting turnaround times, and creating a safer and more efficient supply chain for growers and communities.

Logistics and transportation

Efficient logistics and transportation are central to GrainCorp's operations. Our commodities are transported via road, rail and ocean freight. Optimising supply chain logistics is a key part of our strategy. It's fundamental to our service offering and an important component of our high-level roadmaps.

We continue to work together with industry and State and Federal governments to strengthen transport networks. These improvements lower costs, improve reliability and contribute to long-term decarbonisation outcomes for the sector.

Customer relationships

A significant proportion of our non-FLAG emissions arise from the further processing of our commodities downstream. We are focused on engaging with customers to seek alignment on sustainability objectives and initiatives. An important step in this process involves improving the way we share data and insights to gain a better understanding of emissions profiles and opportunities for reduction.

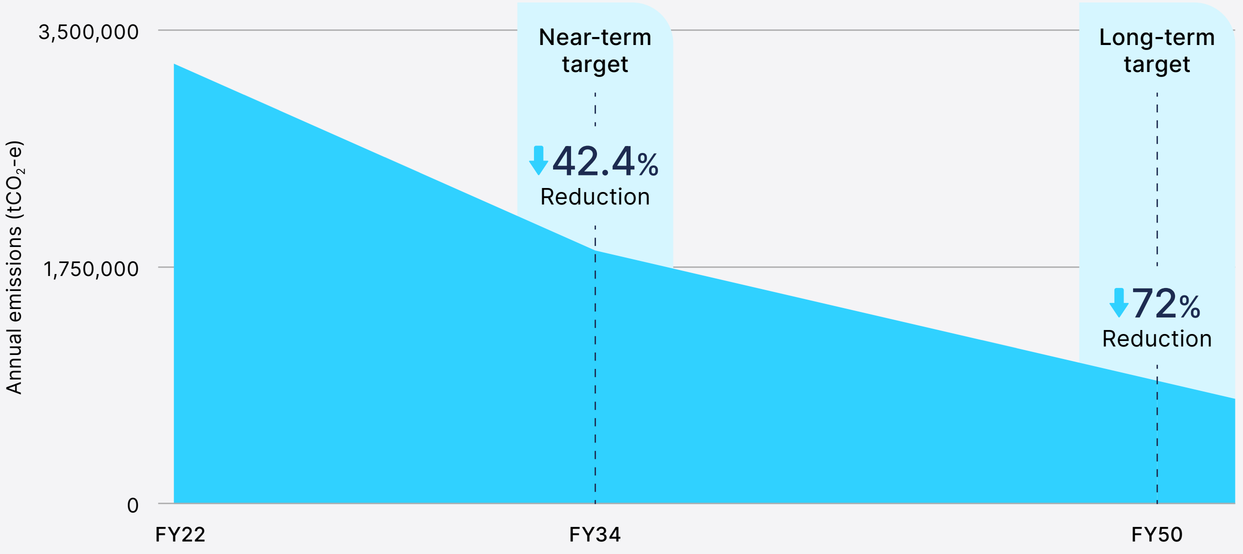
Climate and Nature

Scope 3 Emissions (FLAG) – Integrating nature considerations

The time we spend time with growers and agronomists, be that on-farm or through dedicated focus groups allows us a unique perspective on the opportunities and challenges associated with reducing FLAG emissions. This practical understanding is critical in shaping an emissions reduction pathway that is both ambitious and achievable. Achieving FLAG targets requires consistent, credible measurement of agricultural emissions. Today, data and tools for estimating on-farm emissions are fragmented and often lack comparability.

GrainCorp is actively addressing this challenge by working with a variety of stakeholders to trial software and data platforms that improve visibility of emissions at farm level. GrainCorp is also a member of the Voluntary Emissions Estimation and Reporting Standards – Agriculture and Land Reference Group. The Group aims to develop consistent and practical standards and tools for estimating and reporting GHG emissions in the Australian agriculture sector.

Indicative Emissions Reduction Pathway – Scope 3 (FLAG)



Graph reflects indicative target reductions only, noting that emissions reductions may occur in a non-linear manner.

Key areas of focus, as part of our high-level roadmap include:

Land use change (LuC)

Our FLAG emissions include those associated with historic land conversion. These emissions are accounted for over a 20-year period from the time the conversion occurred. This means the contribution of these emissions to our inventory will reduce progressively each year, in line with IPCC Good Practice Guidance for Land Use, Land-Use Change and Forestry (2003) and the draft GHG Protocol Land Sector and Removals Guidance (2023).

Additionally, sustainable certification schemes such as ISCC have requirements to demonstrate no land-clearing after a specified cut off period. This provides, an important layer of assurance in managing land use change emissions. GrainCorp recognises the importance of these commitments and is continuing to strengthen its understanding of how land use practices are changing on the ground, to ensure our reporting reflects both global guidance and real outcomes in our supply chain.

Read more about GrainCorp's approach to no-deforestation on pages 33 to 34.

Improved fertiliser practices

Nitrous oxide emissions from fertiliser use are one of the largest sources of agricultural emissions in GrainCorp's value chain, because of their scale and high global warming potential[1]. Adoption of practices such as variable rate technology (VRT), enhanced efficiency fertilisers and inhibitors can help reduce these emissions and improve nutrient use efficiency, lowering both costs and emissions at farm level. Alongside these practices, digital uplifts including precision agronomy tools, data platforms and remote sensing are increasingly enabling growers to make more informed decisions about input use and improving efficiency on farm.

Through our grower services program, initiatives such as GrainCorp Next, relationships with agronomists and engagement with industry innovation, we are gathering information, increasing our understanding and sharing insights on alternative fertiliser solutions.

Removals

We recognise that land-based removals will play a role in achieving our FLAG targets, providing a complementary pathway alongside emissions reductions to meet our near-term goals.

Our priority is to maximise practices such as improving soil health and adopting nature-based solutions to deliver carbon benefits and broader resilience outcomes, including improved soil fertility, water retention and biodiversity. With our experience and understanding of carbon cycles we continue to investigate how these opportunities can be integrated into our supply chain. GrainCorp's approach to removals will be designed to complement, rather than substitute, the reductions required in our FLAG pathway.

Looking ahead

GrainCorp will provide further detail on our decarbonisation roadmap and progress against our targets in next year's disclosures, including our inaugural SBTi Progress Report.

There exists a range of robust technical solutions available today that, together with ongoing collaboration across the industry, will support the achievement of our near-term targets.

Our long-term focus will be on actively assessing emerging technologies and scaling our near-term achievements beyond 2030 to drive a resilient and credible transition to Net Zero across our value chain by 2050.

1. N_2O can remain in the atmosphere for more than 100 years and it is also an ozone-depleting substance.

Climate and Nature

CASE STUDY

GrainCorp Next: Partnering with growers to create a low carbon supply chain

GrainCorp Next in action at Barellan, Elmore and Dookie

Launched in FY24, GrainCorp Next is a sustainable agriculture initiative to build an end-to-end low carbon emissions supply chain with an initial focus on canola.

GrainCorp Next provides a single vehicle through which we can operationalise elements of our SBTi roadmaps across Scope 1, 2 and 3 emissions.

By focusing on canola, a low emission crop that is highly integrated with GrainCorp's value chain, from handling to seed crush to refining, we have the greatest level of control.

GrainCorp Next is organised across three key workstreams:

- Partnering with growers
- Emissions reduction across GrainCorp's own operations
- Exploring market opportunities

	FY25 progress		Next steps
Partnering with growers	In the second year of the program, GrainCorp has partnered with 14 growers and specialist agronomists to determine an initial on-farm emissions baseline and identify and apply interventions and other on-farm practices to reduce on-farm emissions, while growing canola.	The SAI Regenerating Together framework, which centres on the environmental impact areas of soil health, water, biodiversity and climate, is being piloted for applicability in the Australian dryland cropping context. The framework outlines a globally applicable process for prioritising desired outcomes, identifying the practices that will support their achievement and monitoring progress.	GrainCorp will continue to support growers in assessing the effectiveness of on-farm interventions from both an environmental and economic perspective.
Emissions reduction across GrainCorp's own operations	GrainCorp's process engineering team at Numurkah continue to assess options for decarbonisation of processing, and together with CSIRO, have completed an assessment of renewable heat options.	Our grain handling sites at Moree and Elmore have been used to assess options for the decarbonisation of bulk handling machinery, including trials of renewable diesel, electric loaders and solar battery systems. GrainCorp's road freight team is exploring the feasibility of using electric vehicles in areas of GrainCorp's network.	The ability to assess the relative effectiveness and feasibility of supply chain interventions is critical to continuous improvement. Our work to refine a detailed emissions model and develop a strategic framework to embed sustainable practices will continue.
Exploring market opportunities	GrainCorp has engaged with several key customers to explore the potential for alignment of the sustainability credentials associated with GrainCorp Next with the customer's own sustainability objectives.	GrainCorp has contributed to the SAI Platform Australia supply shed initiative seeking to design frameworks for supply chain participants to co-invest in on-farm sustainability programs.	Establishing partnerships with end-use customers is important for sustaining a low-carbon supply chain. A key priority remains securing market access for the low-carbon canola produced through GrainCorp Next. Through our work on-farm with growers, we are gaining quantitative insight into the elements of 'nature' that are material at a farm level and how these elements interplay with on-farm emissions. We are incorporating this perspective into our engagements with government, industry, research organisations and NGOs to support positive, collaborative action on nature.

Climate and Nature

FY26 priority actions

- Develop and oversee implementation plans to support our SBTi emission reduction roadmaps, including governance, monitoring and reporting
- Implement ASRS
- Deliver and expand GrainCorp Next program
- Build an internal framework for developing and communicating nature-related credentials

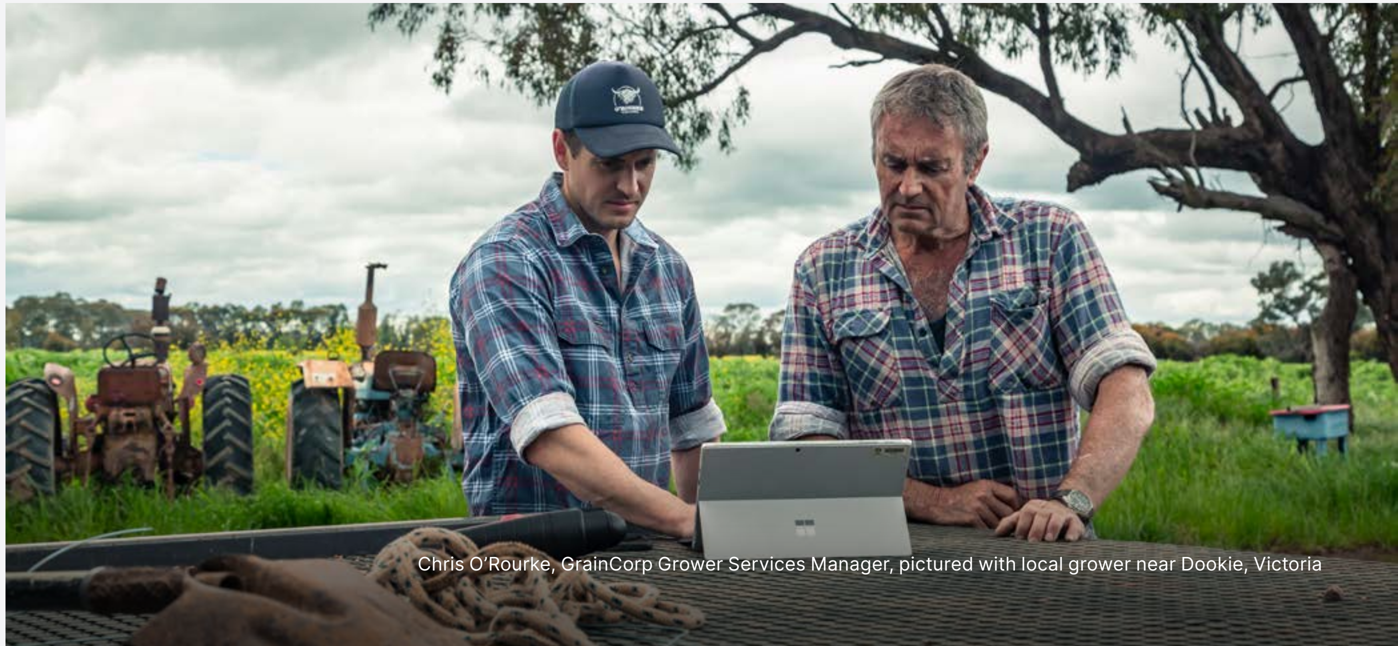
CASE STUDY

Partnering to advocate for progress in sustainable agriculture and nature

GrainCorp engages with industry forums that are driving progress towards a sustainable future for agriculture and nature.

We believe we have valuable insights that can help position Australian agriculture as one of the most sustainable agriculture markets in the world. Key FY25 activities are summarised below.

- GrainCorp continues to hold the presidency position for the Australian chapter of the Sustainable Agriculture Initiative (SAI) Platform. SAI is a unique pre-competitive members forum that provides the opportunity for collaboration between organisations within the food, fibre and fisheries supply chain, for the advancement of sustainable agriculture outcomes.
- Participation in the ongoing development of the GrainGrowers-led Grain Sustainability Framework (GSF). The GSF aims to define sustainable grain production in the Australian context using defensible data to monitor, measure and report industry performance against key sustainability issues.
- GrainCorp hosts an annual Grower Roundtable. In FY25, representatives from industry organisations, including GrainGrowers, Grain Producers Australia, Victorian Farmers Federation, AgForce, and NSW Farmers came together to discuss the implications of the ASRS for on-farm emissions measurement and reporting.
- Sponsored and participated in the Farmers for Climate Action (FCA) Farming Forever National Summit 2025. FCA brings farmers and other industry participants together to advocate for climate policies that mitigate climate change and benefit rural communities.
- Ongoing involvement with the Australian Climate and Biodiversity Foundations Nature Positive Roundtable including briefings on proposed enhancements to Australia's environmental protection and biodiversity conservation laws.

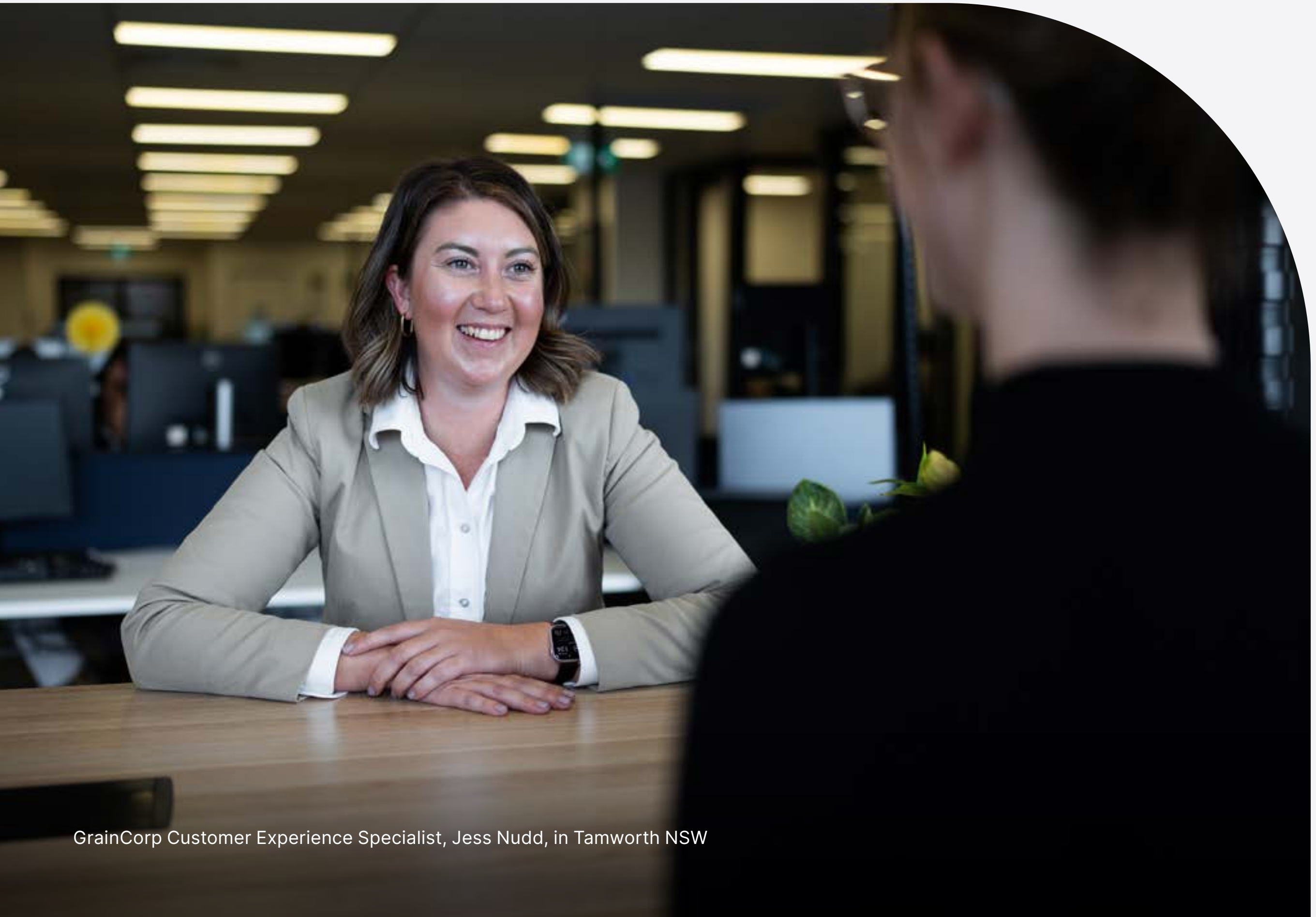


Chris O'Rourke, GrainCorp Grower Services Manager, pictured with local grower near Dookie, Victoria

Our Integrity

Responsible Sourcing and Human Rights

Responsible sourcing means promoting the adoption of ethical, sustainable, and responsible practices within our supply chain and working to procure goods and services in an environmentally and socially responsible way.



