# Synlait

ANNUAL MEETING PRESENTATION

Wednesday 4 December 2024

Annie McLaren and Andrew Lindsay,
Synlait Area Managers

VOTING ONLINE

- Voting is now open.

- To vote, click the vote tab and select your preferred option. Once your vote is cast, a tick will appear.

- There is no submit or send button. Your selection is automatically recorded, and you can change it until voting closes.
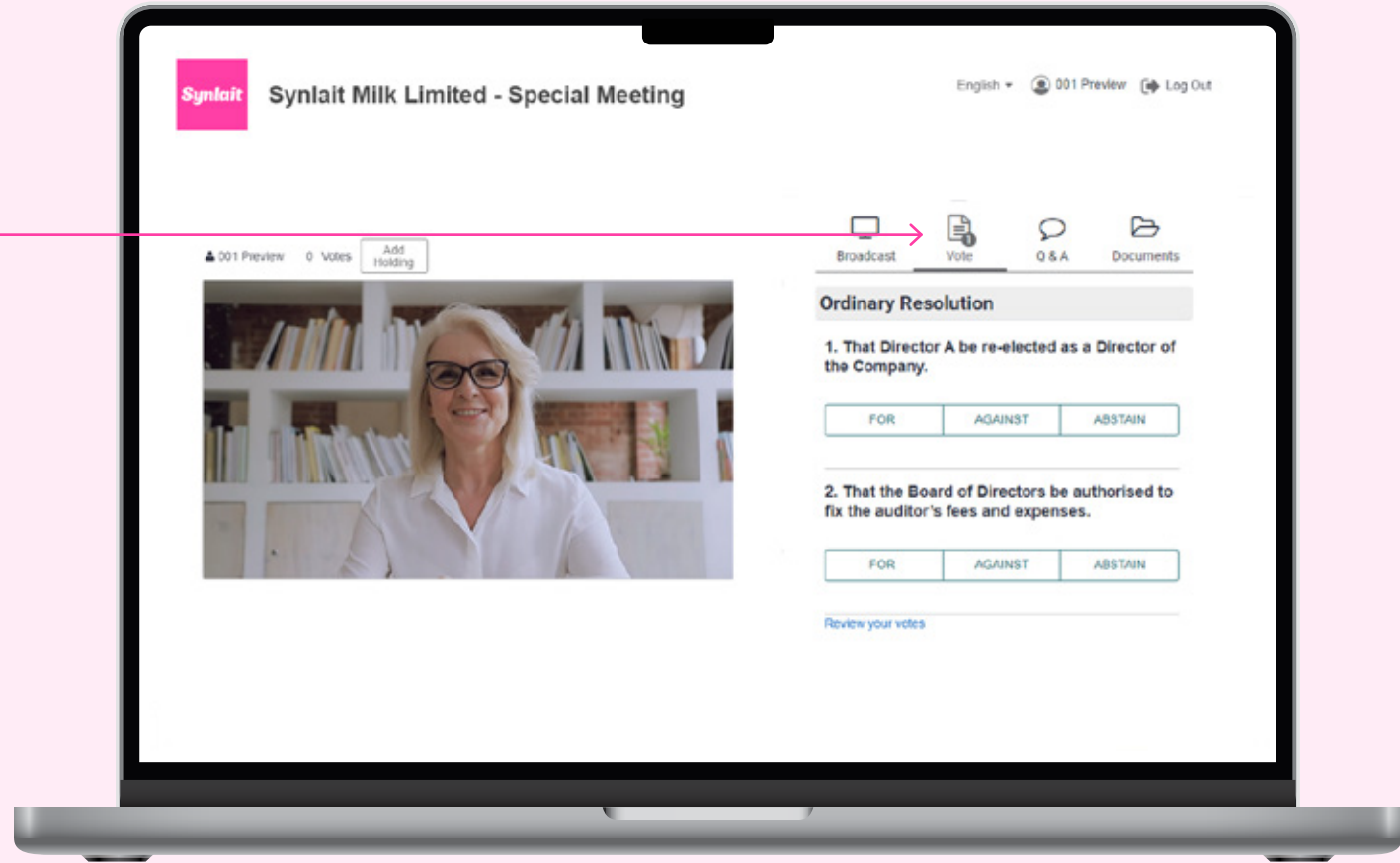
# ASKING A QUESTION ONLINE

- To ask a question, click on the Q&A icon.

