



# Inghams Group Limited



**2023 Annual General Meeting**

**7 November 2023**

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# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Gadigal people of the Eora nation, on whose land we meet today. We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander Peoples here today.



# AGENDA



1

## **Chair's Address**

Helen Nash

2

## **CEO & Managing Director's Address**

Andrew Reeves

3

## **Formal Business of the Meeting**

Helen Nash

4

## **General Business**

Helen Nash

# HOW TO VOTE



**IF YOU REQUIRE ASSISTANCE BEFORE OR DURING THE MEETING CALL +61 3 9415 4024**

- When the Chair declares the poll open, select the 'Vote' icon and the voting options will appear on your screen
- To vote, select your voting direction. A tick will appear to confirm receipt of your vote
- To change your vote, select 'Click here to change your vote' and press a different option to override

The screenshot shows a web interface with a navigation bar at the top containing four icons: a monitor for 'Broadcast', a document with a checkmark for 'Vote', a speech bubble for 'Q & A', and a folder for 'Documents'. The 'Vote' tab is highlighted with a purple underline. Below the navigation bar is a grey header box labeled 'Items of Business'. The first item is '2A Re-elect Mr John Brown as a Director', followed by three buttons: 'FOR', 'AGAINST', and 'ABSTAIN'. The second item is '2B Re-elect Mr Peter Nolan as a Director', also followed by three buttons: 'FOR', 'AGAINST', and 'ABSTAIN'.

# HOW TO ASK A QUESTION



- To ask a written question select the Q&A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and press the send button
- To ask a verbal question follow the instructions below the broadcast window

The screenshot shows a navigation bar with four icons: a monitor for 'Broadcast', a document for 'Vote', a speech bubble for 'Q & A' (which is highlighted with a red underline), and a folder for 'Documents'. Below the navigation bar is a large text input area with the placeholder text 'Your question(s)'. Underneath this is a smaller text input area with the placeholder text 'You may enter a question using the field below.' To the left of this smaller input is a dropdown menu labeled 'Select Topic'. Below the smaller input is a character count '0 character(s)' and a 'Send' button.

# BOARD OF DIRECTORS



**Helen Nash**  
Non-Executive Chair  
Chair of Nominations Committee



**Rob Gordon**  
Non-Executive Director  
Member of the Finance & Audit Committee, member of the Nominations Committee and a member of the Risk & Sustainability Committee



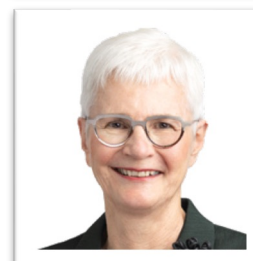
**Andrew Reeves**  
Chief Executive Officer & Managing Director



**Timothy Longstaff**  
Non-Executive Director  
Chair of the People & Remuneration Committee, member of the Finance & Audit Committee and a member of the Nominations Committee



**Jackie McArthur**  
Non-Executive Director  
Chair of the Risk & Sustainability Committee, member of the People & Remuneration Committee and a member of the Nominations Committee



**Linda Bardo Nicholls AO**  
Non-Executive Director  
Member of the Finance & Audit Committee, member of the People & Remuneration Committee and a member of the Nominations Committee



**Michael Ihlein**  
Non-Executive Director  
Chair of the Finance & Audit Committee, member of the Nominations Committee and a member of the People & Remuneration Committee



**Margaret Haseltine**  
Non-Executive Director  
Member of the Risk & Sustainability Committee and a member of the Nominations Committee



# EXECUTIVE LEADERSHIP TEAM



**Andrew Reeves**  
CEO & Managing Director



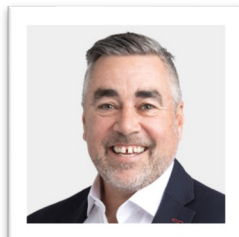
**Gary Mallett**  
Chief Financial Officer



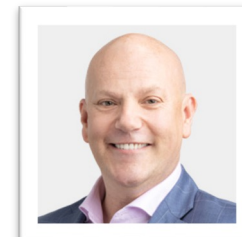
**Edward Alexander**  
Chief Executive, New Zealand



