



Fonterra Shareholders' Fund

2025 Annual Meeting

15 December 2025

01

MJ Daly

FSF Chair

Welcome and introduction



Online question process

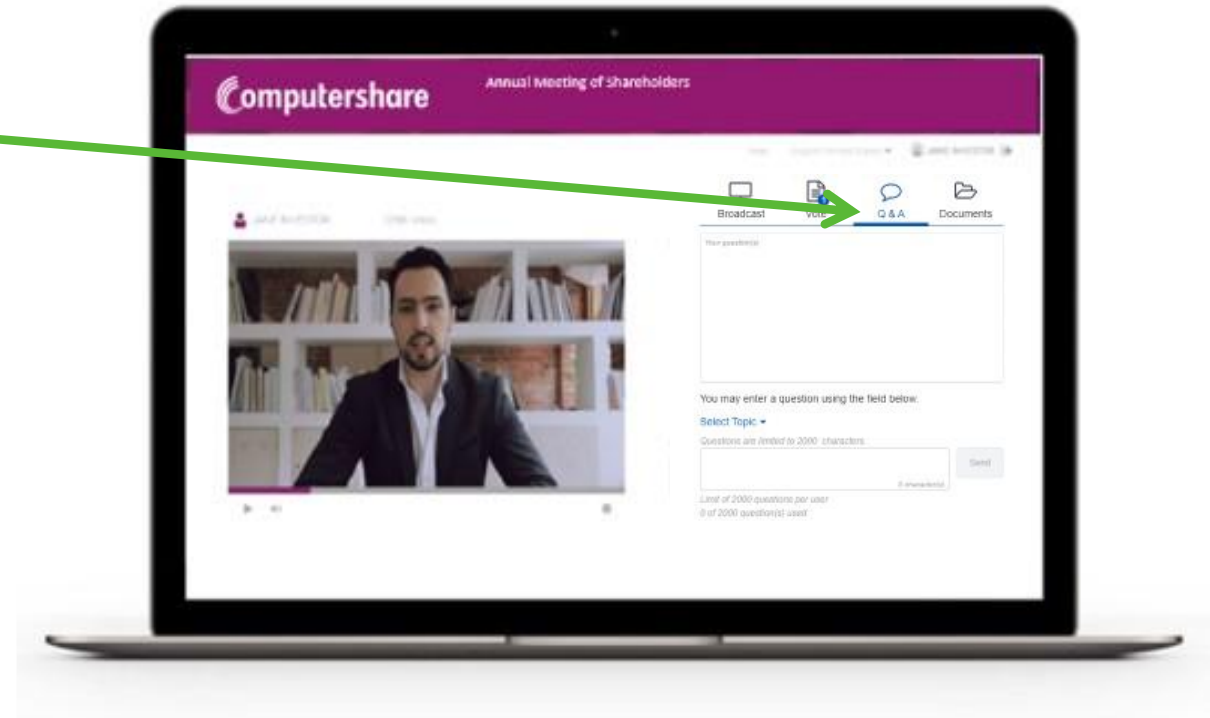
Unit holder & Proxyholder Q&A Participation

Online Questions:

- If you have a **question** to submit during the live meeting, please select the **Q & A tab on the right half of your screen at anytime**
- Type your question into the field and press submit. Your question will be immediately submitted to the moderator.

Help:

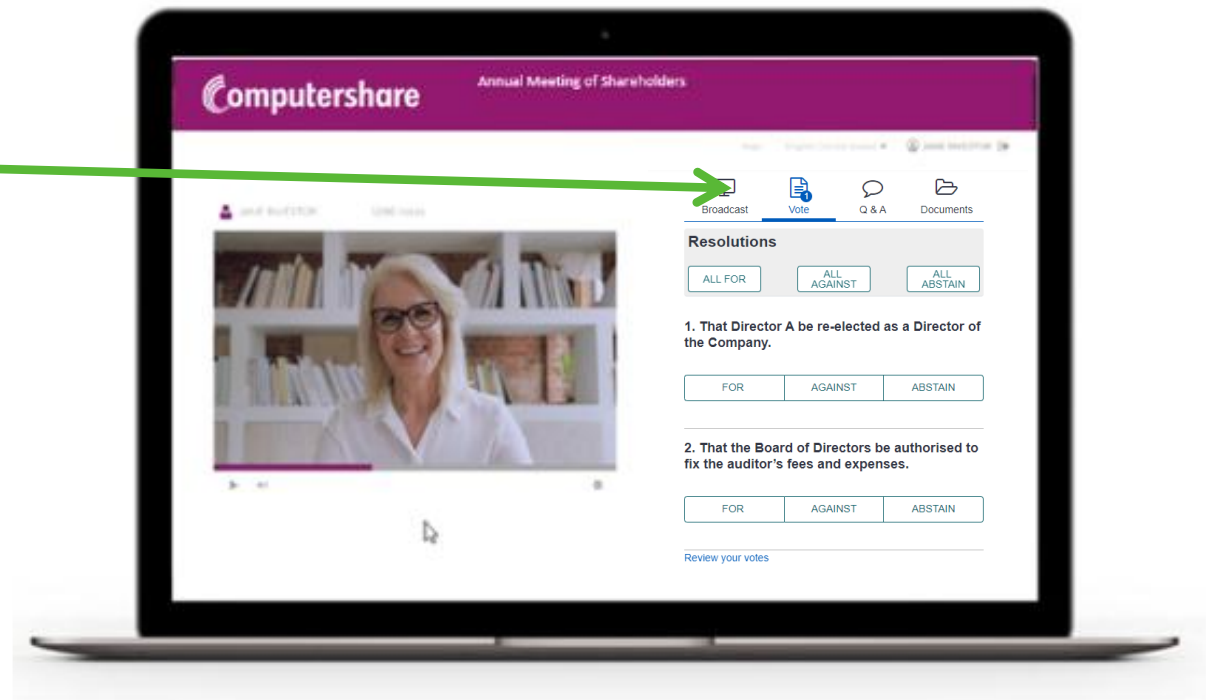
- The **Q&A tab can also be used for immediate help**
- If you need assistance, please submit your query in the same manner as typing a question and a Computershare representative will respond to you directly



Online voting process

Unit holder & Proxyholder Voting

- Once the **voting** has been opened, the resolution and voting options will allow voting
- To vote, simply **click on the Vote tab**, and **select your voting direction from the options shown** on the screen
- Your vote has been cast when the **tick** appears
- To **change** your vote, select 'Change Your Vote'



Agenda

01

**MJ
Daly**

Welcome /
Introduction

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**MJ
Daly**

FSF Mgmt.
Company
Chair's
address

03

**Peter
McBride**

Fonterra
Chair's
address

04

**Miles
Hurrell**

Fonterra
CEO address

05

**MJ
Daly**

Questions

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**MJ
Daly**

Resolution
to re-elect
Carlie Eve

07

**MJ
Daly**

General
Business

Fonterra Shareholders' Fund

Board of Directors



MJ Daly (Chair)