GrainCorp Customer Experience Specialist, Jess Nudd, in Tamworth NSW

FY25 priority actions	Status
Expand GrainCorp's high risk supplier program to the next tier of risk.	→
Utilise a responsible sourcing evaluation framework to prioritise and implement targeted improvements.	→

✓ Achieved   ◕ Partially achieved   → Ongoing

GrainCorp adopts and implements responsible sourcing commitments and practices specific to our value chains. We prioritise focus on the value chains we believe we can most positively impact through our responsible sourcing program.

Most of our procurement spend relates to grain and oilseeds from broadacre farms. For more information on how we partner with the 10,000+ growers in Australia to support sustainable agricultural practices and reduce agricultural emissions, please refer to pages 22 to 29.

Most of our remaining procurement spend represents a much more diverse range of commodities, suppliers, locations, and risks and our current focus areas include supply chains carrying a high risk for deforestation and modern slavery.

In addition, we are progressively implementing a framework to identify additional supply chains for which opportunities to improve environmental and/or social impacts exist.

Responsible Sourcing and Human Rights

Responsible business conduct

As a responsible business, we believe that we must uphold the standards we expect from suppliers. This means doing the right thing across all GrainCorp's business activities.

Codes and Policies

Our Code of Conduct, Health, Safety and Environment Policy, Anti-Bribery and Corruption Policy, Conflicts of Interest Policy, Human Rights Position Statement, No-Deforestation Commitment, Supplier Code of Conduct, Whistleblower Policy, Privacy Policy, Diversity, Equity & Inclusion Policy, Preventing Harassment and Bullying in the Workplace Policy and Modern Slavery Statements, together outline our own commitments and our expectations of suppliers with respect to ESG impacts.

These documents are available on our website.

Our Code of Conduct (Code) sets the standards to which we hold ourselves accountable and applies to everyone who works for, acts for, or in some way represents GrainCorp. This includes Directors, employees, contractors, consultants and relevant third parties, whether they work full-time, part-time or as casual workers. We ensure all relevant parties are aware of and understand our Code and require all employees to complete mandatory training on our Code. The training covers key components, such as raising awareness, reporting concerns and treating everyone fairly and equitably. It also encompasses critical business ethics topics, including corruption, anti-competitive practices, fraud, political engagement, best practices for protecting the company's information and data, as well as human rights issues.

Managing our operations responsibly

Within our own operations, much of the work we do to support the responsible and safe operation of our business is included in the People, Workplace Health and Safety and Community sections of this report and is part of GrainCorp's business-as-usual operation.

To assist us in identifying any gaps in our own processes relative to best practice, regular Sedex Member Ethical Trade Audits[1] are undertaken across our processing sites. We also utilise the Self-Assessment Questionnaire (SAQ) component of these audits at select grain handling sites, which represent a different operating environment to processing sites, to monitor our standards across areas such as on-site accommodation.

All GrainCorp employees are protected by our internal grievance processes, as set out in our Grievance Management and Resolution Guidelines. GrainCorp's independent *FairCall* hotline is also available to GrainCorp employees, should they wish to make a confidential complaint.

Procurement and supplier due diligence

Procurement

GrainCorp procures a broad range of goods and services from several thousand suppliers globally. In FY25, we conducted a strategic review of GrainCorp's procurement policy and processes to ensure procurement decisions across our business are aligned with our sustainability objectives. The updated process embeds sustainability criteria into supplier selection and contract negotiation, requires formal agreement to the Supplier Code of Conduct and enables targeted performance tracking.

As part of this review, a business-wide responsible sourcing evaluation framework has been developed and roll-out commenced. The framework provides a clear process for evaluating existing supply chains against a range of responsible sourcing criteria, allowing for the integration of targeted improvement plans into established processes. Roll out will continue in FY26.

Supplier due diligence

GrainCorp's third-party due diligence procedure provides a framework for entering or renewing existing business relationships. For the onboarding of new suppliers, we take a risk-based, due diligence approach, aligned with our existing Anti-Bribery and Corruption procedures. Certain 'Defined Risk Criteria', including but not limited to source location and category of spend, form the basis for determining the requirement for due diligence, under three categories – Simple Due Diligence, Regular Due Diligence and Heightened Due Diligence.

All standard suppliers to GrainCorp Human Nutrition are subject to assessments of their Occupational Health and Safety, Environmental Compliance, and Quality and Food Safety systems.

GrainCorp's Code of Conduct and/or Supplier Code of Conduct and/or commodity specific industry trading standards are embedded in GrainCorp's legal contracts with suppliers.

We have developed additional and specific due diligence procedures for suppliers within supply chains that pose a high risk for deforestation and modern slavery, and these are discussed in the following sections. In FY25, and in line with a staged implementation of our responsible sourcing program, we have commenced an updated analysis over GrainCorp's spend to identify suppliers and supply chains in the next tier of environmental and/or social risk, for which we can develop additional due diligence procedures.

1. The Sedex Members Ethical Trade Audit (SMETA) is an audit which helps a business to understand standards of labour, health and safety, environmental performance, and ethics within their own operations or at a supplier site. The SMETA is designed to help protect workers from unsafe conditions, overwork, discrimination, low pay, and forced labour.

Responsible Sourcing and Human Rights

Human rights

Protecting human rights

Respect for human rights is fundamental to our values, the long-term stability and growth of our business, and to the wellbeing of the communities in which we operate.

At GrainCorp, this means doing business in a way that acknowledges and respects the dignity and human rights of our people, customers, suppliers, and contractors.

GrainCorp is committed to respecting internationally recognised human rights as set out in the Universal Declaration of Human Rights. We respect the fundamental principles and rights at work as outlined in the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work and we are committed to complying with statutory requirements in the countries in which we operate, and to acting ethically and with integrity in all business dealings.

Modern slavery

We focus our human rights efforts on areas where GrainCorp's actual or potential impact is the greatest. Within our supply chain, our focus is on addressing and eliminating instances of modern slavery.

GrainCorp is a reporting entity under Australia's *Commonwealth Modern Slavery Act 2018* and the *UK Modern Slavery Act 2015*.

Our current Modern Slavery Policy and joint Australia and UK Modern Slavery Statement can be found here.

GrainCorp's Modern Slavery Statement provides details of our actions to identify and manage modern slavery risk in our supply chains. While GrainCorp's overall modern slavery risk remains low, we have identified suppliers in the commodities and ocean freight sectors that have a heightened risk for instances of modern slavery. For this reason, we have developed controls additional to our standard due diligence procedure and specific to each of these sectors.

Commodity controls

Ocean freight controls

Formal acceptance of GrainCorp's Supplier Code of Conduct[1]

Commodity controls:

A requirement for the supplying site or sites to have conducted a Sedex Members Ethical Trade Audit (SMETA) or similar in the previous 36 months, which provides visibility over the following human rights issues:

- Freely chosen employment
- Responsible recruitment and entitlement to work
- Freedom of association and the right to collective bargaining
- Safe and hygienic working conditions
- No child labour
- Fair wages
- Reasonable working hours
- Non-discrimination

Ocean freight controls:

Vessels provided by supplier:

- maintain a Declaration of Maritime Labour Compliance certificate
- are International Transport Workers' Federation fitted or (equivalent bargaining agreement).

No labour related deficiencies recorded by the Australian Maritime Safety Authority (AMSA) or any other Port State Control Authority against vessels provided by the supplier in the last twelve months

A requirement for the details of any non-conformances to be entered into GrainCorp's centralised grievance tracker for monitoring by the Responsible Sourcing working group

1. Or demonstration that the supplier adheres to an equivalent policy/code of conduct. Formal acceptance of GrainCorp's Supplier Code of Conduct only applies to Ocean Freight providers with an ongoing contract of affreightment for the carriage of animal fats and vegetable oils.

Responsible Sourcing and Human Rights

Supporting no-deforestation

Forests and other natural ecosystems are essential for a healthy environment and productive supply chains; they provide critical habitats, biodiversity benefits, support livelihoods, and are an important carbon sink. Despite the significant action taken in recent years to try to stop deforestation and create solutions in key supply chains, the challenge of deforestation remains. Furthermore, recent scientific reports have made it clear that protecting and restoring natural ecosystems, including forests, is an integral part of addressing climate change and limiting global temperature rise to 1.5°C. Deforestation contributes to climate change and biodiversity loss and is a driver of embedded emissions within our supply chain.

In line with our SBTi-validated FLAG sector emissions reduction target, GrainCorp committed to achieving no-deforestation[1] across its primary deforestation-linked commodities, with a target date of end of 2025.

In FY24, we identified[2] palm and soy as our primary deforestation-linked commodities.

Our businesses source palm and soy commodities in different forms and for different purposes:

- Human Nutrition sources palm oil and palm fractions (together referred to as palm oil) and soybean oil as ingredients in our customer's products.
- Animal Nutrition sources Palm Acid Oil (PAO), Palm Kernel Expeller (PKE) and soybean meal as ingredients in feed formulations.
- GrainCorp sources soybeans and soybean meal for international customers with whom we often have existing relationships for the supply of other feed ingredients and feedstocks.

We acknowledge that the palm and soy commodities we use that have the most material impact on deforestation are palm oil, soybean oil, soybeans and soybean meal. The by-products and waste streams resulting from secondary processing, including PAO and PKE, have a less significant impact on deforestation. However, by including these commodities in our no-deforestation commitment, GrainCorp's aim is to promote transparency across all stages of the commodities' useful life.

The methodologies developed to demonstrate deforestation-free for palm oil, soybean oil, soybeans and soybean meal reference the Accountability Framework initiative (AFi)[3] and utilise a combination of the below criteria:

- Approved third-party certification
- Traceability to a region with negligible risk of deforestation
- Traceability to a production area assessed remotely as deforestation free
- Sourced from a supplier that GrainCorp has determined to have a best practice deforestation control mechanism in place

The sections below provide information on the approach we are taking to demonstrate deforestation free across each supply chain. We may adjust our approach in the future to reflect any additional tools, certifications and/or other information that becomes available as progress towards no-deforestation is made at an industry level.

Our approach to demonstrating deforestation-free	Our progress
Palm Oil • RSPO Segregated[4] palm and; • Mills in supply chain categorised as low risk[5] for deforestation or traced to plantation area where no material deforestation has occurred since December 2020[6].	In FY25, we established the internal processes that enable palm oil supply chain mapping and analysis.
Soybeans, soybean oil, and soybean meal • Third party certification or independent supply chain validation[7] OR • Sourced from a negligible risk region[8] OR • Third party certification to Mass Balance[9] and supplier meets GrainCorp's due diligence criteria[10]	In FY25, we established the internal processes to enable analysis.

1. SBTi uses the Accountability Framework definition of deforestation. Deforestation is defined as loss of natural forest as a result of i) conversion to agriculture or other non-forest land use, ii) conversion to a tree plantation, or iii) severe and sustained degradation.
2. Primary deforestation-link commodities were identified via an independent biodiversity risk assessment of GrainCorp's spend in 2023. Palm and soy are also included in the High Impact Commodity List published by the Science Based Targets Network.
3. Proforest, in collaboration with partners including AFi, developed a generic deforestation and conversion free framework. The framework is available at https://www.proforest.net/what-we-do/responsible-sourcing/deforestation-and-conversion-free-supply-chains/.
4. RSPO Segregated defines a supply chain model where certified sustainable palm oil (CSPO) is kept physically separate from non-certified (ordinary) palm oil throughout the entire supply chain, from growers to manufacturers. Segregated palm oil offers a stronger level of assurance than Mass Balance but does not guarantee deforestation-free palm oil.
5. The GFW PALM Risk Tool assesses the risk that a palm oil mill is associated with deforestation. Each mill is given a 'priority' level (low, medium, high) to indicate the level of need for engagement on deforestation risk.
6. Determined by uploading specific plantation area co-ordinates to GFWPro for analysis.
7. We assess all certifications for their alignment with the AFi definition of no-deforestation. The third-party certification and independent supply chain validation systems we are currently using include Roundtable on Responsible Soy (RTRS), International Sustainability & Carbon Certification (ISCC), ProTerra and compliance with the European Union Deforestation Regulation. We assess additional certifications on a case-by-case basis.
8. Negligible risk regions are determined by analysing the most recent OEC trade data to understand the probability that soy exported from a region has originated from that same region. Regions are then assessed for deforestation risk using a combination of the European Union Deforestation Regulation (EUDR) country benchmarking system and GFWPro. Under this methodology, the regions currently classified as negligible risk are the USA, Canada and Ukraine.
9. Mass Balance defines a supply chain model that allows for the physical mixing of certified and conventional commodity along the supply chain, while maintaining a documented balance of input and output quantities for certified commodity.
10. Due diligence undertaken to show supplier has a no-deforestation commitment aligned with GrainCorp's, has strong deforestation controls in place, and publicly reports on the percentage of deforestation free commodity achieved.

Responsible Sourcing and Human Rights

By-products and waste streams of secondary processing

The PAO and PKE commodities supplied to our Animal Nutrition business are considered by-products or waste streams from secondary processing. The supply chains for these commodities are complex, often involving smaller volumes of product being collected from multiple locations. Achieving traceability across these commodities requires broader global supply chain collaboration to address challenges including the commercial availability of deforestation-free supply and the building of technical capacity amongst the smaller operators typical of these supply chains. Over the last two years, we have been working with our suppliers to support and promote transparency. Key actions taken in FY25 include:

- For PAO, developing a methodology for categorising collection points based on traceability relevant criteria and developing a pathway for targeted improvement.
- For PKE, engaging with our primary supplier to understand their due diligence process at a granular level.

Despite our progress, the challenges remain, and they will impact our ability to achieve no deforestation across these supply chains by the end of 2025. Beyond 2025, we remain committed to our goal and will continue working with suppliers to enhance traceability in a manner and at a pace that supports capacity building among smaller supply chain participants.

In accordance with SBTi FLAG guidance, GrainCorp will disclose further information on its progress with respect to all commodities in scope of our no deforestation ambition within six months of 31 December 2025.

Grievances

In line with the United Nations Guiding Principles on Business and Human Rights[1] (UNGPs), we are committed to providing an effective, accessible and confidential grievance mechanism to receive and manage human rights concerns (grievances) within our operations and supply chain.

Grievances may be received through various channels, including anonymously through our independently administered *FairCall* hotline service (online or through the telephone hotline), our human rights email inbox, sustainability email inbox, via audit findings, suppliers own public grievance trackers, or from third-party stakeholders such as unions and Non-Government Organisations. Each of these channels have an internal owner who reviews matters as they arise and where appropriate, elevates the matter to either the Board Audit & Risk Committee (for matters within our own operations) or to the Responsible Sourcing working group (for matters relating to GrainCorp's supply chain).

The Responsible Sourcing working group includes a core team of procurement, operations, risk and sustainability representatives who meet at least quarterly and review any outstanding matters relating to supplier grievances and supplier ESG performance in general. When engaging with suppliers on grievances and supplier ESG performance, GrainCorp's priority is to find practical resolutions and/or remediate where deemed appropriate, however where a supplier refuses to engage or make progress towards improvement, GrainCorp will terminate the relationship.

This year we investigated a small number of human rights related grievances raised through our grievance mechanism channels. Types of complaints included those relating to underpayment, poor accommodation standards and recruitment. Any issues, findings or opportunities for improvement arising from investigations are appropriately addressed.

Please refer to GrainCorp's current Modern Slavery Statement here for more information.

Remediation

GrainCorp is committed to developing its remediation approach in alignment with the UNGPs, which call for companies to consider whether they have "caused, contributed to or are directly linked" to a grievance to determine the relevant level of cooperation in remediation. In accordance with GrainCorp's policies and processes, GrainCorp determines the appropriate action to take depending on the circumstances in each case.

FY26 priority actions

Embed responsible sourcing processes across internal supply chain governance

Enhance supplier management to align with sustainability risk mapping

Testing grain quality on site

1. https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf.

Food Safety

Delivering safe, reliable, and nutritious ingredients to our customers, and ensuring the supply of essential commodities, is fundamental to our business.

FY25 priority actions	Status
Develop nutritional guidelines and/or targets for relevant product portfolios.	✓
Enhance existing packaging initiatives through the development of a Sustainable Packaging Framework for GNE.	✓

✓ Achieved ◕ Partially achieved → Ongoing

GrainCorp has comprehensive food safety and quality assurance practices in place across its entire supply and production chains.

In Australia and New Zealand, our policies, standards certifications, and industry certifications are consistent with the Food Standards Authority Australia and New Zealand (FSANZ) framework.

Inside margarine packing line at West Footscray, Victoria

GrainCorp's approach to food safety utilises multiple industry accepted tools, certifications, standards and processes across our business to maintain best-in-class food safety practices.