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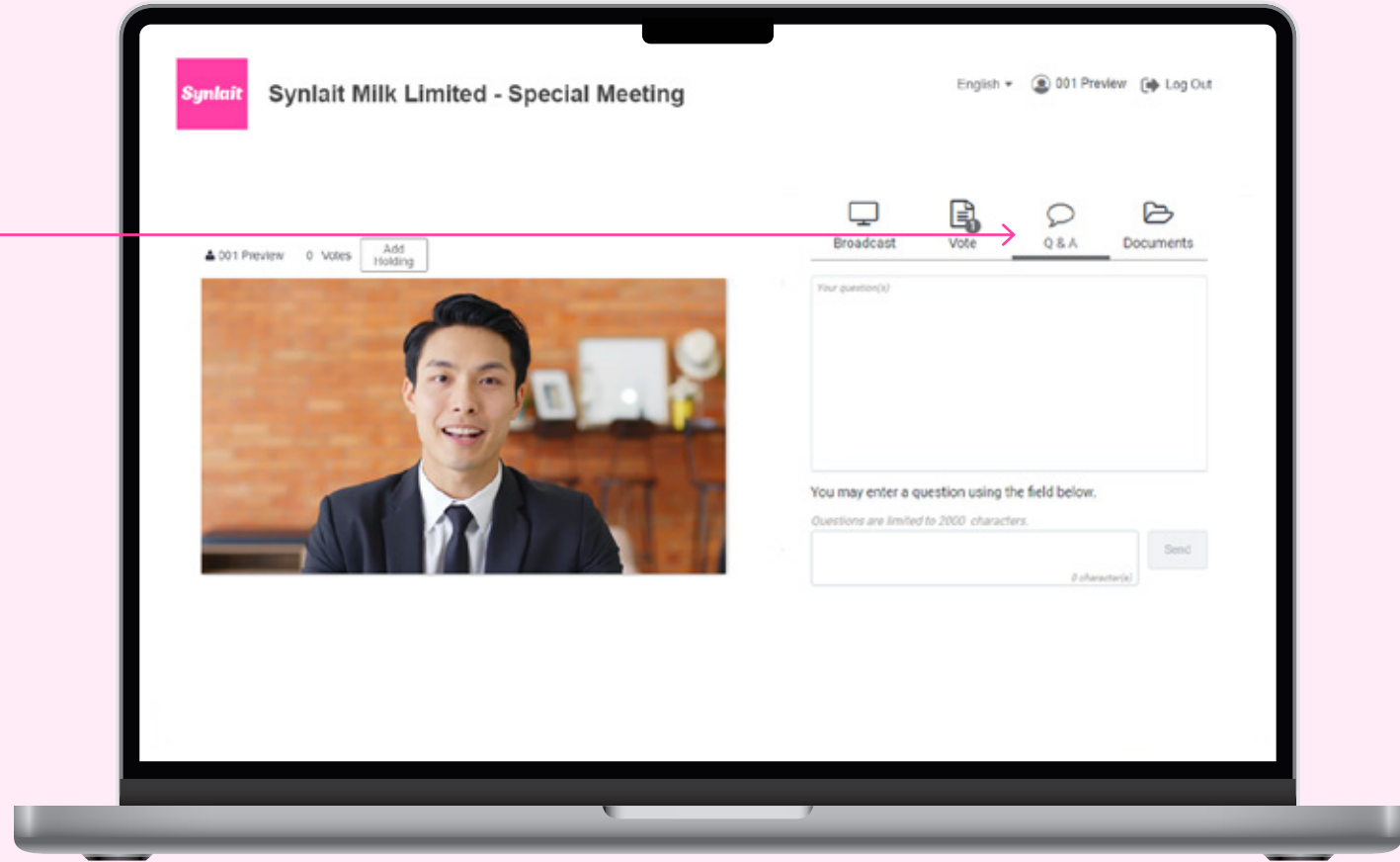
NEED HELP?