Alastair Hercus



Carlie Eve



John Nicholls



Andy Macfarlane

Fonterra Team



Peter McBride



Miles Hurrell



Richard Whiteman



Jackie Floyd

02

MJ Daly

FSF Chair

FSF Management Company
Chair's address



FSF Management Company Chair's address

Continued strong performance in 2025

Continuing operations'
operating profit

\$1.44 billion

↑ from \$1.25b

Earnings per share¹

71 cents

No change

Total cash
distribution

\$0.57 per unit

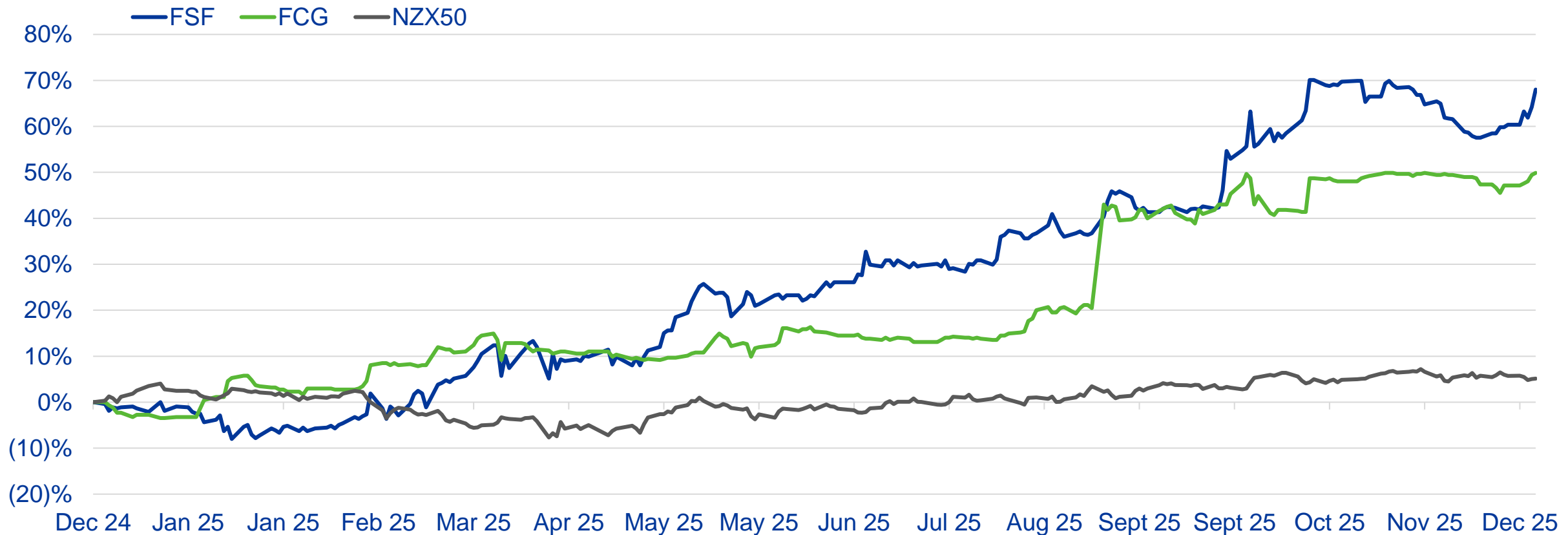
↑ from 55c

Note: For the year ended 31 July 2025.

1. Normalised basis. Excludes amounts attributable to non-controlling interests.

Total Shareholder Return

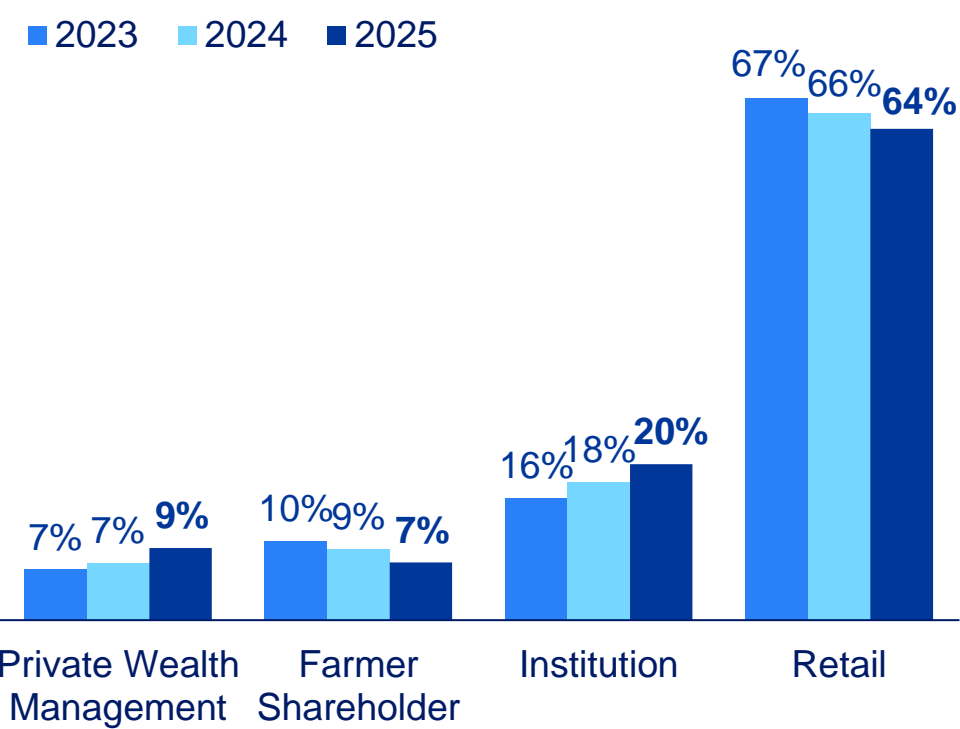
- FSF Total Shareholder Return (TSR) since December 2024 is 68%
- Comparatively, FCG and the S&P NZX50 Index TSR for the same period are 50% and 5%, respectively