**Anne-Marie Mooney**  
Chief Operations Officer



**Mark Powell**  
Chief Customer Officer



**Seb Brandt**  
Chief Strategy & Planning Officer



**Grant Kerswell**  
Chief People Officer





# CHAIR'S ADDRESS

—  
HELEN NASH



# CHAIR'S ADDRESS



Performance overview



Our people & culture



Board changes



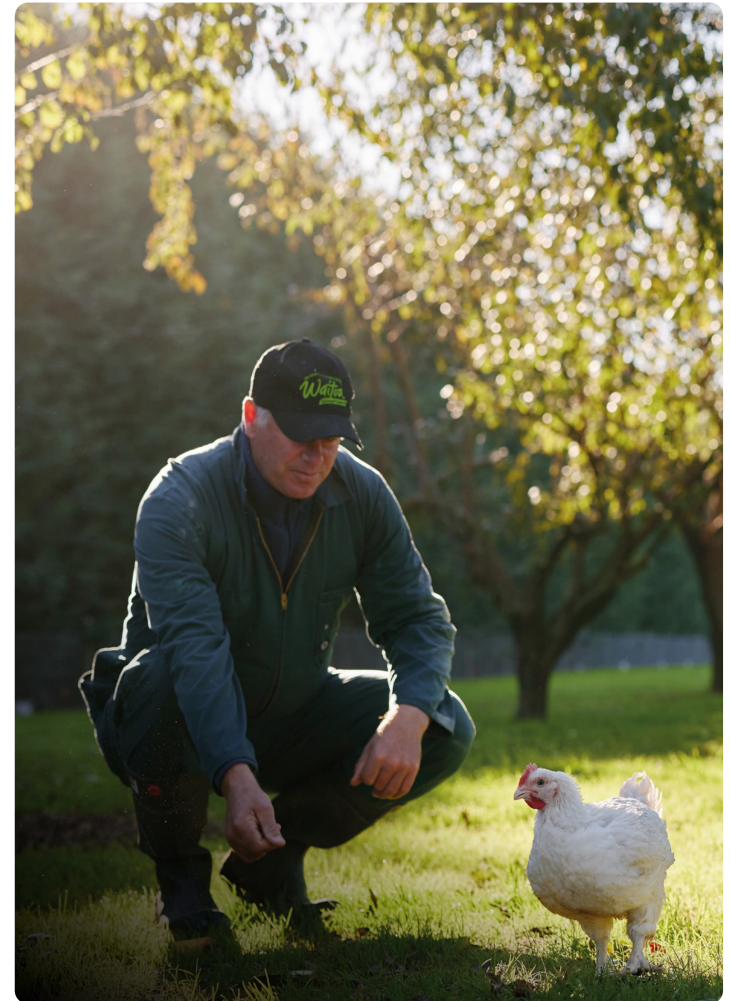
ESG



Remuneration update



Looking ahead







# CEO & MANAGING DIRECTOR'S ADDRESS



ANDREW REEVES

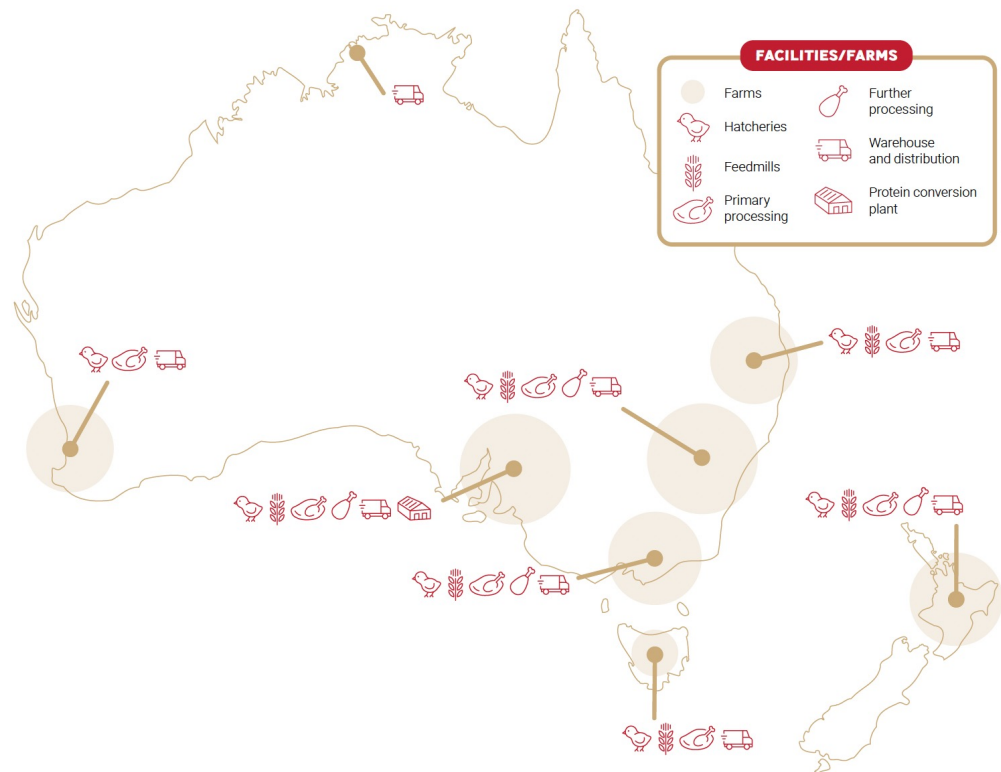


# HIGHLY DIVERSIFIED NETWORK



## LARGEST POULTRY COMPANY ACROSS AUSTRALIA AND NEW ZEALAND

- Unmatched geographically diverse network
- Biosecurity import barrier
- Inghams is uniquely placed to deliver continuity and diversity of supply to meet customers' needs