- Use the Q&A tab to message a Computershare representative.

- Check the virtual meeting guide issued with the Notice of Meeting or on Synlait's website.

- Call the Computershare team on **+64 9 488 8777**.
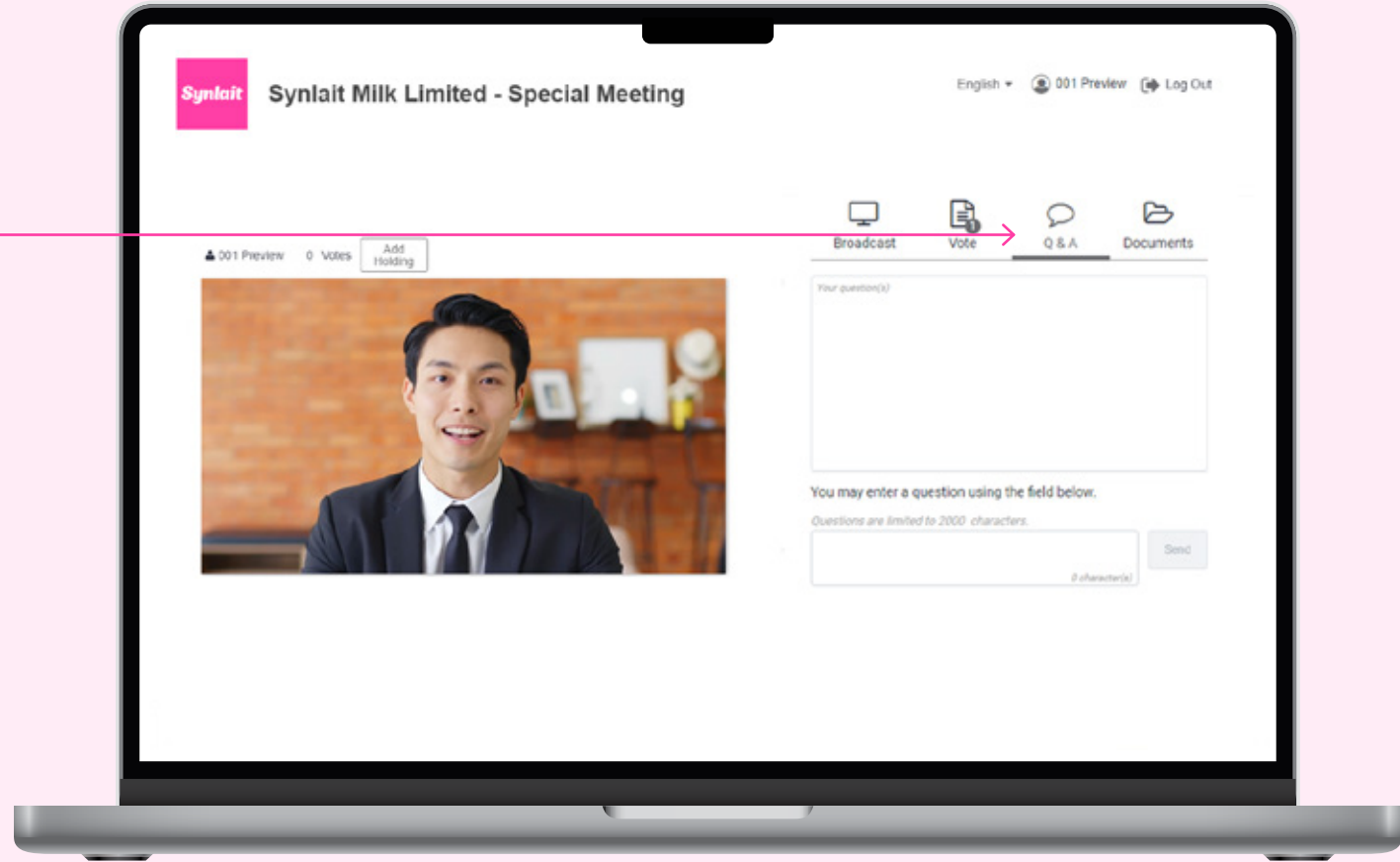
CHAIR ADDRESS