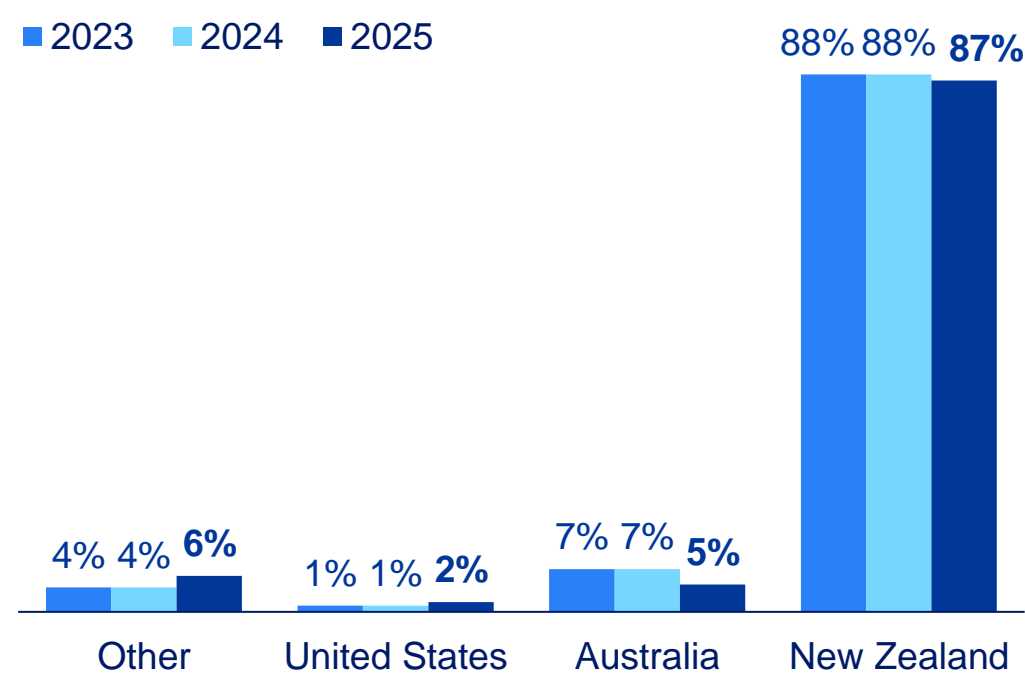
Unit register analysis

- Continued increase of Institutions and private wealth holders
- Beneficial shift to private wealth and institutions
- Expected reduction in units held in Australia, subsequent to ASX delisting

Investor Type



Investor Location



Note: Register data is as at 30 November.

Key Fund statistics

Units on Issue ¹	107 million	no change
Fund Market Capitalisation ¹	\$886 million	\$322m ↑
Fonterra Market Capitalisation ¹	\$9.6 billion	\$2.6b ↑
Fund Size ^{1,2}	6.7%	no change
Unit Price 12-month High/Low ³	\$8.40 (14 Oct 25) / \$4.76 (15 Jan 25)	

1. At 12 December 2025, relative to 12 December 2024.

2. Fonterra Shareholders' Fund units on issue as a percentage of Fonterra Co-operative Group shares on issue.

3. 12-month period, 13 December 2024 – 12 December 2025.

03

Peter McBride

Fonterra Chair

Fonterra
Chair's address



A milestone year for Fonterra

Farmgate Milk Price

\$10.16

↑ from \$7.83

Return on capital

10.9%

↑ from 9.9% tax adjusted
↓ from 11.3% unadjusted

Total cash returns to shareholders

\$16,200_m

↑ 30% on last year

Normalised earnings per share

71 cents

↑ from 58c tax adjusted
no change adjusted

Divestment update

Purchase Price

\$4.22_b

Targeted Tax-Free Capital Return

\$2.00 per share

Shareholder Vote

19 Feb

Recent progress:

- 88.47% of total farmer votes cast in support of the recommendation to divest (more than 80% participation by kgMS)
- Lactalis has received approval from the Overseas Investment Office in New Zealand