- Ability to fully service national and local customer requirements. Solid balance of primary and value-add processing
- Provides flexibility and greater resilience
- Enhances management of agricultural and biosecurity risks
- Strong platform to support future growth



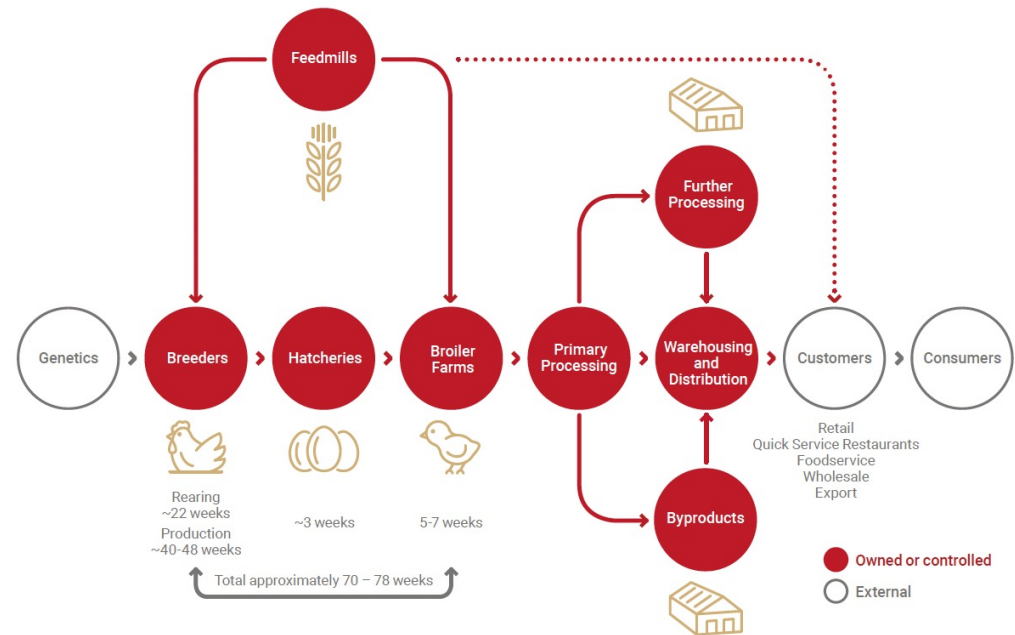


# VERTICALLY INTEGRATED OPERATING MODEL



## OPTIMISING VALUE FROM OUR OPERATING MODEL THROUGH INTEGRATED PLANNING AND OPERATIONAL EXCELLENCE

- Enables Inghams to create value and realise efficiencies across a highly complex and large-scale supply chain
- Balance and operational excellence are key to margin capture
- Diversified customers including tier 1 retail and QSR