George Adams

TODAY'S AGENDA

- Chair Address
- Acting CEO Address
- Resolutions and Voting
- Other Business

ANNUAL MEETING PRESENTATION 2024

FY24 KEY ACHIEVEMENTS

Much-needed balance sheet reset delivered

Two-step plan (shareholder loan and equity raise) underpinned by bank refinancing.

Synlait and The a2 Milk Company settle disputes

Resolved all disputes subject to arbitration, including those regarding exclusivity, pricing, and other matters.

North Island strategic review completed

Operations to solely focus on producing Advanced Nutrition products which do not require raw milk.

Customer growth continues

Expansion into South East Asia in Advanced Nutrition, Foodservice and Consumer business units.
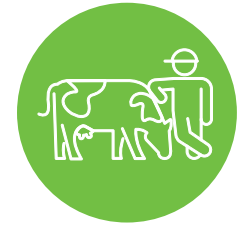
Retaining milk supply

Balance sheet reset enables competitive advance rates and additional one-off milk price payments.

These steps forward will enable Synlait to focus on further lifting performance and returning to profitability.

KEY FY24 HIGHLIGHT: BALANCE SHEET RESET DELIVERED

1 SHAREHOLDER LOAN

Timing: July 2024

Proceeds: $130 million

Use of proceeds: repayment of bank debt

Approved by: 99.59% of shareholders

2 EQUITY RAISE AND BANK REFINANCING

Timing: September 2024

Proceeds: approximately $217.8 million

Use of proceeds: repayment of bank debt and retail bonds

Bank refinancing: $450 million package

3 BOND REDEMPTION

Timing: November 2024

Current status: $169 million of $180 million repaid

Next steps: non-electing holders able to trade until today (4 December 2024), ahead of maturity on 17 December 2024

FY25 IS NOT THE TIME TO TAKE OUR FOOT OFF THE PEDAL

There is still a lot of work to do. The Board's focuses are:

Grow secured milk supply

New customer growth to uplift earnings and capacity utilisation

Deliver new product development and enter new markets

Attract and retain key talent to deliver Synlait's suite of complex products

CEO recruitment

Lift operational performance to drive cash flow

KEY FY25 FOCUS: LIFTING OPERATIONAL PERFORMANCE TO DRIVE FURTHER CASH FLOW

One-off settlement payment from The a2 Milk Company to Synlait in the order of $24.75 million made

Working capital unlock

Receivables assignment programme

Smarter inventory management

Operational efficiencies

Driving uplift in operational performance

**ACTING
CEO ADDRESS**

Tim Carter

FIRST IMPRESSIONS: HOW SYNLAIT WILL RETURN TO PROFITABILITY

Underpinned by a focus on:

Execution

Outcome driven

Data-driven decision making

Customer centricity

Capability building

Let's hustle!