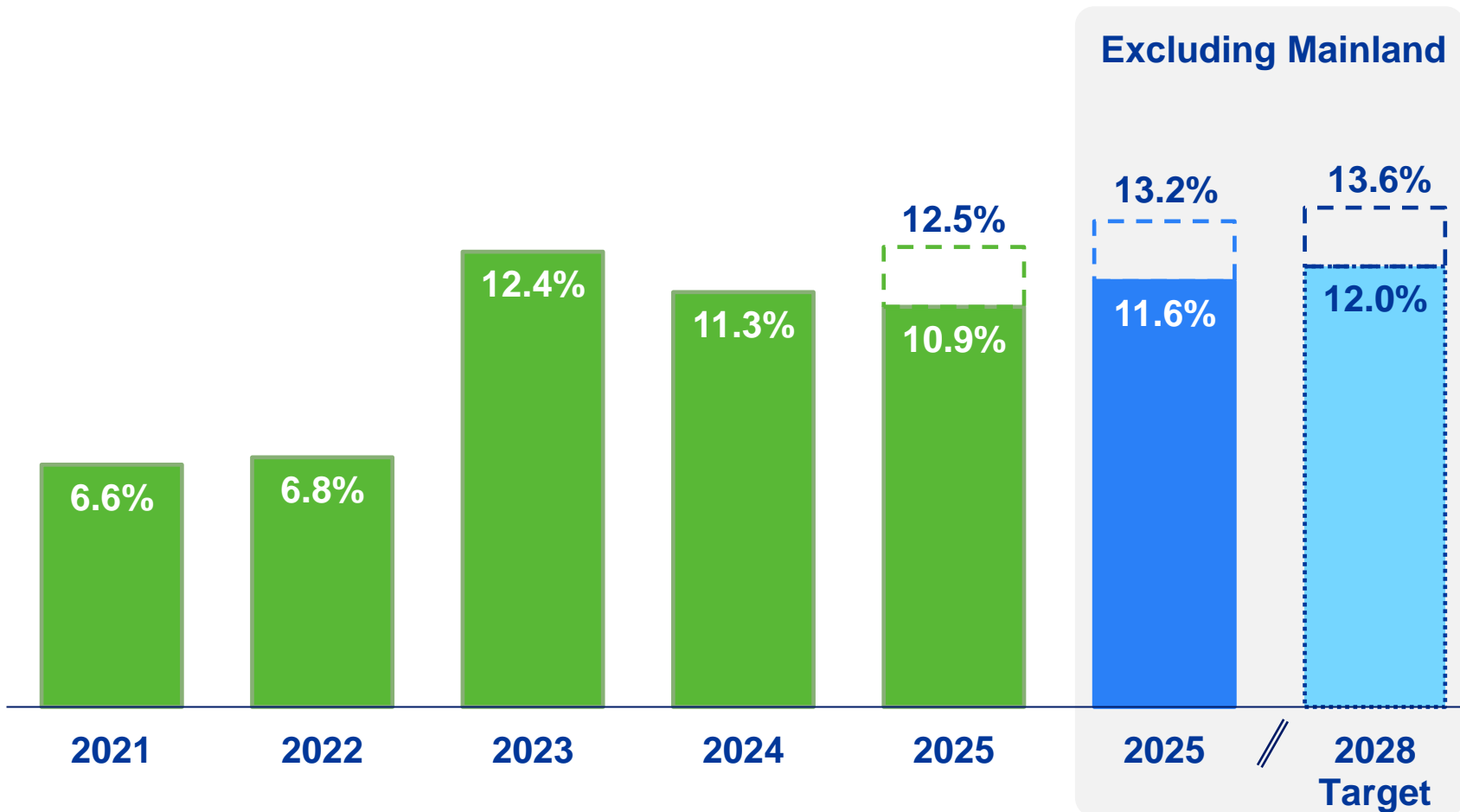
What's next?

- The capital return requires approval by at least 75% of the votes cast on the resolution at a Special Meeting, planned for 19 Feb next year.
- A record date for the capital return has not yet been set. We will share the record date when it is confirmed.
- Continuing work to secure last regulatory approvals and to separate Mainland Group from Fonterra.

A more efficient use of capital

Return on Capital

[] Impact of tax change



- FY25 return on capital of 10.9%
 - above 5-year average
 - within long-term target range
- Tax change impact was 1.6 percentage points in FY25
- Targeting upper end of 10-12% strategic target range