GrainCorp

Certifications and tools	Human Nutrition	Animal Nutrition	Energy	Grains
ISO 9001 (Quality)	✓			✓*
ISO 45001 (OH&S)	✓		✓	
ISO 14001 (Environment)	✓		✓	
RSPO	✓		✓	
Feedsafe Accreditation		✓		
ISCC-EU	✓		✓	
ISCC Corsia			✓	
Integrated Pest Management System	✓	✓	✓	✓
Industry associations				
Australian Renderers Association			✓	
Grains Australia				✓
National Association of Testing Authorities				✓
ISTA Seed Sampling				✓
Commodity-specific Receival Standards				✓**
American Oils Chemist Society	✓^			
Australian Oilseeds Federation	✓^			
Grain Trade Australia				✓
Stockfeed Manufacturers Council of Australia		✓		
Grain and Feeds Trade Association				✓
Australian lot Feeders Association		✓		
GAFTA Fumigation				✓

* Testing labs only.
** Current receival standards available on our website.
^ Numurkah and Pinjarra.

Supply chain

- Roundtable for Sustainable Palm Oil
- Roundtable for Responsible Soy
- SEDEX-SMETA
- The Non-GMO project
- Kosher
- Halal
- ISCC
- SQF/GFSI
- Feedsafe Accreditation

Food Safety

Quality Assurance

Our quality and food safety management systems are audited by independent certified auditing bodies, customer auditors and our own internal auditors. These processes ensure that the safety and quality standards for the commodities and ingredients GrainCorp handles and manufactures extend across our supply chain.

ECA Grains: Commodity receival standards and chemical use

Within our Grains operations, chemical use plays a role in maintaining food quality and safety and minimising food loss. We understand we are an important interface between growers and consumers and have a responsibility to maximise transparency and responsibility along the value chain.

Maximum Residue Limits (MRLs) are the highest concentration of a chemical residue that is legally permitted to remain in or on a food commodity, such as grain. MRLs are moderated by the Food Standards Code and enforced by Australia's State and Territory food regulatory agencies.

Different export markets have different and often changing MRL standards. More information on MRLs can be found here.

As part of our grower engagement program, we provide the latest information relating to on-farm chemical use, changes to chemical use labels and any changes to the requirements mandated by export destinations. Our goal is to raise awareness around best practice for chemical use and to maintain continued access to export markets.

We apply a set of commodity-receival standards when accepting grain into our network. These standards are available on our website. When delivering grain into our system, growers must provide a declaration in relation to specific chemicals used on-farm. Samples are collected daily at site stands and tested at local Quality Assurance laboratories for analysis and comparison. All GrainCorp samplers undergo task-specific online and practical training.

Within our own operations, our grain handling sites use herbicides and insecticides to maintain food safety and quality standards and minimise food waste. All relevant employees are trained in the safe use of these chemicals, and their application is governed and recorded according to strict regulations and procedures.

Our chemical protocols mean we can efficiently select, test and transport to port grain that meets the MRL of a particular market. Prior to export, grain is once again sent for testing to ensure compliance with the chemical and residue requirements of the destination market.

To ensure we stay informed, GrainCorp participates in several industry working groups, committees, and advisory boards. GrainCorp also participates in the Australian National Residue Survey (NRS), a program for managing the risk of chemical residues and environmental contaminants in Australian animal and plant products.

We strive to minimise our use of chemicals without compromising quality. Actions we are taking include the progressive implementation of improved gas application and remote monitoring technology, which allows for more effective fumigation and grain chemical treatments. We have an increased focus on non-chemical grain storage techniques including improved temperature control and hygiene monitoring.

We also continue to partner with organisations including the Grain Research and Development Corporation, State Departments of Agriculture, industry groups and commercial organisations to research and implement alternative grain storage strategies, both chemical and non-chemical.

GrainCorp has a statutory obligation to carry out fumigation with methyl bromide in line with the requirements of certain destination markets, and we use methyl bromide at several of our export terminals situated across ECA.

We carry out this activity in compliance with national and state based legislative requirements. We are cognisant of methyl bromide's environmental impact, and we have been working with the NSW Environment Protection Agency (EPA) since 2022 to find a solution for preventing or minimising the release of methyl bromide to the atmosphere.

In 2024 GrainCorp commenced a detailed design assessment into methyl bromide destruction technology to be located at our NSW Port sites. This work concluded that methyl bromide gas destruction technology was not yet commercially viable. However, in August 2025 the NSW EPA approved a proposal by GrainCorp to design and install a methyl bromide recapture system at GrainCorp's Carrington Grain Terminal. The design and installation of the methyl bromide recapture system will be conducted in FY26.

GNE

Number of sites audited[1]	4
Number of audits[2]	29
Audit days[3]	27
Product recalls[4]	0
Major GFSI non-conformances[5,6]	0
Minor GFSI non-conformances	11
Outstanding minor GFSI non-conformances[5,7]	0
Regulatory non-compliances[8]	0
Suppliers to Human Nutrition audited to GFSI certification level[5]	100%

1. Includes GrainCorp's GNE processing at Numurkah, West Footscray, Pinjarra and East Tamaki.
2. Audits refer to the on-site verification activity conducted by customers, for benchmarking against their own standards, or by third parties for benchmarking against recognised food quality certifications or programs.

ECA

Number of sites audited by customers	3
Number of sites audited for external British Standards Institution (BSI) accreditation	5
Number of sites audited by Halal Australia	4
Significant issues identified	0

3. The number of days, based on normalised working hours, required to complete audits.
4. Product recalls are defined as food safety-related recalls, involuntary recalls and/or a voluntary recalls.
5. The scope of schemes includes those recognised by the GFSI, and are available on the GFSI website https://mygfsi.com/how-to-implement/recognition/certification-programme-owners.
6. Major non-conformances are the highest severity of non-conformance and require escalation by auditors. Major non-conformances may arise from a significant risk to food safety, non-compliance with relevant regulatory requirements, and failure to adequately address prior minor nonconformances. Major non-conformances must be corrected in accordance with the relevant GFSI scheme under audit.
7. A minor non-conformance is defined by the relevant GFSI scheme and is by itself not indicative of a systemic problem.
8. Regulatory non-compliances relate to Australia's national regulatory framework for food safety.

Food Safety

CASE STUDY

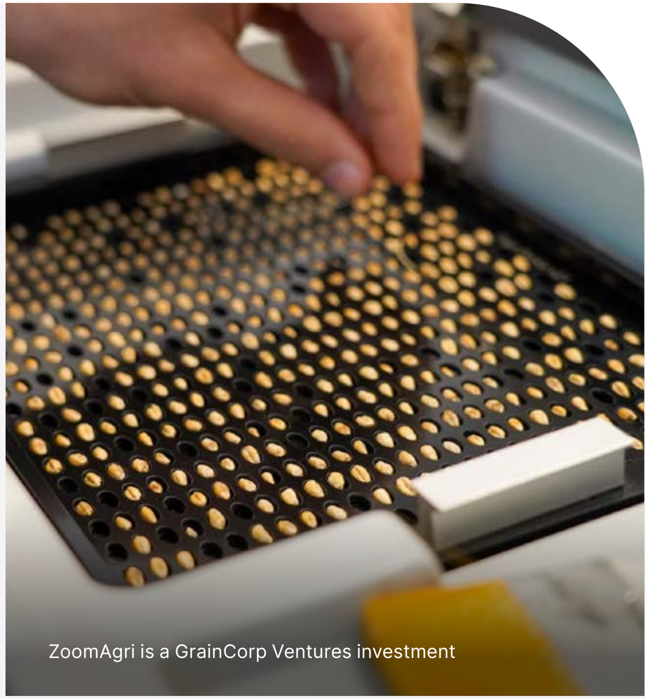
Investment into ZoomAgri: Taking quality to new heights through AI and Machine Learning

Australia is a world leader in the production of high-quality grain and stringent quality assurance procedures are crucial to upholding Australia's reputation for high quality grains in domestic and international markets.

Grain can be analysed up to 14 times along the supply chain in order to ensure it meets the requirements of its destination market.

Improving the speed and accuracy of variety identification and quality testing is in the interests of the entire agricultural commodity supply chain. In 2023, GrainCorp co-led an investment in ZoomAgri, alongside GrainInnovate, the Venture Capital fund partnership between Grains Research Development Corporation (GRDC) and Artesian, with further participation from existing investors SP Ventures.

ZoomAgri is developing solutions for the Testing, Inspection and Certification (TIC) of agricultural commodities, combining technologies such as computer vision and machine learning to assess varietal purity and conduct physical quality determination.



ZoomAgri is a GrainCorp Ventures investment

Over the last few years, the company has focused on enhancing technology to improve accuracy, utility and to align with official testing requirements.

ZoomAgri has already obtained certification as an official grain testing tool in several countries. The company has recently applied for certification through Grain Trade Australia, and earlier this year, ZoomAgri team members from Argentina, Spain and Australia visited GrainCorp's Port Kembla site to trial the latest device prototype.

As an investor, GrainCorp is pleased to invest in agtech start-ups, such as ZoomAgri, that aim to drive and enhance the future of sustainable agriculture and food production.

Nutrition

Our Human Nutrition business is the largest refiner of edible fats and oils across Australia and New Zealand. The business also provides expertise in the development of speciality fats, tailored to a customer's needs, and supplies premium-quality bakery ingredients.

We have a role to play in advocating for industry reformulation and supporting product development towards healthier offerings.

In FY25, we developed a set of nutritional guidelines to be applied to the portfolio of products for which GrainCorp controls formulation. The guidelines outline current dietary-related health challenges in Australia and reinforce the Australian Dietary Guidelines with a specific focus on fats and oils.

The guidelines frame our own approach to improving the nutritional profile of the products and ingredients we formulate. Examples include a reduction in trans fats across our portfolio and the development of ingredients for infant formula designed to support age-based growth requirements.

Our team of experts continues to actively engage with customers and the industry to provide key insights into ways to improve the nutritional quality of foods.

Food safety governance

Our internal quality control processes and governance structure are designed to ensure best practice food safety standards are maintained. Internal quality review meetings are held weekly to monitor for any quality issues across our business, and we have robust root cause analysis processes in place to ensure continuous improvement and prompt remediation where required.

Our Management Risk Committee reviews a dashboard of KPIs including an assessment of any customer complaints, on a quarterly basis. Performance is also reviewed at Board level through the People, Safety and Culture Committee.

Concern surrounding the potential negative impact of synthetic chemicals on human health has increased in recent years. Per- and polyfluoroalkyl substances (PFAS) describe a group of chemicals used in a variety of applications, including food packaging. GrainCorp's Human Nutrition business regularly tests for PFAS and as a member of APCO is committed to phasing out PFAS in packaging materials that are in direct contact with product.

Food Safety Culture

We believe a strong food safety mindset is critical to consumer confidence. Based on Food Safety Australia and New Zealand (FSANZ) guidelines, GrainCorp has developed its own Food Safety Mindset model to help ensure that food safety is at the forefront of everything we do.

Food safety surveys are one of the tools we use to understand the attitudes, beliefs, practices, and values that underpin the food safety behaviour of our people. The surveys allow us to create targeted programs to ensure our strong food safety culture is maintained.

FY26 priority actions

- Establish a sustainable packaging action plan.
- Embed nutritional guidelines for animal and human nutrition

Our People

Workplace Health and Safety

We stay safe is one of GrainCorp's core values and reflects our enduring commitment to the health and safety of our people and the environment in which we operate.

FY25 priority actions	Status
Define the roles and responsibilities of different employee groups in relation to critical risk controls and embed understanding through targeted campaigns tailored to each group.	✓
Achieve 100% participation of operational leaders in the Back-to-Basics leadership program.	✓

✓ Achieved ◑ Partially achieved → Ongoing

The safety of our employees is our highest priority. We maintain vigilant oversight of our health and safety performance and strive for continuous improvement through a relentless focus on critical risk and control effectiveness and the efficient execution of key strategic and risk mitigation projects across the business.

We are now part way through a multi-year safety program that is focused on eliminating critical risks, positioning our leaders to make informed decisions that enhance our safety systems and assurance.

It is disappointing that we saw increases in the FY25 LTIFR and RIFR, especially in the context of the effort and focus we have placed on eliminating critical safety risks.

Encouragingly, we once again recorded a significant uplift in leading risk reporting metrics which reflects the evolution of our safety maturity.

The continuous uplift of our health and safety capabilities remains a key focus for our Executive Leadership Team.

Year	Lost Time Injury Frequency Rate (LTIFR)	Recordable Injury Frequency Rate (RIFR)	Recordable Injuries
FY25*	3.01	5.52	33
FY24	1.93	4.83	25
FY23	2.18	5.60	36
FY22	2.62	6.71	41
FY21	2.31	8.87	46

Fatalities*

0

High Consequence Work-related Injuries*

3

Main Type of Work-related Injury*

Hand

Critical Incident Frequency Rate*

2.84

FY25 data points indicated by an asterisk (*) are subject to limited assurance from PwC. The basis of preparation for data points indicated by an asterisk (*) is included within PwC's limited assurance report which is available on pages 62 to 70.

Workplace Health and Safety

GrainCorp's Health, Safety and Environment (HSE) policy, strategy and management system are foundational to our approach to managing the safety of our people and apply to all employees, contractors, sub-contractors, and temporary employees engaged to work for GrainCorp.

HSE Policy: Sets out the specific commitments we make to ensure the safety of our people and the environment in which we operate.

HSE strategy: Provides the framework for embedding the commitments of the HSE Policy throughout our operations. Our strategy seeks to prevent critical incidents and catastrophic events, prevent injuries, reduce occupational health and safety risks, promote physical and mental wellbeing and embed a mindset of staying safe.

HSE management system: Provides a simple, standardised and controlled platform through which our HSE Policy and strategy are executed. Includes standards, guidelines, clear governance and accountability structures, and a disciplined assurance framework to drive continuous improvement.

GrainCorp's Australian processing sites at West Footscray, Numurkah, Pinjarra, and national Auscol business, are ISO 45001 certified. GrainCorp also holds Office of the National Rail Safety Regulator (ONRSR) accreditation for rail in QLD, NSW, and VIC.

Training

At GrainCorp, all people (including contractors) undertaking work or visiting our sites undergo induction training or site familiarisation that is tracked through our centralised learning and contractor management systems. All employees, contractors, and visitors are informed of the risks, hazards, and control measures relevant to their activities, and undergo specialised training based on an analysis of a role's training needs. Workers are trained to perform procedures for operational tasks safely and individual competence is verified.

Each harvest period, GrainCorp employs a significant number of casual grain workers who are often less experienced than our permanent workforce. GrainCorp adopts a standardised approach to the onboarding and training of casual workers, including training on the recognition of hazards and requirements for risk controls. A comprehensive process to verify competence is undertaken prior to the commencement of work tasks.

HSE Leadership

We believe that, when it comes to safety leadership, simplicity is key. Our Back-to-Basics safety leadership program is focused on three core HSE fundamentals:

- Hazard identification and risk management
- Impactful infield leadership
- Incident investigations, shared learnings and management of corrective actions

The Back-to-Basics program recognises that different leaders need support in different areas. The program creates a development plan based on a self-assessment designed to measure a leader's safety maturity across several safety leadership categories.

Following the self-assessment, leaders identify action areas for focus that are supported through a tailored training and coaching program.

The program tracks a leader's progression along the safety leadership pathway, and our ambition is to embed safety leadership defined by best practice safety citizenship.

In FY25, we set a target to achieve 100 per cent participation of operational leaders in the program and we are pleased to see that target achieved.

CASE STUDY

We Stay Safe

In FY24, GrainCorp expanded its Animal Feeds business through the acquisition of Performance Feeds and Nutrition Service Australia. The safety of our people is our number one priority in any situation and the Back to Basics leadership program provided an excellent framework through which we could integrate safety leadership across these teams.

The capability to create a tailored action plan ensured a priority focus on the areas of safety most relevant to these teams. Focus areas included an introduction to GrainCorp's HSE Management System, training on accurate and timely incident reporting procedures and training on contractor management.

Additionally, comprehensive training was delivered on GrainCorp's Safe Systems of Work standards and procedures.

This training was crucial in building safety competence and confidence across our new Performance Feeds teams and in embedding our value We Stay Safe.

Workplace Health and Safety

Risk Management

Our Risk Management Standard comprises a framework for identifying, assessing, controlling, and monitoring risk, relative to the hierarchy of controls.

GrainCorp's operational risk register includes key health and safety risks (including psychosocial hazards) and currently 10 of those have been classified as critical based on their potential to cause fatality or significant injury/incident.

Risk registers and mitigation frameworks are in place across all GrainCorp sites.

Incident and Injury Management

We know that proactive reporting of incidents, near misses, and hazards is critical to our safety performance. We work hard to create an environment where our people are encouraged and feel safe to do this.

Our Fitness for Work, Incident and Injury Management and Return to Work Standards set out the processes to prevent, report, investigate and manage workplace incidents and injuries. The standards also set out the process for determining corrective and mitigating actions and the communication of learnings.

> **Our Emergency Response and Crisis Management Standard requires all sites to develop and implement an Emergency Response Plan.** Our Crisis Management Team comprises senior and executive leaders.

CASE STUDY

Critical Risk Framework

A relentless focus on critical risks is an essential element of our HSE Strategy. GrainCorp's Critical Risk Management (CRM) Framework sets out the process for identifying, verifying, monitoring, reporting and reviewing the controls in place at each site.

Over the last three years, we have focused on repositioning GrainCorp's CRM framework to:

- Enhance its practicality for operational and frontline teams.
- Adopt a Just-in-time (JIT) learning approach where training and knowledge are delivered to workers in high-risk environments just prior to engaging in relevant activities, rather than in advance through scheduled programs.
- Support employee intrinsic engagement with critical risk controls.
- Introduce a multi-layered approach to the verification of controls that specifies risk owners and the responsibilities of each layer of management, to ensure that safety measures are consistently in place and effectively managed.
- Reinforce key safety messages through a program of campaigns to enhance engagement.