MANAGEMENT'S FY25 FOCUS AREAS

1 GROWING SECURED MILK SUPPLY

Retaining current farmers and attracting new ones

Underpinned by

- Financial incentives
- Market leading support
- Business development

2 BUSINESS PERFORMANCE

Focus on plant reliability, supply chain, procurement and cost structures

Underpinned by

- Improved Ingredients business performance
- Laser focus on customers and sales

3 VOLUME GROWTH

Continue to develop and grow the Advanced Nutrition and Foodservice business-to-business product portfolios

Underpinned by

- Accelerate Advanced Nurtition volumes
- Optimise Lactoferrin business
- Grow Foodservice volume via entry to new markets

REFRESHED SUSTAINABILITY STRATEGY

AMBITION
TO FY29

100% of product packaging reusable, recyclable or compostable

-30% GHG on-farm per kgMS by FY29

-45% GHG absolute Scope 1 and 2 by FY29

B Corp™ Score of 105

-20% water use and N discharge by FY29

99% of non-hazardous waste diverted from landfill by FY29

RIGHT TO PLAY
OUR STRONG FOUNDATIONS

Sustainability progress, reporting and credentials

Value chain – balanced nature, climate, financial procurement

Lead With Pride™ farmer leadership

Science-based nature targets for water, biodiversity and soil

Mentally safe environment for our people to thrive

Whakapuāwai ecological centre of excellence

OUR OPPORTUNITIES
RESPONDING TO OUR CUSTOMERS

Natural ecosystems and biodiversity

Regenerative agriculture and soil health
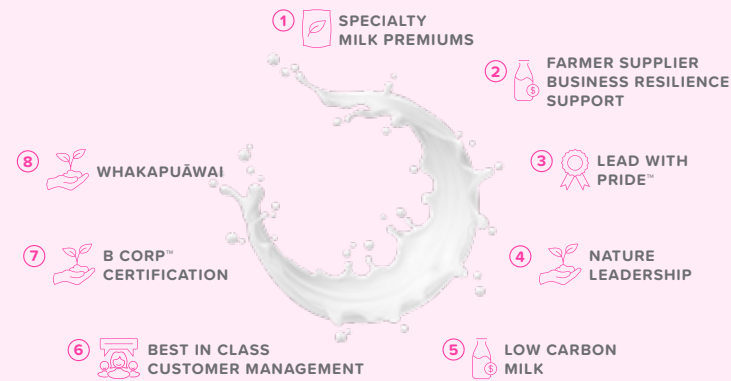
Water stewardship