04

Miles Hurrell

Fonterra CEO

Fonterra
CEO's address



Results at a glance

Farmgate Milk Price

\$10.16

↑ from \$7.83

Dividend

57 cents imputed

↑ from 55c unimputed

Return on capital

10.9%

↑ from 9.9% tax adjusted

↓ from 11.3% unadjusted

Reported operating profit

\$1,732_m

↑ from 1,527m

Reported profit after tax

\$1,079_m

↓ from 1,128m

Reported earnings per share

65 cents

↓ from 67c

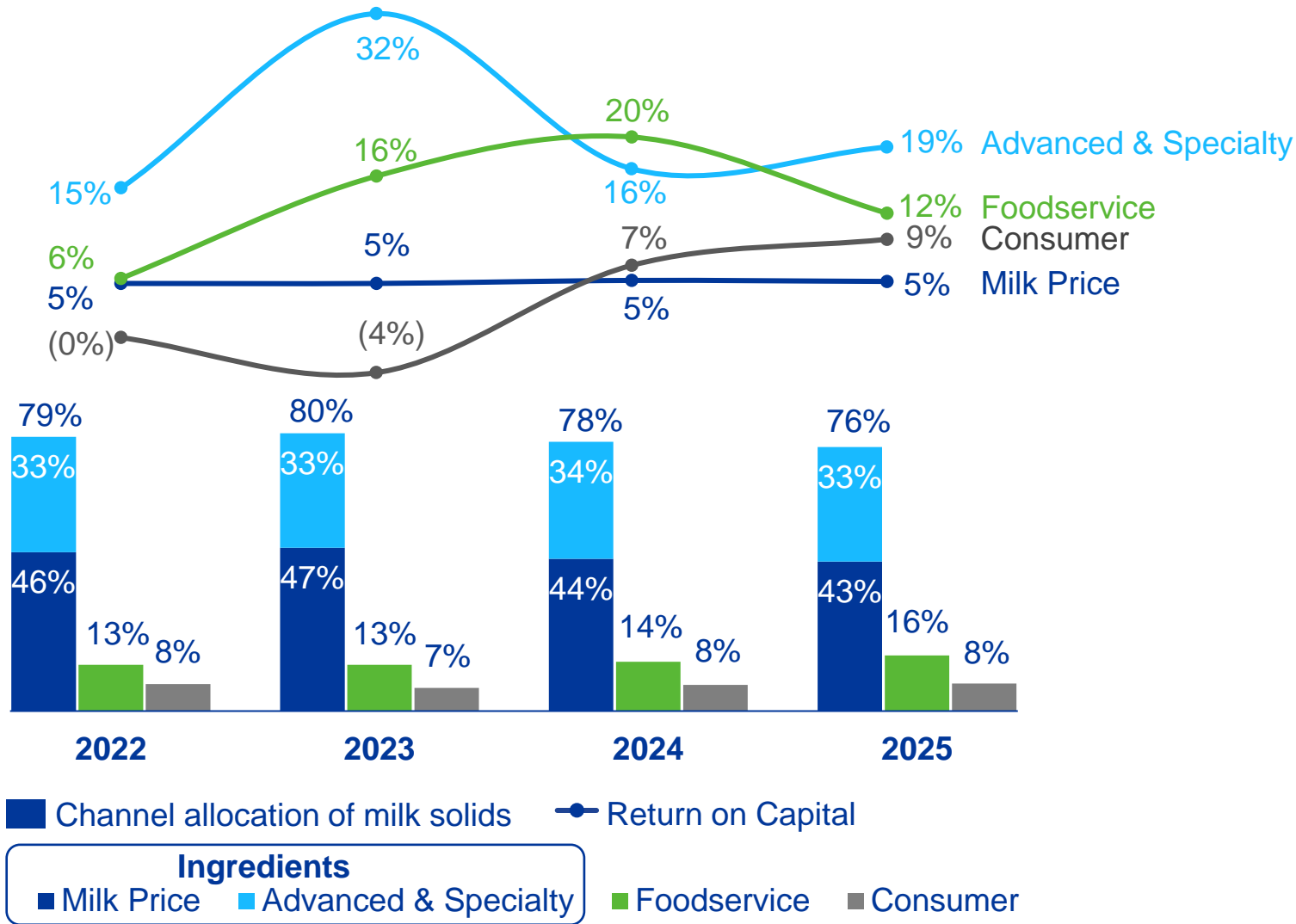
Normalised earnings per share

71 cents

↑ from 58c tax adjusted
no change unadjusted

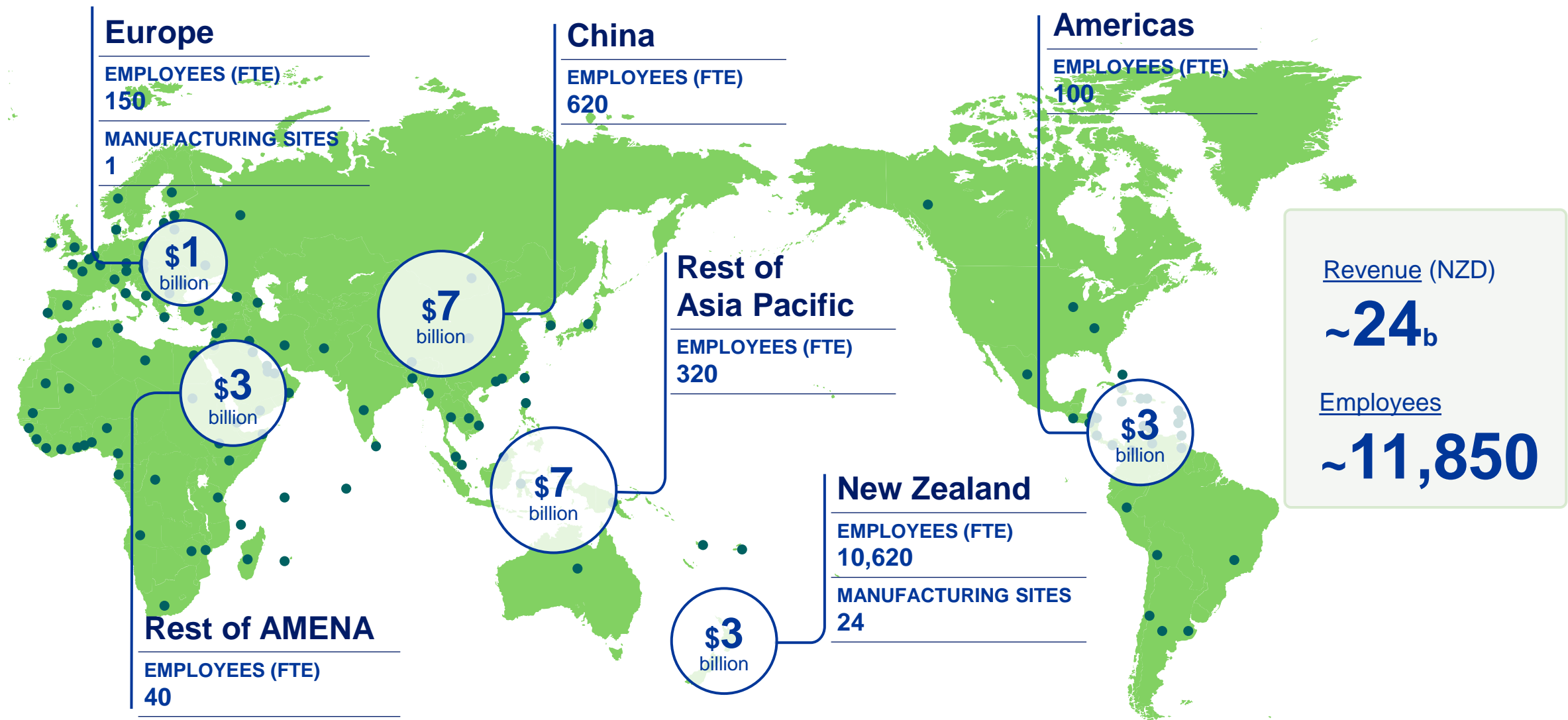


Channel performance



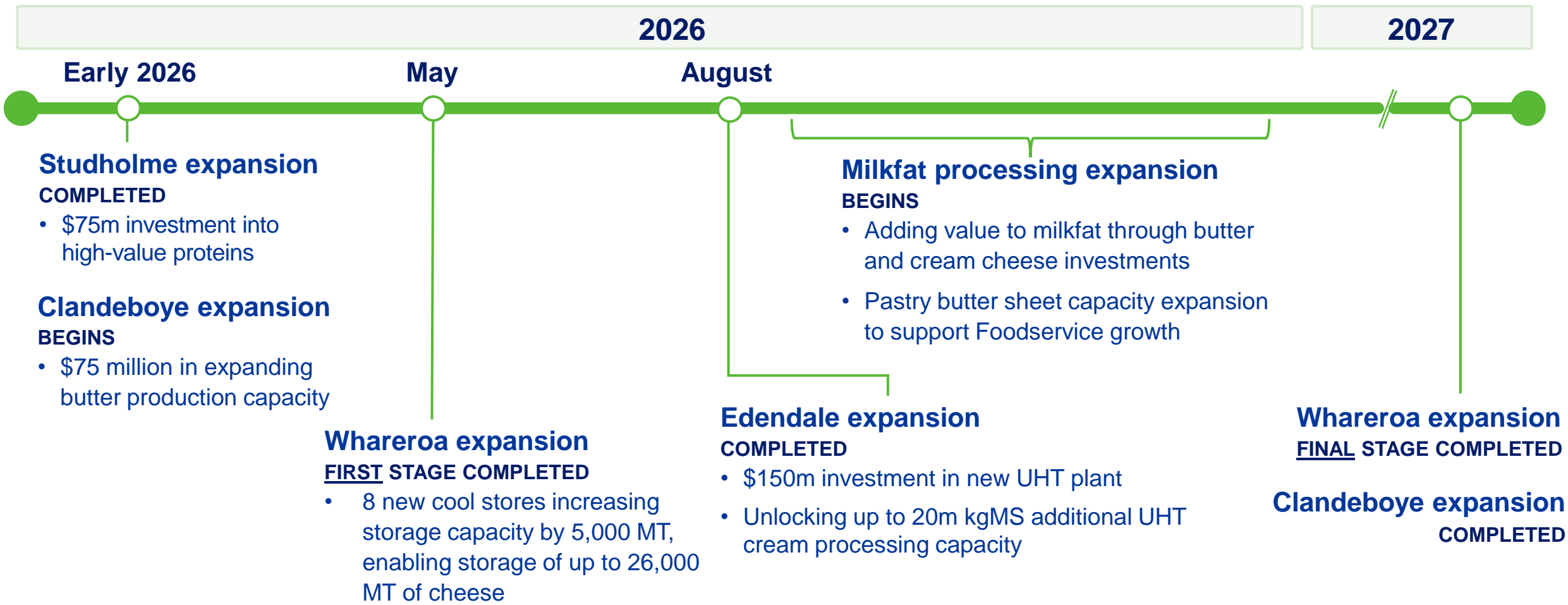
- Ingredients generates the Farmgate Milk Price and, alongside Foodservice, contributes majority of Co-op's earnings
- Divestment of Mainland will allow Fonterra to focus on what it does best – being a B2B provider of dairy to the world
- Farmers' capital invested into the consumer business, comes at the expense of options for our Ingredients and Foodservice businesses