# FY23 FINANCIAL HIGHLIGHTS



RESULTS DEMONSTRATE THE MOMENTUM OF THE RECOVERY

## REVENUE

**\$3,044.0M**

+12.2% on FY22

## FULLY FRANKED DIVIDENDS

**14.5 CENTS/SHARE**

+107.1% on FY22

## EBITDA (UNDERLYING PRE AASB 16)

**\$183.6M**

+35.8% on FY22

## NET PROFIT AFTER TAX

**\$60.4M**

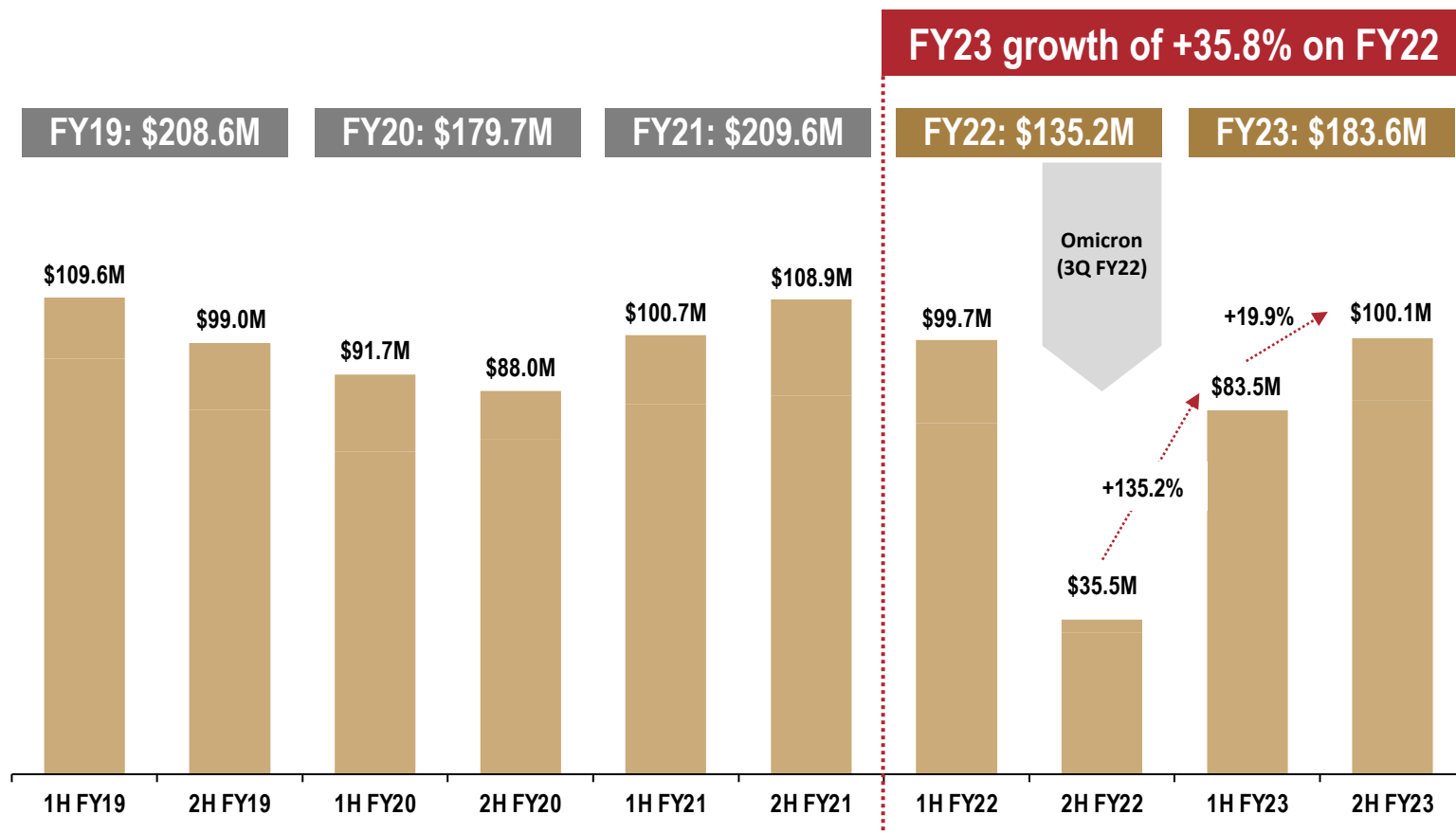
+72.1% on FY22



# PROFITABILITY ON A STRONG RECOVERY PATH



EBITDA PRE AASB 16 INCREASED 35.8% ON FY22 AS 2H EARNINGS REBOUND TO HISTORICAL LEVELS



# INVESTMENTS FOCUSED ON ENHANCING NETWORK CAPACITY, CAPABILITY AND EFFICIENCY



## Investing in automation

*Implementing higher levels of automation is a key element of our network plans to provide enhanced capacity, capability and efficiency*



## Delivering on our distribution network strategy

*Opened two state-of-the-art, temperature-controlled & sustainably designed distribution centres in VIC and SA, with WA facility due to commence operations in FY24*



## Environmentally sustainable future growth

*Constructing a new water recycling and treatment plant at our Osborne Park (WA) primary processing facility, supporting future growth and sustainability goals*



## Upgrading Tasmanian processing facility

*Upgrading the Sorell, Tasmania, primary processing facility as part of a landmark sustainability project, supporting future product innovation*



## Delivering network capacity and operational resilience

*Developing Northern NSW breeder 'triangle', delivering current & future network capacity and enhancing operational resilience*



## Reducing NZ network risk and providing for future growth

*Acquired the Bromley Park Hatcheries (NZ) business, reducing network risk, improving hatchery contingency and providing for future growth*



# ESG PERFORMANCE



## INGHAMS IS A LEADER IN ANIMAL WELFARE, SUSTAINABILITY, FOOD QUALITY AND SAFETY

### Our People & Consumers



**Reduced** the Lost Time Injury Frequency Rate by **14%** and the Total Recordable Injury Frequency Rate by **7%**, supported by our Safety for Life program



**100%** of sites achieved A or AA GFSI BRC Food Safety Standard certification



Increased the representation of women in leadership to **34%**, exceeding our FY23 30% target