Roadmap to net zero emissions

B Corp™

Value chain collaboration

RIGHT TO WIN
OUR COMPETITIVE ADVANTAGE MODELS

1 SPECIALTY MILK PREMIUMS

2 FARMER SUPPLIER BUSINESS RESILIENCE SUPPORT

3 LEAD WITH PRIDE™

4 NATURE LEADERSHIP

5 LOW CARBON MILK

6 BEST IN CLASS CUSTOMER MANAGEMENT

7 B CORP™ CERTIFICATION

8 WHAKAPUĀWAI

KEY ENABLERS
OF EXECUTION

Business commitment

Lead With Pride™

Customer relationships

Integrated sustainability throughout all Synlait functions

Whakapuāwai

World-class manufacturing and supply chain

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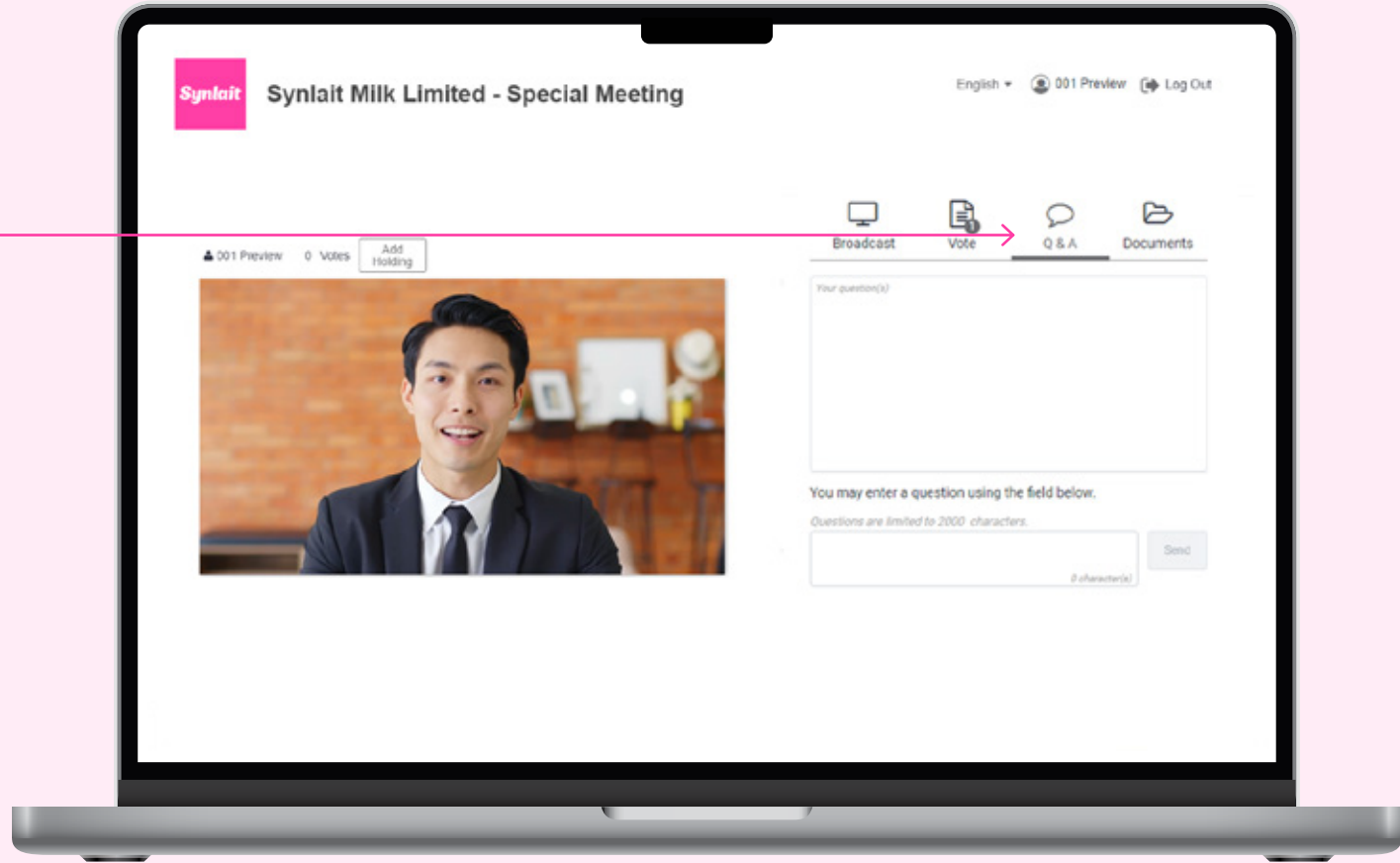
RESOLUTION
& VOTING

RESOLUTION 1
DIRECTOR ELECTION

"That George Adams be elected as a Director."

Voting online

To vote, click the vote tab and select your preferred option. Once your vote is cast, a tick will appear. There is no submit or send button; your selection is automatically recorded, although it can be changed up until the voting closes.

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RESOLUTION 2
DIRECTOR ELECTION

"That Sihang Yang (Edward) be elected as a Director."

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RESOLUTION 3
AUDITOR'S REMUNERATION

"That the Board be authorised to determine the auditor's fees and expenses for the coming financial year."