Performance Feeds team conducting Critical Risk Review on site at Dalby, Queensland

We want our people to engage with the refreshed CRM framework at an intrinsic level. To support this, we have developed a three-phased communication strategy with each phase supported by targeted activities, communications and engagement tools.

GrainCorp's Stop for Safety Day (SFSD) 2025 was held in June and focused on GrainCorp's CRM Framework and approach to managing critical risks in the workplace.

SFSD 2025 was timed to precede the rapid influx of harvest casuals into our ECA operations in order to highlight the importance of the verification of critical risks and their controls.

Across our sites, teams came together to talk through the importance of physical and psychosocial safety, the need for a relentless focus on hazard identification and the repositioned CRM framework. From hazard hunts to guest speakers, each site took the opportunity to make the day's activities relevant and meaningful to them, while also taking some time to connect over breakfasts, morning teas or barbeque lunches.

Workplace Health and Safety

Psychosocial hazards in the workplace

A safe and supportive work environment is not just about physical hazards. By proactively managing psychosocial hazards, we hope to see our employees thrive both personally and professionally.

As part of our commitment to creating a safe and supportive work environment, we have undertaken a comprehensive risk assessment of psychosocial hazards across a range of job environments. This process actively involved employees through focus groups to ensure the reliability of the assessment and the evaluation of control effectiveness.

Based on the findings, a targeted program of initiatives aimed at mitigating key psychosocial risks has been developed. The program includes a focus on improving role clarity, managing workload, and enhancing reward and recognition. These actions form a critical part of our broader approach to promoting mental health and wellbeing across GrainCorp.

GrainCorp's Moree team coming together for Stop for Safety Day 2025

Health and wellbeing

All employees and contractors are provided access to a health and wellbeing program called Thrive. The Thrive program is designed to support the overall physical, emotional, and financial wellbeing of GrainCorp team members. Through the program, our people have access to free flu vaccines and skin checks and to a range of webinars and other resources that promote positive lifestyle choices.

All GrainCorp employees, casual employees, contractors, and their immediate family are eligible to use GrainCorp's Employee Assistance Program (EAP), a free professional and confidential service providing counselling advice to help cope with work or personal concerns.

Contractor management

The safety of all people on our sites is of paramount importance. We enforce one standardised safe way of working, regardless of worker type. Our Contractor Management Standard sets out the requirements for the management of our contractor workforce and ensures the appropriate controls are in place relative to the nature of the work being performed.

Contractors are actively included in site safety activities such as pre-start meetings, pre-shift warm-ups, drug and alcohol programs and critical risk reviews. This ensures all people working on GrainCorp sites are aware of the activities which may impact their work tasks.

Contractors are managed through our online contractor management platform, which tracks contractor qualifications, insurances, induction, activity, permits, and training.

Consultation and communication

Embedding a focus on workplace health and safety, relies on regular consultation and communication with our employees and other stakeholders. Pre-start meetings and Safety Engagements encourage conversations about the hazards of a work task and provide a way of reinforcing positive work practices. Learnings that result from incidents and hazard investigations are shared through Safety Alerts and Toolbox Talks, which are regularly undertaken across the business to share information and reinforce key safety requirements.

Safety governance

Our performance is managed and tracked through our ISO 45001 compliant HSE Management System. Regular audits and inspections support continuous improvement.

External audits in line with ISO 45001 and ISO 14001 certification occur at our Australian processing sites in West Footscray, Numurkah, Pinjarra and across our national Auscol sites. We also conduct a program of internal audits, with the frequency of audit being determined by the risk level of the site.

GrainCorp's Board has delegated primary responsibility for all safety, health and environment and food safety and quality matters to the People, Safety and Culture Committee.

The HSE Leadership Team comprises senior operational leaders and meets monthly to track performance across our safety and health objectives, strategy, targets and lag and lead indicators.

The HSE Leadership Team, along with the Executive Leadership Team, submit the annual HSE strategy to the People, Safety and Culture Committee and key elements and metrics from the strategy are integrated into the short-term remuneration incentives for eligible GrainCorp employees.

FY26 priority actions

- Implement layered verification of site procedural and equipment controls to drive continuous improvement in GrainCorp's critical risk activities
- Implement a targeted program of initiatives aimed at mitigating key psychosocial risks

People

Our workforce brings together a breadth of experience and expertise, reflecting both the diversity of our operations and our strong connection to regional communities.

FY25 priority actions	Status
Deliver on RAP actions and prepare our second Innovate Reconciliation Action Plan for submission.	✓ & →
Continue to meet or exceed specified gender targets.	✓

✓ Achieved Partially achieved → Ongoing

At GrainCorp, we believe our people are the foundation of our success. We take a layered approach to building a workplace where individuals can thrive, professionally, personally and with a genuine sense of belonging.

Employees by Country*

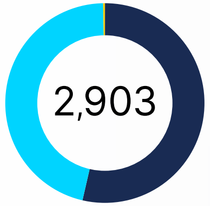
	Female	Male	Non-binary	Total
Australia	547	1,289	2	1,838
New Zealand	26	38	–	64
United Kingdom	17	16	–	33
Ukraine	8	4	–	12
Singapore	6	3	–	9
Canada	2	2	–	4
China	1	1	–	2
India	1	–	–	1
Total	**608**	**1,353**	**2**	**1,963**

At 30 September 2025 approximately 4 per cent of GrainCorp's permanent and fixed-term employees worked on a part-time basis.

Senior Leadership Composition*

	Female	Male	Total
Non-executive Directors	2	4	6
Executive Leadership Team	2	3	5
Senior Leaders	24	52	76
Total	**28**	**59**	**87**

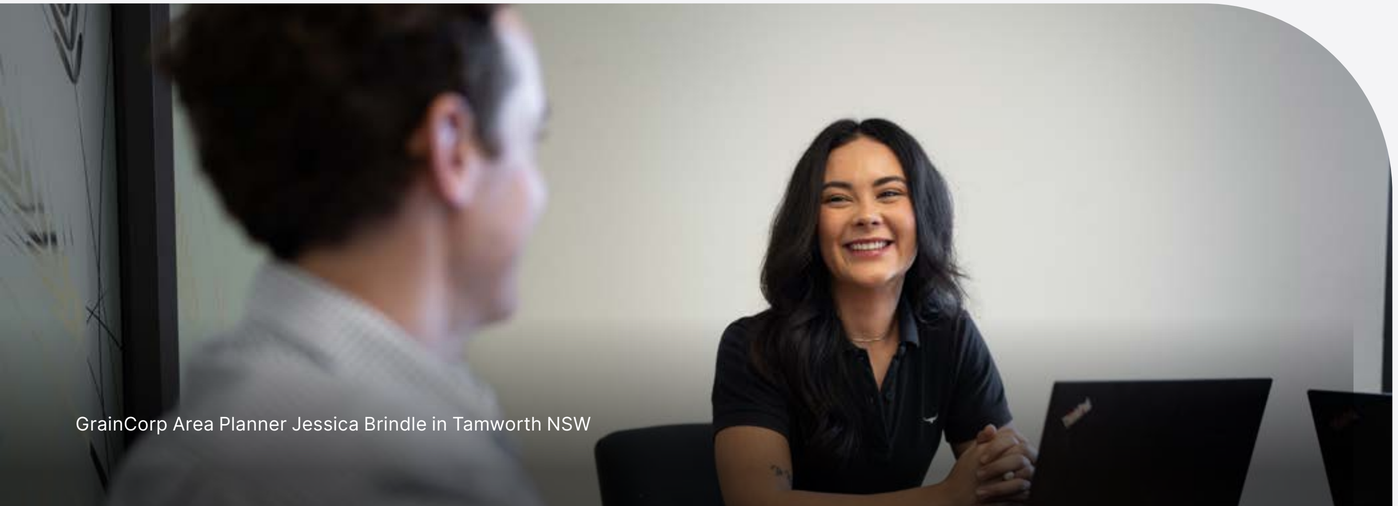
Harvest casual workforce – Snapshot*



Female	1,559
Male	1,341
Non-binary	3

Employees by Age Group (%)*

<25 years	8%
25–30 years	10%
30–35 years	12%
35–40 years	13%
40–45 years	14%
45–50 years	12%
50–55 years	11%
55–60 years	9%
60–65 years	7%
>65 years	4%



GrainCorp Area Planner Jessica Brindle in Tamworth NSW

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People

Our values

At GrainCorp, our values underpin everything we do. We partner with each other, our communities and our customers to ensure our shared values are at the heart of our actions and decisions: We care, We stay safe, We do what's right and We deliver.

These values drive us to achieve our goals, shape our culture, and most importantly, foster an inclusive workplace where everyone's contribution is valued.

We care

We care for each other, our customers, our company, our communities and environment.

We deliver

We are accountable for our decisions, actions and results by taking ownership.

We stay safe

We prioritise staying safe and creating an inclusive environment where everyone can bring their whole self to work.

We do what's right

We prioritise what's right for GrainCorp, our customers and each other.

The GrainCorp Promise

Supporting our people with the trust and freedom to shape their work and personal commitments is vital for strengthening advocacy, performance and wellbeing. Through our GrainCorp Promise, we make clear commitments in four areas: Flexibility, Wellbeing, Financial Security, Career and Development.

More information on the GrainCorp Promise is available here.

Supporting Inclusion and Diversity

An inclusive and diverse workforce is essential to GrainCorp's ability to attract and retain great people, and to ensure we are drawing on the full breadth of talent available. We are committed to a workplace that values equal opportunity and rejects discrimination in all its forms, including race, national origin, gender identity, sexual orientation, age, religion, disability and caring responsibilities.

Our ongoing inclusion and Diversity Action Plan (iDAP) drives sustainable change by focusing on six priority areas, with inclusion as the guiding principle.

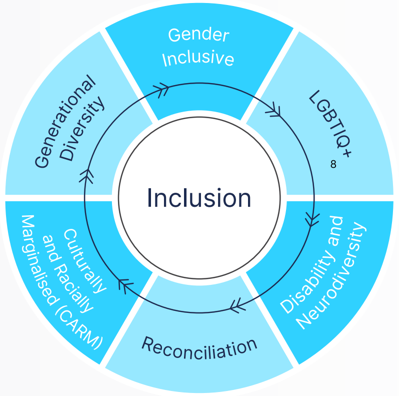
More information on our iDAP is available here.

Supporting Inclusion and Diversity

Flexible working support

- Flexible and hybrid working guidelines that enable employees and leaders to identify individualised options
- Paid parental leave of 14 weeks for primary care givers and two weeks for secondary care givers
- Purchased annual leave of up to four weeks

Inclusion and Diversity Action Plan (iDAP)



A business wide, action-oriented initiative that determines our inclusion and diversity activities and goals across six types of diversity but with a laser focus on inclusion.

Partnerships and memberships

Diversity Council of Australia (DCA)
The independent not-for-profit peak body leading diversity and inclusion in the workplace.

Diversity Works New Zealand
Enabling New Zealand based businesses to integrate diversity and inclusion into the workplace.

The Inclusion Circle
Formerly NEEOPA, a non-profit membership-based network of individuals and organisations committed to advancing diversity, equity and inclusion in the workplace.

National Association of Women in Operations (NAWO)
The leading national network for women in operations, actively led and resourced by an inclusive multi-industry community of industry professionals.

Family Friendly Workplaces
Family Friendly Workplaces is an initiative backed by employers, policymakers, and community-led organisations to improve inclusion, gender equality, and wellbeing outcomes for families and their employers.

The initiative is a call for businesses to be socially responsible employers by investing in family-inclusive policies.

Workplace Gender Equality Agency (WGEA)
An Australian Government statutory agency responsible for promoting and improving gender equality in Australian workplaces.

Australian Network on Disability (AND)
A national not-for-profit organisation that helps organisations engage with people with disability. AND is the only employer-led network in Australia focused on the inclusion of people with disability.

People

Matt D'Arcy, GrainCorp Port Operations Manager, pictured with his three young children

CASE STUDY

Family Inclusive Workplace Certification

At GrainCorp, we are committed to supporting employees at every stage of life, whether through paid parental leave, flexible working hours or fostering a culture that genuinely respects family commitments. In FY25, this commitment was formally recognised when we achieved Family Inclusive Workplace Certification, a program backed by employers, policymakers and community organisations to advance inclusion, gender equality and wellbeing outcomes.

As the first Agribusiness in Australia to gain this certification, we are proud to set the benchmark for family-friendly practices in the sector. The certification acknowledges the value we place on flexible work, parental leave, caregiving support and family-oriented policies.

Our culture of trust and flexibility is central to enabling employees to balance their professional and family commitments. Earlier this year, Kane Langtry, HR Business Partner, utilised GrainCorp's Primary Carer's Leave to spend three invaluable months with his newborn son. This time allowed him to bond deeply with his child, support his family's transition and return to work re-energised.

Similarly, Matt D'Arcy, Port Operations Manager (pictured), took advantage of parental leave to step away during a busy harvest season to prioritise time with his young family. He described it as a rare chance to slow down and be present with his family, while returning to work refreshed and motivated.

Together, Kane and Matt's stories show how GrainCorp's family-inclusive policies create real, meaningful opportunities for employees to thrive – at work and at home.

People

40/40/20

GrainCorp's Board has set gender targets to achieve a 40/40/20 balance by 2030, aligning with WGEA guidance on sustainable, long term goals. Interim targets help keep us on track and ensure momentum. Our interim targets are:

- **Women comprise not less than 30 per cent of Non-executive Directors on our Board by 2026** (33 per cent at 30 September 2025).
- **Women comprise not less than 30 per cent of our Executive Leadership Team by 2026** (achieved, 40 per cent at 30 September 2025).
- **Women comprise not less than 31 per cent of our permanent employees by 2026** (30.4 per cent at 30 September 2025).

In addition, approximately 40 per cent of all roles hired in FY25 have been filled by women.

Gender Inclusivity

GrainCorp is a relevant employer under the Workplace Gender Equality Act (WGEA) 2012. The most recent WGEA report is available here. This report outlines our workforce profile including employee policies, benefits, and training information.

We have processes in place to support gender equality in relation to recruitment, remuneration, retention, performance management, promotions, and training and development.

Internal diversity objectives are set on an annual basis and focus on aspects such as inclusive leadership, unconscious bias, talent acquisition, development, and retention. We review objectives annually to ensure they remain appropriate to our industry and operating context.

CASE STUDY

International Women's Day 2025 – GrainCorp Women 'Marching Forward'

This year's International Women's Day (IWD) theme, March Forward, called for advocacy, allyship and meaningful change.

GrainCorp held a virtual panel event, where three GrainCorp women shared their experiences of building careers in traditionally male-dominated roles. They also discussed how they are encouraging the next generation of women to 'march forward'.

Supply Chain Manager Kellie Weise began at GrainCorp as a casual worker in Barellan, NSW. Early in her career, she was often referred to as "the girl on site" – a perception she challenged. Now in a senior leadership role, Kellie champions equal opportunity:

"I always try and find opportunities for both female and male employees to seek out different roles, and I call on others to do the same."

Claire Dunkley, Nutrition and Energy Program Manager, highlights the power of allyship. Supported by colleagues, a secondment became a permanent leadership role.

"It should be the norm to have champions who advocate for women, recognise achievements, and create strong support."

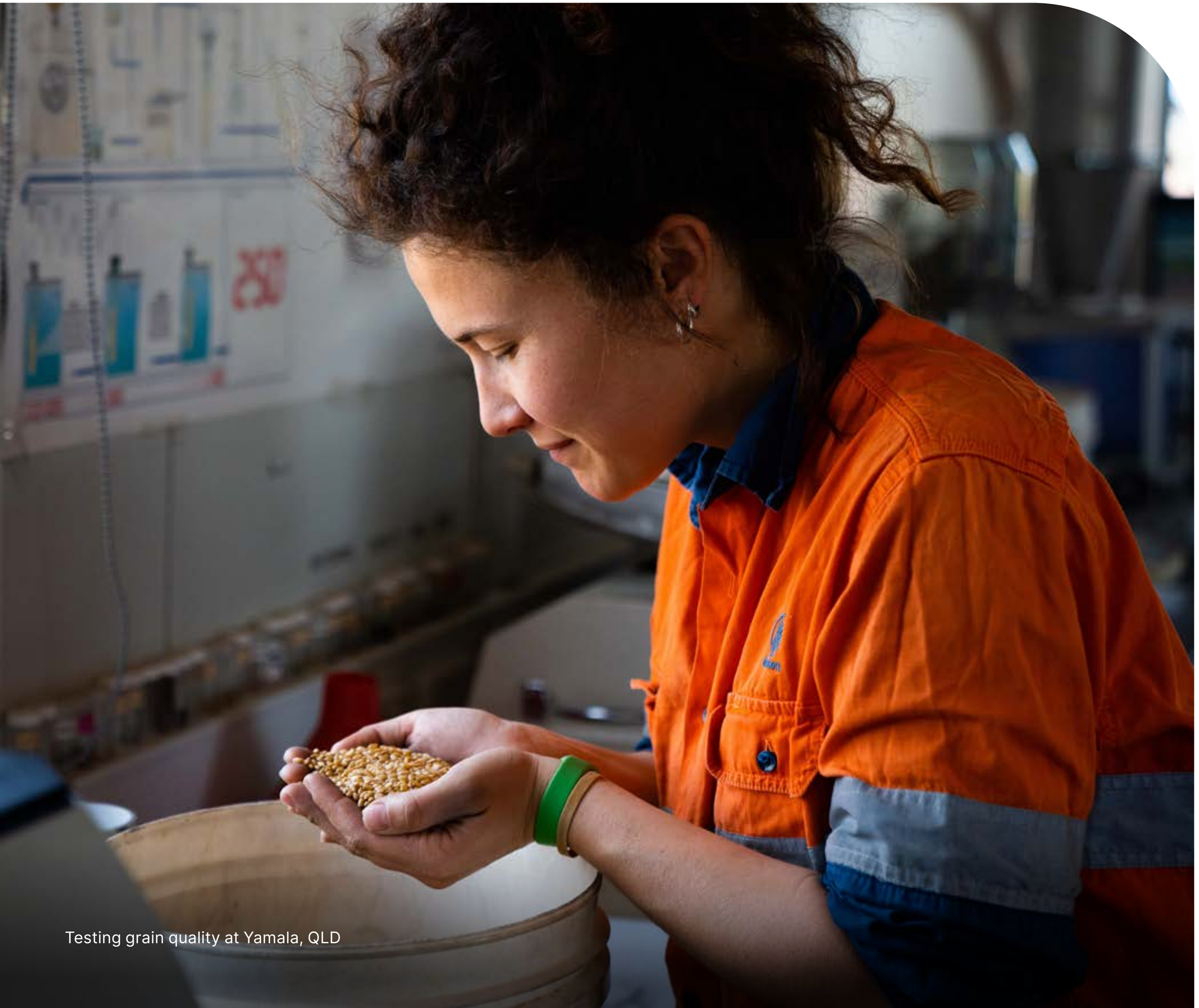
Ashlee Reading, Catherine Jones, Ella Smith, Megan Jackson and Magan Beavis captured at Portland, Victoria

At the Port of Geelong, Jess Lorimer has seen a noticeable shift, with more women applying for bulk grain handling roles than ever before.