### Our Animals



First poultry producer in New Zealand to have all its broiler farms RNZSPCA certified



All free-range farms in Australia are also RSPCA Approved across our indoor and outdoor farming facilities



All indoor farming facilities in Australia certified by RSPCA Approved Farming Assurance Scheme

### Our Planet



Reduced absolute Scope 1 & Scope 2 GHG emissions in FY23 by **9.7%** against previous year



Commenced construction in December 2022 of a new water recycling and treatment plant at our Osborne Park, WA, facility



Diverted **86%** of generated waste from landfill

# FY24 TRADING UPDATE



## 2H23 OPERATIONAL RECOVERY UNDERPINS POSITIVE START TO FY24

- Trading update and 1H24 earnings guidance announcement released to the ASX on 31 October
- 2H23 recovery in operational performance in AU/NZ across a broad range of metrics underpinned a positive start to FY24
- 1H24 performance in AU/NZ to-date reflects combination of factors including:
  - Strong demand for poultry, with some customers allocating more shelf space to the category;
  - Continued improvement in operational performance metrics across farming and processing;
  - Further improvements in Wholesale pricing; and
  - Acceleration of recovery in New Zealand.
- 2H24 result is expected to be lower than 1H24 due to normal seasonality, and continued inflationary headwinds across labour, feed and other costs including fuel, electricity and CO<sub>2</sub>

### 1H24 guidance

- |                                   |                      |
|-----------------------------------|----------------------|
| - Statutory EBITDA (Post AASB16): | Approximately \$247M |
| - Statutory NPAT (Post AASB16):   | Approximately \$65M  |
| - Underlying EBITDA (Pre AASB16): | Approximately \$138M |
| - Underlying NPAT (Pre AASB16):   | Approximately \$71M  |