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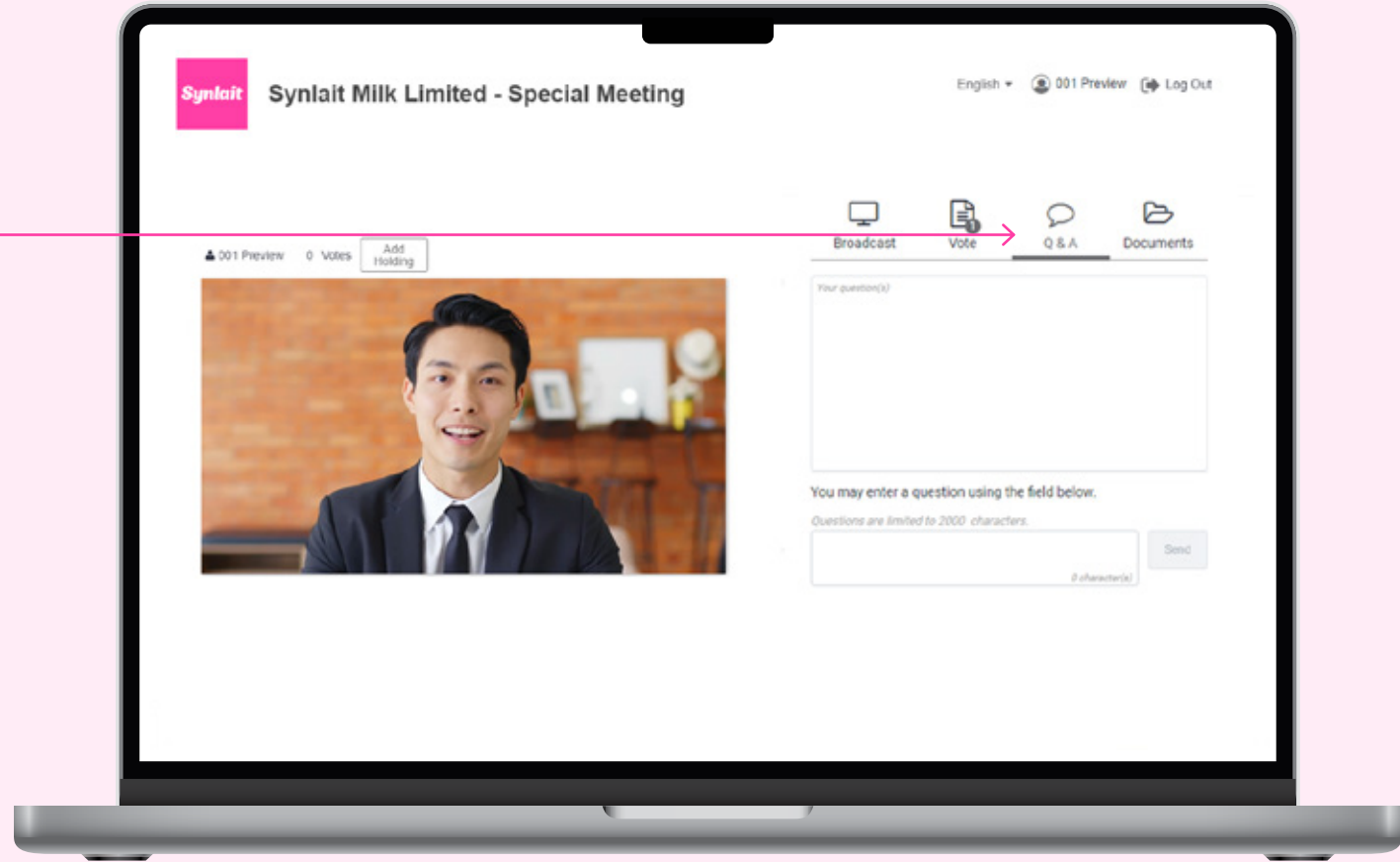
OTHER
BUSINESS

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THIS CONCLUDES SYNLAIT'S 2024 ANNUAL MEETING

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