"When younger women see other women in leadership or male-dominated roles, it inspires them to believe in their own potential."

Together, Kellie, Claire and Jess are showing what it means to pave the way for greater equity and inclusion across GrainCorp and beyond.

People


Testing grain quality at Yamala, QLD

Pay equity

GrainCorp is committed to equal pay for equal work regardless of a person's gender, culture, ethnicity, or any other personal attributes. GrainCorp's remuneration process is subject to several checks to identify and minimise bias in decision making. These include:

- An annual internal managers' pay equity analysis to ensure performance and reward outcomes are gender neutral, non-discriminatory and free from bias.
- An unconscious bias assessment, undertaken as part of the year-end performance and remuneration review, against several criteria.

The People, Safety and Culture Committee annually reviews the processes in place to identify any bias in remuneration at GrainCorp and the outcomes of internal reviews of performance and reward practices during the year.

Gender pay equity

In March 2025, WGEA published the 2023–24 gender pay gaps for more than 7,600 private sector employers and 1,600 corporate groups in Australia (more information can be found in the Employer Gender Pay Gaps Report on the WGEA website). According to this data, GrainCorp's median total remuneration gender pay gap is 0.6 per cent, placing us well ahead of the national private-sector midpoint of 8.9 per cent. GrainCorp's average total remuneration gap is 8.0 per cent which compares well to the national average of 21.8 per cent and our average base salary gap is 4.3 per cent placing GrainCorp 25th on the list of ASX200 companies who participated.

This progress is the outcome of targeted and deliberate actions taken over the preceding five years and is a **demonstration of the importance GrainCorp places on our people and on diversity.**

The actions we take to drive gender pay equity include:

- Regular salary reviews of roles across the industries and geographies we operate in.
- Deliberate review of salaries, performance and remuneration decisions to ensure they are free of any gender bias or inequity.
- Regular review of all people policies and procedures to confirm they are equitable, free of any biases, prejudices and barriers that may contribute to pay disparity.
- Focus on ensuring equitable remuneration decisions during the recruitment and onboarding process.
- Unconscious bias training allocated to, and completed by, people leaders.
- Equitable access to career development programs for women through partnerships with Women and Leadership Australia and Women on Boards.

People

Attraction, retention and engagement

We are committed to attracting and retaining talent while growing our people to ensure GrainCorp remains a company where people actively want to build their careers. Our strong employer brand is underpinned by our commitment to inclusion, diversity and professional development and continues to draw high-quality candidates across diverse fields. These commitments foster an engaging, supportive workplace that develops capability and maintains our reputation as an employer of choice.

Training and development

GrainCorp is committed to building the skills of our people for success today and into the future, supported by continuous learning and development opportunities. Employees have access to essential tools that strengthen both performance and career growth.

Our development offering spans more than 450 digital courses, a global business school faculty, internal and external coaching and is complemented by role-specific technical training that equips employees with the practical skills needed day-to-day.

We also recognise that informal learning is vital in creating an engaged, connected workforce. Through a mix of in-house programs, external expertise and immersive learning experiences, we provide pathways that accelerate capability and career progression. All development is managed and tracked centrally through our Learning Management Systems.

Early careers: Growing our future leaders

At GrainCorp, we know that tomorrow's leaders are starting their journeys today.

With Generation Z set to make up one-third of Australia's workforce by 2030, we're focused on offering meaningful early career opportunities that provide real experience, immediate contribution, and long-term career security.

Rather than following a traditional graduate program model, we take a non-traditional approach: placing students and graduates directly into real roles with real responsibility. This accelerated learning builds capability quickly, improves speed to competence, and provides the financial stability and employment security that many early-career workers value most.

We partner with several Australian universities – including Monash University, the University of New England, Marcus Oldham College, University of Queensland and the University of Technology Sydney (UTS) – to actively build a strong pipeline of skilled individuals. Our partnerships create pathways into careers across functions as diverse as IT, finance, operations, cyber security, demand planning and customer experience. We also provide apprenticeship opportunities in regional and rural Australia, ensuring local communities have access to practical career pathways.

GrainCorp CFO Ian Morrison, Junior Commercial Analyst Ben Marshall, Finance Graduate Grace Higgins, and GM Organisational Development Gary Hegarty, pictured at GrainCorp head office in Barangaroo, NSW

Each year, our Graduate Development program welcomes a new cohort of talented individuals, while our UTS co-operative scholarships provide students with meaningful internship opportunities that often lead to permanent graduate placements. Many of these students highlight that agriculture offers far greater diversity and opportunity than they expected — from strategy and logistics to technology and sustainability.

We also invest in development experiences designed to accelerate growth — including workshops on strengths, feedback, communication skills and career resilience. Importantly, our senior leaders actively engage with students, offering direct insight into leadership, innovation and the breadth of opportunities available at GrainCorp.

For many, the appeal lies in discovering that agriculture is not only about the land, but about technology, strategy, and people — making it an exciting and secure career choice for the next generation.

People

Employee engagement

We listen to our employees.

At GrainCorp, our 'Voice of Employee' approach enables us to gather feedback at key points in the employee journey. By listening to what's working well and where we can improve, we strive to shape an exceptional experience for both our people and our customers.

Our annual survey provides every employee with a voice, measuring satisfaction, engagement, and advocacy. In FY25, 78 per cent of our permanent and contingent workforce[1] took part, with 81 per cent saying they were satisfied with working at GrainCorp.

The insights we gain highlight clear opportunities to make a difference. In response, leaders and teams create tailored action plans that turn feedback into meaningful improvements across the business.

Advancing Reconciliation

As a company deeply connected to the land, GrainCorp recognises the role we play in building awareness and advancing reconciliation. Our Innovate Reconciliation Action Plan (RAP), developed in collaboration with Indigenous stakeholders, community leaders and subject-matter experts, sets out specific actions to promote cultural awareness, economic empowerment and social equity for Aboriginal and Torres Strait Islander peoples.

Aligned with our sustainability commitments and the United Nations Sustainable Development Goals, our RAP (available here) focuses on four priority areas:

Create opportunities for economic empowerment

- Identify opportunities to embed Aboriginal and Torres Strait Islander employment pathways and procurement strategies within GrainCorp.

Uplift cultural capability within GrainCorp

- Focus on creating and educating a culturally competent workforce who are empowered and equipped to engage with the Indigenous community.

Recognise and respect Traditional Owners on the lands which we operate

- Acknowledge GrainCorp's shared nourishment on the lands it operates and work with Traditional Owners to enhance how we interact with them.

Lead our peers in impacting Indigenous agriculture

- Leverage our expertise, operations and role within the industry to build stronger connections between Aboriginal and Torres Strait Islander people and agriculture.

Our Innovate RAP has allowed us to deepen our understanding of GrainCorp's sphere of influence and refine our approach to reconciliation. Key actions to date include establishing a three-year corporate partnership with the GO Foundation to support Indigenous youth, actively celebrating National Reconciliation Week and NAIDOC Week through events, learning opportunities and employee participation across our sites, and extending our community footprint by directing GrainCorp Community Foundation grants to Aboriginal and Torres Strait Islander-led projects.

With our next Innovate RAP in development and due for submission at the end of 2025, we remain committed to building on this foundation, ensuring reconciliation is embedded in how we work, how we engage, and how we contribute to stronger communities.

1. Contingent workforce refers to non-permanent workers including casuals and contractors.

GrainCorp Network Support Officer Justin Manns with his young family

CASE STUDY

Justin Manns: Reconciliation Through Truth and Family

For Justin Manns, a proud Aboriginal man from the Mandandanji people of south-west Queensland, reconciliation begins with truth – and family.

His father, part of the Stolen Generations, was taken from his family at 11. That experience shaped Justin's story: one of loss, resilience, pride and purpose.

"Dad always said: 'We're Australian first – and from there, we should honour every part of our heritage.' He believed in bringing people together, not dividing them."

The Mandandanji are custodians of land across the Roma district, including Bungil Creek, now a National Burial Ground. Yet Native Title recognition remains elusive.

"Dispossession has fragmented our territories. Without evidence, full recognition is near impossible. It's not a checkbox, it's a long and complex journey."

Despite this, Justin is rebuilding what was lost. Continuing his father's work, he is piecing together Mandandanji histories for his two daughters.

"Division weakens a country, but inclusion makes it strong. I want my girls to be proud of who they are."

At GrainCorp, Justin brings reconciliation into the workplace through his involvement in the RAP and iDAP.

People

CASE STUDY

GO and GrainCorp: A partnership that empowers future leaders

Before stepping into her role at GrainCorp as a Harvest Recruitment Co-ordinator, Leah Gerrard, a talented artist, was a student with the GO Foundation – an organisation founded by Adam Goodes and Michael O'Loughlin that empowers Indigenous youth through education by providing scholarships and holistic support.

Leah Gerrard, GrainCorp Harvest Recruitment Coordinator and GO Foundation Alumni

GrainCorp's support for the GO Foundation is part of a broader, long-term commitment to reconciliation, as outlined in our Innovate RAP. Leah credits much of her development to the GO Foundation, which she says shaped not just her education but her identity.

Leah's journey reflects the best of what the GrainCorp & GO Foundation partnership stands for – opportunity, belonging and growth.

"Being a GO alumni and now working with GrainCorp, it feels like everything has come full circle," she says.

"It's more than just a partnership. It's action. It's change. And it's helping people like me take that next step in my career."

GrainCorp's General Manager of Organisation Development, Gary Hegarty, says Leah's journey reflects GrainCorp's broader goals to embed reconciliation across professional development and community partnerships.

"Leah's story is a powerful example of what happens when opportunity meets talent and cultural pride," he says.

GO Foundation Careers Experience, Sydney NSW

FY26 priority actions

- Submit and receive endorsement of our second Innovate level Reconciliation Action Plan
- Implement workforce diversity data collection processes

Community

GrainCorp's success as a business is closely tied to the strength and vitality of rural and regional communities.

Number of Grants	Number of Sponsorships	Number of Community groups supported	Total financial amount of sponsorships and grants (AUD)	Corporate partnerships	Silo art projects installed since 2025	Community Leave hours taken by GrainCorp employees
58	96	154	$750k	3	18	>1,360
FY25*	FY25*	FY25*	FY25*	FY25	FY25	FY25


The Coomaditchie United Aboriginal Corporation is a GrainCorp Community Foundation Grant recipient

Our success as a business is closely tied to the strength and vitality of the communities where we operate. That's why we are committed to building social connections, supporting local infrastructure and investing in initiatives that bring communities and people together.

Established in 2021, the GrainCorp Community Foundation (GCF) is a key mechanism through which GrainCorp actively engages with community organisations to deliver funding for projects that make a meaningful difference.

In FY25, the GCF allocated AUD912,000 to a diverse range of initiatives and partnerships, including improvements in community infrastructure, sport and recreational facilities, First Nations-led projects, health and safety, education, mental health, disaster relief and environmental stewardship.

Beyond the work of the GCF, GrainCorp teams actively consult and engage with local communities on critical issues – from sustainable agriculture to network operations and capital investment. These ongoing consultations are explored in more detail throughout this report.

FY25 priority actions	Status
10% uplift on FY24 Community Leave hours taken by GrainCorp employees.	✓
Encourage and channel GrainCorp employee Community Leave to support: (i) GrainCorp Community Partners; and (ii) local and regional interest groups.	✓

✓ Achieved | ◑ Partially achieved | → Ongoing

FY25 data points indicated by an asterisk (*) are subject to limited assurance from PwC. The basis of preparation for data points indicated by an asterisk (*) is included within PwC's limited assurance report which is available on pages 62 to 70.

Community

GrainCorp Community Foundation

Through the GCF, GrainCorp invests in programs and partnerships that foster resilience, connection and opportunity for communities across rural and regional Australia and New Zealand.

The GCF supports communities in four key ways:

1. **Silo Art** – celebrating regional culture, creativity and identity through large-scale murals
2. **Community Fund** – delivering grants and sponsorships that drive local impact
3. **Volunteering** – enabling employees to give back through our Community Leave program
4. **Corporate Partnerships** – building long-term collaborations that expand opportunity

Silo Art

Australia's rural and regional communities are famous for their love of 'big things' – grand sculptures or murals that capture the essence of local industries, history or natural surroundings.

Since 2016, GrainCorp has contributed to this tradition by offering closed silos as unique canvases, supporting small communities to attract tourism and showcase their local creativity and identity.

Working hand in hand with local councils, community groups and acclaimed artists, GrainCorp supports these large-scale art projects from start to finish. While the sites were not originally built to be tourist landmarks, the program prioritises the health and safety of staff, operations and communities in every project.

These monumental artworks enhance the landscape while delivering lasting economic and social benefits, drawing visitors and boosting local businesses. The popularity of the projects continues to grow, and GrainCorp's silo artworks form a key part of the Australian Silo Art Trail.

Light show at Sea Lake silo art in Victoria

CASE STUDY

Sea Lake: Celebrating culture and country through silo art

At our silos in Sea Lake, north-west Victoria, the mural *The Space In Between* (2019) tells the story of a young girl overlooking Lake Tyrrell, Victoria's largest salt lake just north of the town.

The artwork, created by The Zookeeper, Drapl, and local Wergaia artist Robby Wirramanda, is inspired by the astronomy of the Boorong people – an Aboriginal clan near Lake Tyrrell with one of the world's oldest known astronomical traditions.

Earlier this year, a specially designed lighting system was installed to bring the mural to life after dark. Using high-quality projectors and programmable LED lights,the installation transforms the silos into an outdoor theatre and light show, sharing stories of farming, nature, and the stars above the Mallee.

This project was made possible through the support of the Buloke Shire Council, who championed the installation to enhance the original 2019 mural. GrainCorp is proud to support projects that honour First Nations culture, celebrate local heritage, and inspire the next generation of leaders through our silo art program.

Community

Volunteering

GrainCorp supports employees to give back to their communities through our Community Leave program, which allows volunteering during work hours. This program was a key priority action in FY25, and enabled our people to contribute to causes that matter both to them personally and to the communities where we operate. While activities that align with our sustainability strategy are encouraged, employees are equally supported to pursue their own individual passions.

At the end of FY24, GrainCorp set a target to achieve a 10 per cent uplift on the number of Community Leave hours taken by employees. By channelling employee support towards opportunities with our existing Community Partners, we have achieved our target and are proud of the contribution made by our people.

In FY25, we focused on strengthening volunteering activities available through our partnership with Ronald McDonald House Charities (RMHC), where employees can prepare meals and offer support to families in need. These established relationships provide seamless opportunities for employees to contribute in ways that are both meaningful and impactful. We also launched a dedicated interactive map to help employees easily locate and connect with local organisations.

Looking ahead, we will continue to build on these partnerships, ensuring the Community Leave program provides meaningful opportunities for employees while delivering lasting benefits for our communities.

CASE STUDY

Supporting families in need: GrainCorp and Ronald McDonald House Charities

RMHC supports over 64,000 families across Australia each year, providing accommodation and programs for families with children undergoing urgent medical treatment in hospitals. In most cases, families travel more than 100km to access RMHC services, many from communities where GrainCorp operates.

FY25 marked the third year of GrainCorp's national partnership with RMHC, which includes the sponsorship of rooms and various volunteering opportunities. GrainCorp sponsored rooms at Brisbane, Sydney, Wagga Wagga, Melbourne and Tamworth, and an outdoor rotunda at Newcastle, to ensure families have safe, welcoming places to stay near hospitals, complete with essential amenities such as playrooms, a kitchen, and laundry facilities. GrainCorp also covers the cost of maintenance, upkeep, and supplies for these rooms.

GrainCorp employees can use Community Leave to volunteer with their local Ronald McDonald House. In FY25, teams contributed across Randwick, Wagga Wagga, South Brisbane, Newcastle, and Tamworth – preparing meals, completing working bees, and assisting with fundraising efforts. These hands-on activities provide practical support to families, strengthen community connections, and foster engagement among employees, reinforcing GrainCorp's commitment to supporting regional and metropolitan communities alike.

GrainCorp employees taking part in Community Leave with RMHC in Tamworth and Wagga Wagga, NSW

Community

Community Fund

The GrainCorp Community Fund provides financial support to regional communities through a combination of sponsorships and grants.

The Community Sponsorship supports regional sporting clubs and events each year, promoting social inclusion and positive health outcomes for regional employees, customers and broader communities.

The Community Grants program funds organisations and projects that help communities recover, renew and contribute to development through:

- Community programs and activities that contribute to social wellbeing, education and sustainability
- Infrastructure projects that deliver long-term benefits for community members, such as facility upgrades, community improvements and health and safety outcomes.

GrainCorp is committed to maximising its contribution to local communities through continued long-term investment. To support this, clear internal workflows are in place for Grants and Sponsorships Committees, which include executive-level membership and meetings throughout the year to approve funding.

Each year, a Community Engagement Report is prepared and incorporates feedback from the various communities we support, obtained through an annual survey. This report provides valuable insights into the tangible impacts of the GCF and is presented to the Executive Leadership Team. Emergency aid relief is approved on a case-by-case basis by the ELT, and the Fund's strategy is reviewed yearly to remain relevant and effective.

In FY25, GrainCorp invested into regional communities through 58 grants and 96 sponsorships. Grants supported a diverse range of initiatives in food security, mental health and wellbeing, early childhood learning, and First Nations–led projects. Funding also enabled vital upgrades to community facilities, including accessibility improvements. Meanwhile, sponsorships funded 42 regional sporting organisations and over 54 community events, strengthening local connections and celebrating the spirit of regional communities.

CASE STUDY

From isolation to connection: Deniliquin's Mental Health Awareness Group

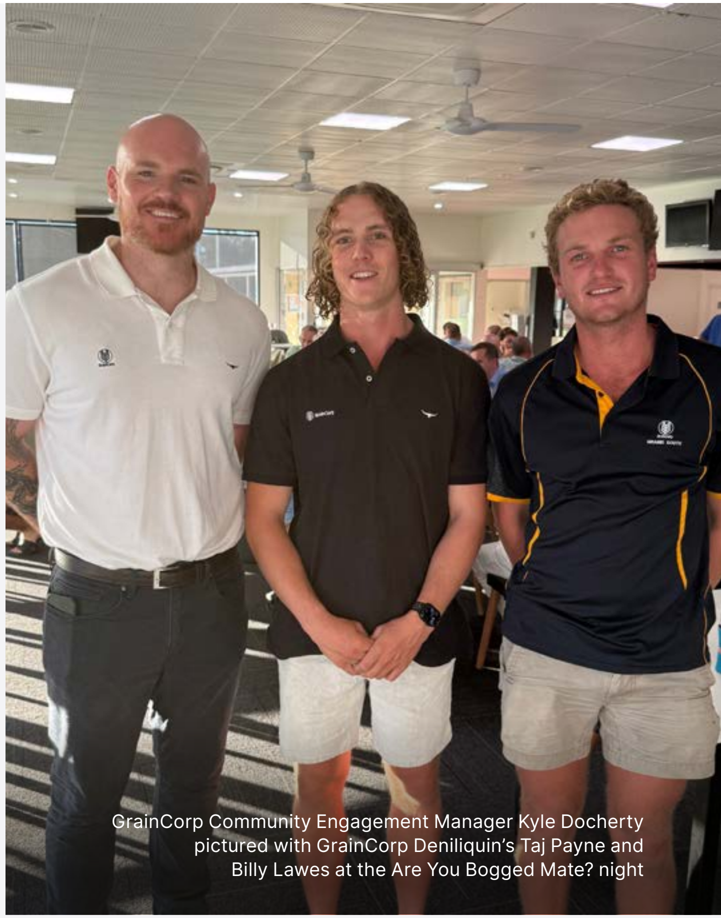
In Deniliquin, NSW, resilience is a way of life but talking about mental health have not always come easy. That is beginning to change thanks to the work of local volunteers and the support of the GCF.

In 2025, grant recipient, the Deniliquin Mental Health Awareness Group (Deni MHAG), hosted a mental health workshop as part of their annual Blokes Night event. The workshop was delivered by Mary O'Brien, founder of Are You Bogged Mate?, a grassroots organisation dedicated to supporting rural men.

Held at the Deniliquin Golf Club, the workshop attracted more than 150 local men for an evening centred on mateship and mental wellbeing.

Among the attendees was Taj Payne, Assistant Site Manager at GrainCorp's Deniliquin site, who reinforced the importance of GrainCorp's support for community-led initiatives.

"It's great to work for a company that backs events like this," Taj said. "A lot of farmers are men, and many are struggling in silence. Supporting something that helps them feel seen and supported is incredibly important."


GrainCorp Community Engagement Manager Kyle Docherty pictured with GrainCorp Deniliquin's Taj Payne and Billy Lawes at the Are You Bogged Mate? night

Over four years, Deni MHAG has focussed on strengthening social networks, reducing stigma, and placing mental health front and centre in the community, while encouraging local men to care for themselves and their mates.

Deni MHAG's latest campaign, **#ShareTheLoad**, builds on this momentum by encouraging people to open up about everyday stressors before they become overwhelming – a simple but powerful message that sharing the load makes a real difference.

Community

CASE STUDY

Education for everyone: Burren Junction Public School raises almost $150,000 to bolster workforce

In August 2025, more than 200 community members gathered at the GrainCorp Long Graze at the Burren Junction School of Arts Hall, raising over $148,000 to support Burren Junction Public School.

The funds will help the 36-student school employ an additional staff member, maintaining its three-teacher structure and ensuring students continue to receive high-quality education in this small rural community.

"We believe every student deserves the best possible education, regardless of location," said Laura Bullen, President of the P&C Association.

"This event wouldn't have been possible without the generous support of GrainCorp and the community. These funds will go directly towards securing a full-time teacher for our students."

GrainCorp Community Engagement Manager Kyle Docherty highlighted the importance of supporting this event as the largest business in Burren Junction.

"Supporting community connectedness is a key pillar of our sponsorships program, and events like this bring the whole region together."

GrainCorp was the major sponsor of the GrainCorp Long Graze lunch at Burren Junction, NSW

"Living and working in rural areas, we know there's not much a community can't do when they come together, and this event is proof of that."

Attendees came from Burren Junction and surrounding towns, including Walgett, Wee Waa, Rowena, Narrabri, and Moree.

Farmers, teachers, truck drivers, bankers, and artisans all contributed through attendance, raffle ticket purchases, and auction bids demonstrating the strong community spirit that underpins the school's ongoing success.

Corporate partnerships

Aligned with GrainCorp's sustainability strategy and commitments under the Innovate RAP, GrainCorp actively partners with organisations that create meaningful social and educational outcomes.

GrainCorp is three years into its partnership with RMHC, providing critical support to rural and regional families in need of urgent medical care. This partnership includes room sponsorships, funding for local initiatives and employee volunteering, ensuring families have safe, welcoming accommodation while receiving critical care.

The company continues its partnership with Nuffield Australia, the nation's leading agricultural scholarship organisation, supporting growers and primary producers to drive innovation in agriculture. In FY25, GrainCorp was a primary sponsor of the Nuffield National Conference and hosted current scholars at its global trading office in Singapore as part of the program's Global Focus initiative, giving scholars firsthand insight into international markets.

GrainCorp's three-year corporate partnership with the GO Foundation continues to deliver scholarships and programs that provide cultural and educational enrichment for Indigenous youth in Australia, directly supporting the Innovate RAP's commitments to education and empowerment. Read more about GO and GrainCorp on page 50 of this report.

FY26 priority actions

- Mark the 10-year milestone of GrainCorp Silo Art through activities that generate positive engagement with employees, communities and other stakeholders
- Undertake a 5-year review of the GrainCorp Community Foundation, incorporating community feedback to maximise long-term impact and alignment with sustainability goals

Supporting Information

Appendices

Materiality

Our sustainability materiality process helps us report on the issues that matter most to our business and stakeholders.

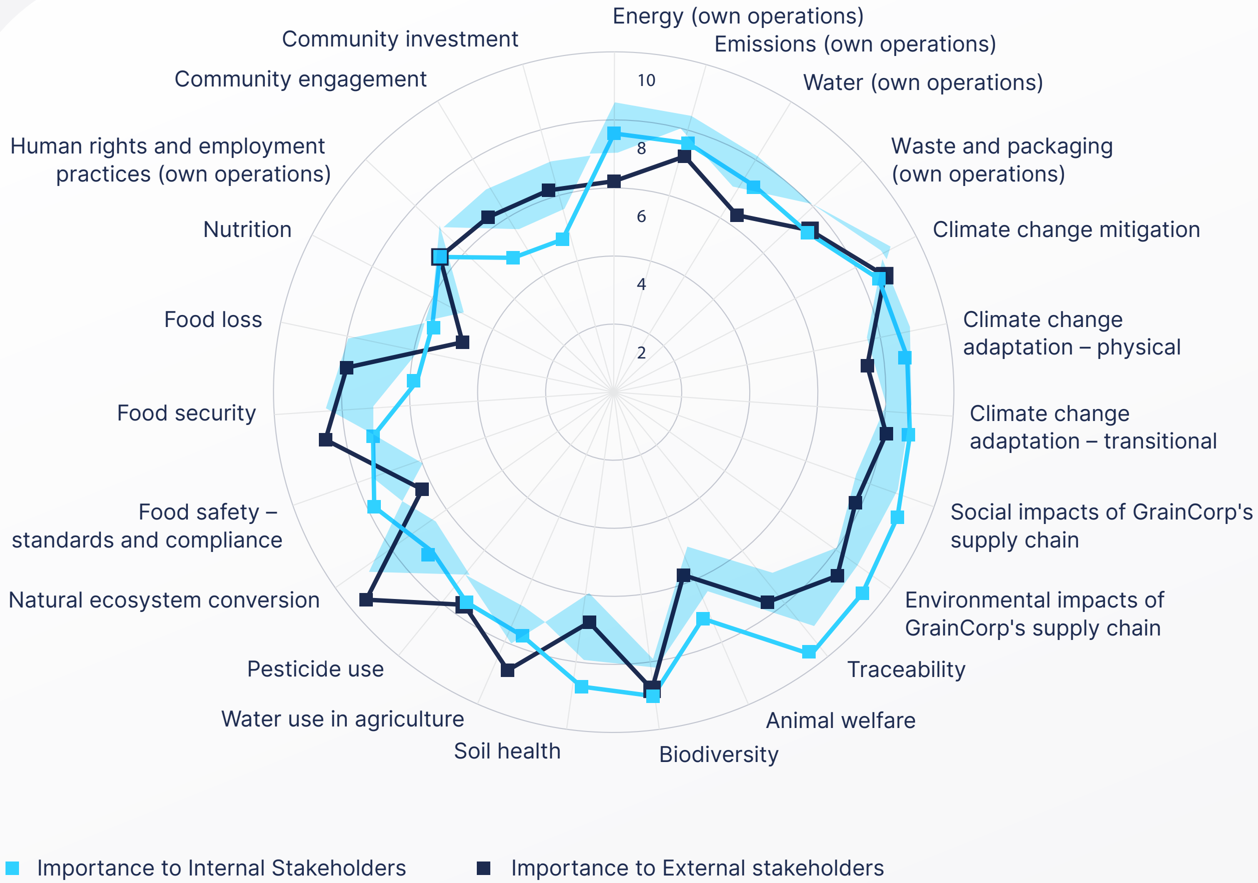
In FY21, GrainCorp commenced a rolling three-year program, consistent with the AA1000 Standard and GRI 2016, to identify, prioritise and validate our material sustainability topics and deepen our engagement on these topics with internal and external stakeholders. Our sustainability material topics were confirmed in FY23 via a dedicated sustainability materiality process that references the guidance provided in the GRI 3: Material Topics 2021 standard, and to validate and refine the sustainability topics and impacts included in our public reporting. The details of this process are available in our FY23 Sustainability Report, available on our website and a summary of the results is illustrated in Figure 1.

Figure 1

The FY23 dedicated materiality process confirmed that topics already included as part of our sustainability work plan and reporting are of priority. It also confirmed the need for an increased focus on topics of biodiversity, ecosystem conversion, soil health and pesticide use, resulting in the establishment of a working group focused on the area of sustainable agriculture and nature.

We assess the topics of importance to stakeholders annually, informed by our business-as-usual internal and external stakeholder engagement on sustainability topics. This ongoing process helps to ensure our reporting remains aligned to the issues that matter most to our business and our stakeholders. In FY24, GrainCorp co-funded and participated in the 2024 Grains Industry Materiality Assessment led by GrainGrowers, a national representative body for the Australian grains industry. The outputs are being used to inform the design of Grain Sustainability Framework, which aims to define, measure and track sustainable grain production in the Australian context and GrainCorp, as a stakeholder, continues to support its development.

Throughout FY25, GrainCorp Next has provided the opportunity for significant grower engagement on topics including emissions, soil health and biodiversity, enabling a better understanding of the relationship between these climate and nature-related topics and on-farm practices. We continue to develop this understanding through the lens of materiality.



Appendices

Stakeholder engagement

An important part of our materiality process involves understanding and responding to the evolving expectations and concerns of stakeholders. We seek to maintain an open dialogue with a broad range of stakeholders. We value these interactions and use them to understand and build alignment on the issues that impact our ability to create long-term value for stakeholders. GrainCorp's Sustainability Management Committee regularly discuss sustainability topics raised by stakeholders, which informs GrainCorp's ongoing approach, including the annual review of commitments made across each material topic.

Stakeholder Group	How we engage	Key sustainability-related topics of interest	How we respond
Growers	GrainCorp Next (page 27) Grower hotline Face-to-face on-farm and at grain receival sites and ports CropConnect digital platform Grower newsletter, focus groups and surveys Grower/end-customer dinners Field days	Sustainable agriculture practices and innovation including mechanisms for measurement Implications of ASRS Changing market regulation	Support for grower participation in sustainable agriculture pilot projects such as GrainCorp Next (page 27) Incorporation of sustainability topics into grower dinners, roundtables, newsletters and focus groups Incorporation of sustainability focused questions into grower surveys to ensure continuous feedback
Customers	Ongoing dialogue with relationship managers Customer surveys, meetings, briefings and workshops Risk assessments and Supplier Code of Conduct Audits Social media channels	Regenerative agriculture Sustainable packaging solutions Food loss/waste Climate targets Improved nutritional profile of ingredients Traceability/deforestation GHG footprint of products Renewable fuels Responsible sourcing and human rights	Partnering growers with customers to support sustainable agriculture practices Social media updates on progress in sustainability Collaborating to improve the sustainability profile of packaging and ingredients Sustainability focused webinars SBTi targets GrainCorp Next (page 27) No-deforestation commitment Animal feed innovation Maintaining certifications Sedex membership Responding to Self-Assessment Questionnaires

Appendices

Stakeholder Group	How we engage	Key sustainability-related topics of interest	How we respond
Suppliers	Supplier meetings, briefing and workshops Supplier risk assessments and Supplier Code of Conduct Whistleblower hotline Innovation programs	Evolving sustainability requirements of GrainCorp	No-Deforestation Commitment Working with suppliers to support due diligence requirements, including data collection
Employees	Employee surveys Company-wide monthly corporate, operational and commercial calls Company-wide weekly newsletter Weekly Managing Director and CEO communications Group digital and employee experience platforms including Microsoft Teams and Workvivo by Zoom (known internally as GrainCorp Engage) Employee ambassador groups dedicated to Community, People and Diversity and Inclusion initiatives Employee events, conferences, and Town Halls Dedicated internal communications contact Whistleblower hotline	Education on sustainability topics via company-wide calls and deep dives into speciality topics GrainCorp's progress in sustainability	Our internal stakeholder engagement program has been designed to meet the needs of our employees and is focused on: • Building awareness around GrainCorp's sustainability function and strategy through dedicated group wide deep dive sessions and as part of company-wide monthly calls • Promoting understanding of sustainability as a fundamental part of business, strategy, and growth • Informing and educating employees about GrainCorp's ongoing sustainability commitments and targets • Encouraging employees to share their own experiences and contribute to conversations via GrainCorp Engage #SustainabilityEveryday campaign • Encouraging feedback for continuous improvement • A section of GrainCorp's intranet and Engage platform dedicated to the provision of sustainability resources and updates
Media	Phone calls, meetings, and emails Dedicated media contacts Briefings and media releases Media training for key spokespeople Digital and social channels Regular reporting on media coverage	Supply chain optimisation Renewable fuel feedstocks GrainCorp Next Community initiatives	Investment and maintenance in rail and port infrastructure Policy and investment consultations for domestic renewable fuel development Carbon intensity evaluation of renewable fuel feedstocks Investment in community projects and programs

Appendices

Stakeholder Group	How we engage	Key sustainability-related topics of interest	How we respond
Investment Community	• Financial and non-financial reporting • Dedicated investor relations contact • Briefings • Meetings • Investor Day • Conferences • Annual General Meeting • Surveys	ASRS Climate targets Board composition Deforestation commitment Traceability Renewable fuel Modern slavery Health and safety Diversity and inclusion	Climate disclosures SBTi commitment Corporate Governance Statement No-Deforestation commitment Potential investment in renewable fuel feedstock production facility
Non-Government Organisations and Industry	• Industry memberships • Participation in a range of advisory panels, events, and forums • Ongoing meetings with partner organisations	Measurement and reduction of agricultural emissions Circular economy Biodiversity and natural capital Regenerative agriculture No-deforestation targets Modern slavery and human rights	Identifying and engaging with industry forums that will enable industrywide adaptation to climate change and progress in sustainable agriculture and nature including: • SAI Platform • Targeted industry conference and events No deforestation commitment

Appendices

Stakeholder Group	How we engage	Key sustainability-related topics of interest	How we respond
Government and Regulators	• Meetings • Compliance reporting • Audits • Participation in forums • Briefings • Submissions	Agricultural emissions Renewable fuel feedstocks Supply chain resilience Rail investment efficiency Nature and biodiversity Food security and market access Environmental compliance performance	Environmental compliance reporting We are focused on collaboratively supporting the sustainability of the Australian agriculture industry through targeted engagement including: • Continued membership of the Jet Zero Council. • Provided submissions to Federal Government consultations on the Guarantee of Origin scheme and the Economic Reform Roundtable • Attended the Agriculture Minister's Roundtable: Unlocking Productivity in Australian Agriculture • Sponsored and contributed to Bioenergy Australia's National Feedstock Roundtable
Service Providers and Specialist Academics	• Presentations and speaking events • Education sessions • Interviews with a variety of sustainability specialists	Sustainable agriculture/Regenerative agriculture Science-based targets Nature and biodiversity	Identifying, establishing and/or enhancing relationships with additional external experts in specific sustainability areas including: • Human rights • Climate change and its impacts • Climate scenario analysis • Sustainable agriculture • Nature • Biodiversity

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To the Directors of GrainCorp Limited

Independent Limited Assurance Report on identified Subject Matter Information in GrainCorp Limited's 2025 Sustainability Report

The Board of Directors of GrainCorp Limited (GrainCorp) engaged us to perform an independent limited assurance engagement in respect of the identified Subject Matter Information listed below in GrainCorp's Sustainability Report for the year ended 30 September 2025, or other periods as specified (the 'Subject Matter Information') in accordance with the GrainCorp 2025 Basis of Preparation (the 'Criteria').

Subject Matter Information and Criteria

The Subject Matter Information needs to be read and understood together with the Criteria. The Subject Matter Information is included in Tables 1 through 4 and the Criteria is set out below:

Table 1 – Sustainability Report Subject Matter Information (Environment)

Subject Matter Group	Subject Matter Information for the year ended 30 June 2025	Amount/Number/Type
Environment	Scope 1 Greenhouse Gas (GHG) emissions (tCO2e)	54,254
	Scope 2 GHG location-based emissions (tCO2e)	62,569
	GHG emissions per tonne (tCO2e)	0.0027
	Total energy used (TJ)	1,280
	Energy used per tonne (GJ)	0.0295
	Energy use by source (GJ) (%)	Natural Gas – 53.6%
		Electricity Consumption – 25.1%
		Diesel Oil – Transport – 10.3%
		Diesel Oil – Stationary – 8.1%
		LPG – Stationary – 2.2%
		Gasoline – Transport – 0.4%
		Other – 0.3%

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Subject Matter Group	Subject Matter Information for the year ended 30 June 2025	Amount/Number/Type
Environment	Water use (kL)	546,023
	Water use per tonne (kL)	0.0126
	Tradewaste Discharge per tonne (kL)	0.0055
	Loss of Containment events – Level 4 and 5 (#)	2
	General Waste to Landfill (tonnes)	1,896

Table 2 – Sustainability Report Subject Matter Information (Health and Safety and Community)

Subject Matter Group	Subject Matter Information for the year ended 30 September 2025	Amount/Number/Type
Community	Grants (#)	58
	Sponsorships (#)	96
	Community Groups supported (#)	154
	Sponsorships and Grants ($)	750,000
Workplace health and safety	Recordable Injury Frequency Rate (RIFR) (#)	5.52
	Lost Time Injury Frequency Rate (LTIFR) (#)	3.01
	Recordable Injuries (#)	33
	Critical Incident Frequency Rate (#)	2.84
	Fatalities (#)	0
	High Consequence Work-related Injuries (#)	3
	Main Type of Work-related Injuries (Type)	Hand

Table 3 - Sustainability Report Subject Matter Information (People)

Subject Matter information as at 30 September 2025	Female	Male	Non-binary	Total
Employees by Country (#)				
Australia	547	1,289	2	1,838
New Zealand	26	38	0	64
United Kingdom	17	16	0	33
Ukraine	8	4	0	12

PwC assurance statement

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Subject Matter information as at 30 September 2025	Female	Male	Non-binary	Total
Employees by Country (#) (cont'd)				
Singapore	6	3	0	9
Canada	2	2	0	4
China	1	1	0	2
India	1	0	0	1
Total	**608**	**1,353**	**2**	**1,963**
Senior Leadership Composition (#)				
Non-executive Directors	2	4	0	6
Executive Leadership Team	2	3	0	5
Senior Leaders	24	52	0	76
Total	**28**	**59**	**0**	**87**
Employees by Age Group (%)				
<25 years				8%
25-30 years				10%
30-35 years				12%
35-40 years				13%
40-45 years				14%
45-50 years				12%
50-55 years				11%
55-60 years				9%
60-65 years				7%
>65 years				4%
Total				**100%**

Table 4 – Sustainability Report Subject Matter Information (Harvest Casual Workers)

Subject Matter information as at 30 November 2025	Female	Male	Non-binary	Total
Harvest Casual workers (#)	1,559	1,341	3	**2,903**

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The Criteria against which we assessed the Subject Matter Information is the GrainCorp 2025 Basis of Preparation, prepared by GrainCorp and attached as an appendix to this assurance report.

The maintenance and integrity of GrainCorp's website is the responsibility of GrainCorp; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Criteria when presented on GrainCorp's website.

Our assurance conclusion is with respect to the year ended 30 September 2025 or as otherwise stated in Tables 1 through 4 above, and does not extend to information in respect of earlier periods or to any other information included in, or linked from, the 2025 Sustainability Report including any images, audio files or videos.

Responsibilities of GrainCorp's Management

GrainCorp's Management is responsible for the preparation of the Subject Matter Information in accordance with the Criteria. This responsibility includes:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring, evaluating and preparing the underlying Subject Matter Information;
- ensuring that those criteria are relevant and appropriate to GrainCorp and the intended users; and
- designing, implementing and maintaining systems, processes and internal controls relevant to the preparation of the Subject Matter Information, which is free from material misstatement, whether due to fraud or error.

Our independence and quality management

We have complied with the ethical requirements of the Accounting Professional and Ethical Standard Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* relevant to assurance engagements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Australian Standard on Quality Management ASQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

PwC assurance statement

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Our responsibilities

Our responsibility is to express a limited assurance conclusion based on the procedures we have performed and the evidence we have obtained.

Our engagement has been conducted in accordance with the Australian Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and ASAE 3410 *Assurance Engagements on Greenhouse Gas Statements*. Those standards requires that we plan and perform this engagement to obtain limited assurance about whether anything has come to our attention to indicate that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Criteria, for the year ended 30 September 2025 or as otherwise stated in Tables 1 through 4 included in section 'Subject Matter Information and Criteria' above. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion.

In carrying out our limited assurance engagement we:

- reviewed GrainCorp's Criteria to evaluate its relevance and suitability for assurance purposes;
- made inquiries of relevant management of GrainCorp regarding the processes and controls for capturing, collating, calculating and reporting the Subject Matter Information;
- assessed processes and procedures that Management performed to determine the completeness of sources of the Subject Matter Information at facilities deemed to be under the operational control of GrainCorp;
- assessed the appropriateness of the greenhouse gas emission factors and methodologies applied in calculating the Subject Matter Information;
- assessed the appropriateness of estimates and assumptions applied by management in the preparation of the Subject Matter Information;
- tested the arithmetic accuracy of calculations of the Subject Matter Information;
- undertook analytical procedures over the performance data used in the calculation and preparation of the Subject Matter Information and obtained explanations from management regarding unusual or unexpected amounts;

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- agreed the Subject Matter Information to underlying data sources and calculations on a sample basis; and
- considered the disclosure and presentation of the Subject Matter Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Inherent limitations

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. It is therefore possible that fraud, error or non-compliance may occur and not be detected. A limited assurance engagement is not designed to detect all instances of non-compliance of the Subject Matter Information with the Criteria, as it is limited primarily to making enquiries of GrainCorp and applying analytical procedures.

Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data. The precision of different measurement techniques may also vary. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time. In addition, GHG quantification is subject to inherent uncertainty because of evolving knowledge and information to determine emissions factors and the values needed to combine emissions of different gases.

The limited assurance conclusion expressed in this report has been formed on the above basis.

Our limited assurance conclusion

Based on the procedures we have performed, as described under 'Our responsibilities' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Criteria for the year ended 30 September 2025 or as otherwise stated in Tables 1 through 4 above.

Use and distribution of our report

We were engaged by the Board of Directors of GrainCorp to prepare this independent assurance report having regard to the criteria specified by GrainCorp and set out in this report. This report was prepared

PwC assurance statement

solely for GrainCorp to assist the directors in obtaining independent limited assurance over the Subject Matter Information that will be reported within GrainCorp's Sustainability Report for the year ended 30 September 2025.

We accept no duty, responsibility or liability to anyone other than GrainCorp in connection with this report or to GrainCorp for the consequences of using or relying on it for a purpose other than that referred to above. We make no representation concerning the appropriateness of this report for anyone other than GrainCorp and if anyone other than GrainCorp chooses to use or rely on it they do so at their own risk.

This disclaimer applies to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute and even if we consent to anyone other than GrainCorp receiving or using this report.

PricewaterhouseCoopers

PricewaterhouseCoopers
by

Carolyn Cosgrove
Partner

Sydney
13 November 2025

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GrainCorp

Sustainability Basis of Preparation and Glossary – FY 25

Purpose and Alignment

GrainCorp's reporting of environmental and sustainability data is prepared in accordance with this Basis of Preparation (BoP) and aligned with the following frameworks:

- National Greenhouse and Energy Reporting (NGER) Scheme, for statutory reporting within Australia.
- Greenhouse Gas Protocol (GHG Protocol), for corporate greenhouse gas accounting.
- Global Reporting Initiative (GRI) Standards, for voluntary sustainability reporting.
- SBTi and ASRS Frameworks, to support transparency, comparability, and future assurance readiness.

Area of focus

This section sets out the four core sustainability areas that are subject to assurance:

- Environment
- Workplace Health and Safety
- People
- Community

Organisational Boundary

GrainCorp's sustainability metrics cover all operations and facilities under the operational control of GrainCorp Limited and its consolidated subsidiaries. This includes operations in Australia, New Zealand, and international offices (Canada, UK, Germany, Ukraine, Singapore, India, and China).

For Australian operations, boundary determination aligns with the principles of the National Greenhouse and Energy Reporting (NGER) Act 2007, while for other regions, operational control is determined in accordance with the GHG Protocol Corporate Standard.

Unless otherwise specified, all data and metrics are reported for the GrainCorp financial year (1 October to 30 September). An exception applies to environmental and energy-related metrics, which follow the NGER reporting year (1 July to 30 June).

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GrainCorp

Environment Metrics

Metrics	Definitions
Total Energy Use (GJ)	The total use or disposal of energy measured in gigajoules (GJ) from all sources including purchased electricity, natural gas, diesel, LPG, and petrol across GrainCorp operations under operational control globally.
Scope 1 Emissions (tCO_2-e)	Direct greenhouse gas (GHG) emissions from sources (e.g., Natural Gas, Transport and Stationary fuels) that are owned or controlled by GrainCorp. Emission factors are sourced from national and regional authorities, including the NGER Determination (2008) for Australia, the New Zealand Ministry for the Environment for New Zealand, the UK GHG Reporting Conversion Factors (2025) for the United Kingdom, the National Inventory Report 1990–2023: GHG Sources and Sinks for Canada, and the Carbon Database Initiative (2024) for Ukraine, China, India, and Singapore.
Scope 2 Emissions (tCO_2-e)	Indirect GHG emissions from the consumption of purchased electricity at GrainCorp-owned or controlled facilities, reported using the location-based approach. For Australian and international operations, emission factors are sourced from the relevant national authorities (see emission factor sources mentioned above).
Water Use (kL)	Volume of mains water consumption for all facilities under operational control. This metric includes only water sourced from reticulated mains supply; other sources such as bores, trucked water, or rainwater harvesting are excluded. Data is primarily sourced from supplier invoices, and where invoices are unavailable, consumption is estimated using average monthly usage, prior-month or prior-year data, or flow-meter readings where available. Water use at international office spaces are excluded as immaterial relative to Australian operations.
Tradewaste Discharge (kL)	Total volume of wastewater discharged from GrainCorp facilities into public sewerage systems under formal trade waste agreements. Reported in kilolitres (kL), this metric covers only sites with measurable trade waste discharge and applicable agreements. Trade waste volumes are primarily sourced from flow meter readings and supplier invoices. Where direct measurements are not available, estimates are calculated as a percentage of total mains water input.
Production Tonnes (t)	Production tonnes represent the total volume of products processed or handled across GrainCorp's operations. For processing sites, this includes manufactured outputs (e.g., oils, meals, feeds). For East Coast Australia (ECA) it reflects grain and bulk commodity throughput. Definitions vary by business unit to reflect operational activities, but data is consolidated for Group-level sustainability intensity metrics. In FY25, the production tonnes methodology for Numurkah and Pinjarra was updated to better reflect and standardise commercial outputs relevant to energy intensity calculations. This change has been retrospectively applied to ensure comparability across reporting periods.
Energy Use (GJ) by Source	Energy use by source is calculated as the total energy consumed (GJ) by each energy type (e.g. purchased electricity, natural gas, diesel, petrol, LPG) across all facilities under GrainCorp's operational control, expressed as a percentage of total Group energy consumption for the financial year. This metric shows the relative contribution of each energy source to overall Group energy use. *Energy use by Source (%) = (Total Energy Consumed by Source (GJ))/(Total Group Energy Consumed (GJ)) X 100*
Energy use (GJ) per Tonne	Energy use by tonne is calculated the total energy consumed (GJ) across all GrainCorp facilities under operational control, divided by the total production or throughput tonnage for the financial year. This metric provides an indicator of energy efficiency across GrainCorp's operations. *Energy Use per tonne (GJ/t) = (Total Energy Use (GJ))/(Total Production/Throughput tonnes (t))* Production/throughput definitions are mentioned in this document.

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GrainCorp

GHG emissions per Tonne (tCO2-e/t)	Calculated as the total Scope 1 and Scope 2 GHG emissions per production tonne. Uses the definition of Scope 1 emissions, the definition of Scope 2 emissions and the definition of production tonnes mentioned in this document. *Total Emissions Intensity (tCO2e/t) = (Total Scope 1+Scope 2 Emissions (tCO2-e))/(Total Production/Throughput tonnes (t))* Production/throughput definitions are mentioned in this document.
Water Intensity (kL/t)	Calculated as the total mains water consumption per production tonne. Uses the definition of water Use (kL), and production tonnes mentioned in this document. *Water Intensity (kL/t) = (Total water consumption (kL))/(Total Production/Throughput tonnes (t))* Production/throughput definitions are mentioned in this document.
Trade Waste Intensity (kL/t)	Calculated as the total trade waste discharged per production tonne. Uses the definition of water Use (kL), and production tonnes mentioned in this document. *Trade Waste Intensity (kL/t) =(Total trade water consumption (kL))/(Total Production/Throughput tonnes (t))* Production/throughput definitions are mentioned in this document.
Waste to Landfill (t)	Waste to landfill represents the total weight of general waste sent to landfill for disposal from GrainCorp facilities under operational control. Reported in tonnes (t), the data reflects contractor-provided weights or, where unavailable, estimated weights based on bin volume.
Loss of Containment Events	A loss of containment event is defined as an uncontrolled release of a physical, chemical, or biological substance to the environment, outside of regulatory approvals, that meets the criteria for a Level 4 or Level 5 incident under GrainCorp's Incident Classification Matrix. Level 4: Significant spill causing medium-term environmental impact, major financial loss and regulatory involvement. Level 5: Catastrophic spill causing permanent environmental damage, very high financial loss and severe regulatory or media escalation.

Workplace Health and Safety Metrics

Metrics	Definitions
Recordable Injury	A work-related injury to an employee or controlled contractor (defined as contractors whose work is directed by GrainCorp and whose hours are tracked by GrainCorp) that requires treatment by a medical practitioner beyond first aid, as defined by GrainCorp's Injury Classification Guideline. Recordable injuries include fatalities, lost time injuries, and medical treatment injuries, and are recorded internally. Recordable injuries exclude occupational disease, including psychological or trauma injuries, unless specifically included in future reporting frameworks.
Total Hours Worked	The total number of hours worked by employees and controlled contractors across GrainCorp operations in Australia, New Zealand, and international offices under operational control. Employee hours are sourced directly from Payroll reports and include full-time, part-time, fixed-term, and casual employees. Contractor hours are captured from internal systems and supplier records for controlled contractors. For domestic-based and international controlled contractors and employees, where direct data is unavailable, estimate of hours worked is determined by headcount, multiplied by number of working business days and length of working day. This metric represents the total workforce hours under operational control and forms the denominator for health and safety frequency rate calculations.

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Recordable Injury Frequency Rate (RIFR)	The number of recordable injuries per million hours worked. *RIFR = (Number of Recordable Injuries ÷ Total Hours Worked) × 1,000,000*
Lost Time Injury (LTI)	A work-related fatality or recordable injury that results in the loss of one or more complete shifts after the day of the incident. The injured person must be certified by a medical practitioner as unable to perform any duties for the injury to be classified as an LTI. LTIs exclude time lost solely for travel to medical assessment where the person is certified fit to resume duties.
Lost Time Injury Frequency Rate (LTIFR)	The number of lost time injuries per million hours worked. *LTIFR = (Number of Lost Time Injuries ÷ Total Hours Worked) × 1,000,000*
Critical Incident	A Critical Incident is an HSE event that is classified as Level 4 or Level 5 under GrainCorp's internal Incident Management framework. These incidents typically involve significant breaches of critical control, fatalities or life-altering injuries, major environmental damage or loss of containment beyond site boundaries, or regulatory intervention. Quality and near-miss incidents are excluded.
Critical Incident Frequency Rate (CIFR)	The number of actual critical incidents per million hours worked. *CIFR = (Number of Critical Incidents ÷ Total Hours Worked) × 1,000,000*
High Consequence Work-Related Injuries	A Recordable Injury resulting in a fatality, or an injury where the worker cannot or does not return to pre-injury work-related health status within six months. The six-month period is measured from the date of injury. If the injury occurs less than six months before fiscal year end, reporting is based on the most likely outcome (using medical prognosis, treatment advice, and assessment of pre-injury duties).
Main Type of Work-Related Injuries	Calculated using the number of recordable injuries and the injured body part, based on standard injury classifications (e.g., fracture, sprain/strain, laceration) and body part categories (e.g., hand, arm, leg, back) commonly used in occupational health and safety reporting. Where multiple body parts are affected, all reported locations are included.
Fatalities	Work-related deaths involving employees or controlled contractors, classified as Level 5 incidents under GrainCorp's internal Incident Management framework.

People Metrics

Metrics	Definitions
Employee Headcount	The total number of people directly employed by GrainCorp as of 30 September. This includes permanent employees (full-time and part-time) and fixed-term employees under defined contracts. Everyone is counted as one headcount, with no full-time equivalent adjustments. Casual employees are reported separately under Harvest Casuals.
Employee Location	Employee location represents the distribution of GrainCorp's workforce across operating regions and jurisdictions under the company's operational control. The data reflects the headcount of employees in Australia, New Zealand, and international subsidiaries (including Canada, the United Kingdom, Germany, Ukraine, Singapore, India, and China). Each employee is counted once, regardless of employment type, hours worked, or multiple work locations.
Employee Gender	Represents the self-identified gender of GrainCorp employees.
Employee Age Group	Represents the distribution of GrainCorp employees by age, calculated from date of birth and reported on a headcount basis. Employees are categorised into defined age bands.

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GrainCorp

Senior Leadership Composition	Senior Leadership Composition represents the number and diversity of GrainCorp employees classified as Senior Leaders as of 30 September (end of GrainCorp's financial year). Senior Leaders are employees in leadership positions and/or position of influence, excluding the Executive Leadership Team (ELT), and the membership of SL are determined by the ELT on a scheduled basis and approved by the CEO.
Harvest Casuals	Harvest casual workforce figures are reported as of 30 November, representing the period of peak harvest activity when operations are typically underway across all GrainCorp regions. This snapshot provides the most accurate reflection of the seasonal workforce engaged and available to support the harvest task and regional employment opportunities. The data reflects the number of individuals onboarded or engaged to work during the harvest period, which may differ from the number of casuals who ultimately perform shifts or remain employed through the full harvest season

Community Metrics

Please note that the community metrics cover activities delivered through the GrainCorp Community Foundation within Australian and New Zealand, including all subsidiaries and operating entities under GrainCorp Limited's operational control in this region.

Metrics	Definitions
Number of Grants	Grants are awarded solely for community benefit and do not provide promotional or commercial advantages to GrainCorp. This metric is defined as the number of grants financially recognised in the financial year, as approved through the GrainCorp Community Foundation.
Number of Sponsorship	A sponsorship is financial or in-kind support provided by GrainCorp to an external organisation, event, or activity in exchange for promotion of the GrainCorp brand. This metric is defined as the number of sponsorships financially recognised in the financial year, as approved through the GrainCorp Community Foundation.
Number of Communities Supported	Total unique community groups financially recognised (via grant or sponsorship) in the financial year.
Total financial amount of sponsorships and grants (A$)	Total financial value (in Australian dollars) of grants and sponsorships recognised in the financial year.

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GRI*/SASB Indicator	Description	Location
General disclosures		
GRI 2-1	Organisational details	2025 Annual Report
GRI 2-2	Entities included in the organisation's sustainability reporting	About this report
GRI 2-3	Reporting period, frequency and contact point	GrainCorp produces an annual sustainability report. Information in this report generally aligns with financial year: 1 October 2023–30 September 2024, unless otherwise stated. Environment data aligns with the 1 July 2024–30 June 2025 reporting period in line with NGERS requirements. sustainability@graincorp.com.au
GRI 2-4	Restatements of information	PwC limited assurance report
GRI 2-5	External assurance	PwC limited assurance report Sustainability governance
GRI 2-6	Activities, value chain and other business relationships	About GrainCorp
GRI 2-7	Employees	People
GRI 2-8	Workers who are not employees	The number of workers who are self-employed, or workers other than employees or supervised workers, including employees and supervised employees of contractors, who perform work for GrainCorp is not material.
GRI 2-9	Governance structure and composition	Sustainability governance GrainCorp Board of Directors

GRI*/SASB Indicator	Description	Location
GRI 2-10	Nomination and selection of the highest governance body	FY25 Corporate Governance Statement
GRI 2-11	Chair of the highest governance body	FY25 Corporate Governance Statement
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability governance
GRI 2-13	Delegation of responsibility for managing impacts	Sustainability governance Board and Committee Charters
GRI 2-14	Role of the highest governance body in sustainability reporting	Sustainability governance Board and Committee Charters
GRI 2-15	Conflicts of interest	Conflicts of Interest Policy
GRI 2-16	Communication of critical concerns	FY25 Corporate Governance Statement
GRI 2-17	Collective knowledge of the highest governance body	FY25 Corporate Governance Statement
GRI 2-18	Evaluation of the performance of the highest governance body	FY25 Corporate Governance Statement
GRI 2-19	Remuneration policies	FY25 Annual Report
GRI 2-20	Process to determine remuneration	People, Safety and Culture Committee Charter FY25 Annual Report FY25 Corporate Governance Statement
GRI 2-21	Annual total compensation ratio	FY25 Annual Report
GRI 2-22	Statement on sustainable development strategy	Message from the Chair of the Board Sustainability Committee and the Managing Director and CEO
GRI 2-23	Policy commitments	Refer to all GrainCorp Policies, Position Statements and Codes of Conduct

* GrainCorp has reported the information cited in this GRI content index for the period 1 October 2024–30 September 2025 (unless otherwise stated) with reference to the GRI Standards.

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GRI*/SASB Indicator	Description	Location
GRI 2-24	Embedding policy commitments	Refer to all GrainCorp Policies, Position Statements and Codes of Conduct
GRI 2-25	Processes to remediate negative impacts	Whistleblower Policy GrainCorp has formal internal Grievance Management and Resolution Guidelines that are available to all employees. Responsible Sourcing and Human Rights
GRI 2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct Whistleblower Policy
GRI 2-27	Compliance with laws and regulations	Environment
GRI 2-28	Membership associations	Stakeholder engagement
GRI 2-29	Approach to stakeholder engagement	Stakeholder engagement
GRI 2-30	Collective bargaining agreements	At 30 September 2025, 39.7 per cent of direct employees (not including casuals, contractors and labour hire) are covered by 12 Enterprise Agreements in Australia and 1 Collective Agreement in New Zealand. Our casual workforce is also covered by these enterprise agreements and as per the recent Industrial Relations reform, those engaged through Labour Hire arrangements have pay parity.
Material Topics		
GRI 3-1	Process to determine material topics	Materiality Our approach to sustainability
GRI 3-2	List of material topics	Materiality Our approach to sustainability
GRI 3-3	Management of material topics	This report sets out GrainCorp's management approach to each material topic.

GRI*/SASB Indicator	Description	Location
Our Environment		
Water		
GRI 13.7.1	Management of material topics	Environment
GRI 13.7.2	Interactions with water as a shared resource	Environment
GRI 13.7.3	Management of water discharge-related impacts	Environment
GRI 13.7.4	Water withdrawal	Environment
GRI 13.7.5	Water discharge	Environment
SASB FB-AG-140a.1	(1) Total water withdrawn	Environment
SASB FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Environment
SASB FB-AG-140a.3	Number of incidents of non-compliance associated with water quality and/or quality permits, standards and regulations	There are no incidents of non-compliance to report for FY25.
Waste		
GRI 13.8.1	Management of material topics	Environment
GRI 13.8.2	Waste generation and significant waste-related impacts	Environment
GRI 13.8.3	Management of significant waste related impacts	Environment
GRI 13.8.4	Waste generated	Environment
GRI 13.8.5	Waste diverted from disposal	Environment
GRI 13.8.6	Waste directed to disposal	Environment

* GrainCorp has reported the information cited in this GRI content index for the period 1 October 2024–30 September 2025 (unless otherwise stated) with reference to the GRI Standards.

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GRI*/SASB Indicator	Description	Location
Energy		
GRI 302-1	Energy consumption within the organisation	Environment
GRI 302-3	Energy intensity	Environment
GRI 302-4	Reduction of energy consumption	Environment
SASB FB-AG-130a.1	(1) Operational energy consumed (2) Percentage grid electricity (3) Percentage renewable energy	Environment
Emissions		
GRI 13.1.1	Management of material topics	Environment
GRI 13.1.2	Direct (Scope 1) GHG emissions	Environment
GRI 13.1.3	Indirect (Scope 2) GHG emissions	Environment
GRI 13.1.5	GHG emissions intensity	Environment
GRI 13.1.6	Reduction of GHG emissions	Environment
SASB FB-AG-110a.1	Gross global Scope 1 emissions	Environment
SASB FB-AG-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against these targets	Environment
SASB FB-AG-110a.3	Fleet fuel consumer, percentage renewable	Environment

GRI*/SASB Indicator	Description	Location
Climate		
GRI 13.2.1	Management of material topics	Climate and Nature
GRI 13.2.2	Financial implications and other risks and opportunities due to climate change	Climate and Nature
SASB FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Climate and Nature
ASRS	This year we have been considering the requirements of Australia's forthcoming mandatory climate-related financial disclosure regime – the Australian Sustainability Reporting Standards – against which we will be required to comply from FY26. Our climate-related financial disclosures for FY25 are available in our FY25 Annual Report. The information provided in the Climate and Nature section of this 2025 Sustainability Report provides an overview of climate and nature-related information as part of GrainCorp's broader sustainability approach.	2025 Annual Report Climate and Nature
Sustainable agriculture and Nature		
GRI 13.3.1	Management of material topics (Biodiversity)	Climate and Nature
GRI 13.4.1	Management of material topics (Natural ecosystem conversion)	Responsible sourcing and Human rights No-deforestation commitment
GRI 13.5.1	Management of material topics (Soil health)	Climate and Nature
GRI 13.6.1	Management of material topics (Pesticides use)	Climate and Nature Food safety

* GrainCorp has reported the information cited in this GRI content index for the period 1 October 2024–30 September 2025 (unless otherwise stated) with reference to the GRI Standards.

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GRI*/SASB Indicator	Description	Location
GRI 13.6.2	Volume and intensity of pesticides used by the following toxicity hazard levels: • Extremely hazardous; • Highly hazardous; • Moderately hazardous; • Slightly hazardous; • Unlikely to present an acute hazard.	Environmental license reporting
Our Integrity		
Responsible sourcing and human rights		
GRI 13.23.1	Management of material topics (Supply chain traceability)	Responsible sourcing and Human rights
GRI 13.23.2	Describe the level of traceability in place for each product sourced	Responsible sourcing and Human rights
GRI 13.23.4	Describe improvement projects to get suppliers certified to internationally recognised standards that trace the path of products through the supply chain to ensure that all sourced volume is certified	Responsible sourcing and Human rights
GRI 13.16.1	Management of material topics (Forced or compulsory labour)	Responsible sourcing and Human rights 2024 Modern Slavery Statement
GRI 13.6.2	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Responsible sourcing and Human rights 2024 Modern Slavery Statement
GRI 13.17.1	Management of material topics (Child labour)	Responsible sourcing and Human rights 2024 Modern Slavery Statement
GRI 13.17.2	Operations and suppliers at significant risk for incidents of child labour	Responsible sourcing and Human rights 2024 Modern Slavery Statement

GRI*/SASB Indicator	Description	Location
GRI 13.18.2	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Responsible sourcing and Human rights 2024 Modern Slavery Statement
GRI 13.20.1	Management of material topics (Employment practices)	People Responsible sourcing and Human rights
SASB FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Responsible sourcing and Human rights
GRI 13.9.1	Management of material topics (Food security)	Food safety Environment
Food safety and consumer confidence		
GRI 13.10.1	Management of material topics (Food security)	Food safety
GRI 13.10.3	Incidents of non-compliance concerning the health and safety impacts of products and services	Food safety
SASB FB-AG-430a.1	(1) Percentage of agricultural products sourced that are certified to a third-party environmental or social standard, and (2) percentages by standard	Responsible sourcing and Human rights Food safety
SASB FB-AG-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	Food safety
SASB FB-AG-250a.2	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme	Food safety

* GrainCorp has reported the information cited in this GRI content index for the period 1 October 2024–30 September 2025 (unless otherwise stated) with reference to the GRI Standards.

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GRI*/SASB Indicator	Description	Location
FB-AG250a.3	(1) Number of recalls issued and (2) total amount of food product recalled	Food safety
Corporate governance		
GRI 13.22.2	Direct economic value generated and distributed	2025 Annual Report
GRI 13.24.1	Management of material topics (Public policy)	Stakeholder engagement Climate and Nature
GRI 13.25.1	Management of material topics (Anti-competitive behaviour)	Anti-bribery and Corruption Policy Conflicts of Interest Policy
GRI 13.26.1	Management of material topics (Anti-corruption)	Anti-bribery and Corruption Policy Conflicts of Interest Policy
Our People		
Workplace health and safety		
GRI 13.19.1	Management of material topics	Workplace health and safety
GRI 13.19.2	Occupational health and safety management system	Workplace health and safety
GRI 13.19.3	Hazard identification, risk assessment, and incident investigation	Workplace health and safety
GRI 13.19.4	Occupational health services	Workplace health and safety
GRI 13.19.5	Worker participation, consultation, and communication on occupational health and safety	Workplace health and safety
GRI 13.19.6	Worker training on occupational health and safety	Workplace health and safety

GRI*/SASB Indicator	Description	Location
GRI 13.19.7	Promotion of worker health	Workplace health and safety
GRI 13.19.8	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Responsible sourcing and Human rights Workplace health and safety
GRI 13.19.9	Workers covered by an occupational health and safety management system	Workplace health and safety
GRI 13.19.10	Work-related injuries	Workplace health and safety
SASB FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, for (a) direct employees and (b) contract employees (harvest casuals)	GrainCorp includes contract employees as direct employees. Workplace health and safety
People		
GRI 13.15.1	Management of material topics (Non-discrimination and equal opportunity)	People
GRI 13.15.2	Diversity of governance bodies and employees	People
GRI 13.15.3	Ratio of basic salary and remuneration of women to men	People
Community		
GRI 13.22.1	Management of material topics (Economic inclusion)	Community
GRI 13.22.3	Infrastructure investments and services supported	Community
GRI 13.22.4	Significant indirect economic impacts	Community
GRI 13.12.1	Management of material topics (Local communities)	Community

* GrainCorp has reported the information cited in this GRI content index for the period 1 October 2024–30 September 2025 (unless otherwise stated) with reference to the GRI Standards.

Glossary

Acronym	Meaning
AASF	Australian Agriculture Sustainability Framework
ASRS	Australian Sustainability Reporting Standards
BSC	Board Sustainability Committee
CARM	Culturally and Racially Marginalised
CCAO	Chief Corporate Affairs Officer
CEO	Chief Executive Officer
CIFR	Critical Injury Frequency Rate
CRR	Critical Risk Review
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DCA	Diversity Council of Australia
DDG	Dust and Damaged Grain
ECA	East Coast Australia
ESG	Environment, Social and Governance
EPA	Environment Protection Authority
EU	European Union
FLAG	Forest, Land and Agriculture
FY	Financial Year
GCF	GrainCorp Community Fund
GHG	Greenhouse Gas
GJ	Gigajoules
GRI	Global Reporting Initiative

Acronym	Meaning
GTA	Grain Trade Australia
iDAP	Inclusion and Diversity Action Plan
IPMS	Integrated Pest Management System
ISSB	International Sustainability Standards Board
ISCC-EU	International Sustainability and Carbon Certification – European Union
ISCC PLUS	International Sustainability and Carbon Certification PLUS
KL	Kilolitres
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex, queer
LTIFR	Lost Time Injury Frequency Rate
NAIDOC	National Aborigines and Islanders Day Observance Committee
NAWO	National Association of Women in Operations
NSW	New South Wales
NZ	New Zealand
PSCC	People, Safety and Culture Committee
QLD	Queensland
RAP	Reconciliation Action Plan
RIFR	Recordable Injury Frequency Rate
SAI	Sustainable Agriculture Initiative
SBTi	Science Based Target initiative
HSE	Health, Safety and Environment
SMC	Sustainability Management Committee

Acronym	Meaning
TCFD	Taskforce on Climate-related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
UK	United Kingdom
UNSDG/SDG	United Nations Sustainable Development Goal
VIC	Victoria
WGEA	Workplace Gender Equality Association

Corporate directory

Board of Directors

Peter Richards
(Chairman)

Robert Spurway
(Managing Director & CEO)

Kathy Grigg AM
(Non-executive Director)

Clive Stiff
(Non-executive Director)

Peter Knoblanche
(Non-executive Director)

John Maher
(Non-executive Director)

Samantha Hogg
(Non-executive Director)

Sarah Adam-Gedge
(Non-executive Director)

Company Secretary

Stephanie Belton

Annerly Squires

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