A significant and diverse B2B presence globally post divestment



Investing to support strategy

FY26 includes a strong pipeline of investments continuing to unlock capacity for higher margin products



Delivering on strategy targets

OUTCOMES	TARGETS & POLICY SETTINGS	FY19-24 AVERAGE
Strong Shareholder returns	Return on capital ¹	10-12%
	Dividend policy	60-80%
	Capital distributions	Guided by Resource Allocation Framework
Stable balance sheet	Gearing ratio	30-40%
	Debt to EBITDA	< 3x
Enduring Co-op	Capital investment requirements	~\$1+ billion per annum in Essential, Sustainability, Growth
	Emissions reduction by 2030 ²	Absolute Scope 1 & 2 Energy & Industrial GHG emissions 50.4%
		Scope 1 and Scope 3 FLAG GHG emissions intensity from dairy ³ 30.0%

1. Average Return on Capital FY24-30

2. From an FY18 base year

3. Forest, Land and Agricultural emissions per tonne of fat-and-protein-corrected milk

FY26 Outlook & Priorities

Forecast Farmgate Milk Price

\$9.00-\$10.00

per kgMS

FY26 Outlook

- Global supply up, with stronger milk flows in New Zealand, Europe and North and South America
- Increased forecast milk collections for the season to 1,545 million kgMS
- Near term demand mixed in China, remains strong for high-fat products but softer for milk powders

FY26 forecast earnings¹

45-65

cents per share

FY26 Priorities

- Completing Mainland Group divestment and capital return to shareholders and unit holders
- New manufacturing capacity
 - Edendale UHT cream and Studholme proteins completed
 - Clandeboye butter expansion begins
- Go-live of the new ERP system at first sites

05

Questions



06

Resolution and voting



A scenic landscape featuring a river, a bridge, and mountains in the background. The river flows through a lush green valley, and a concrete bridge spans across it. In the distance, a range of mountains is visible under a clear blue sky. The text "Resolution 1: Re-election of Carlie Eve" is overlaid on the left side of the image.

Resolution 1: Re-election of Carlie Eve

Resolution 1

To re-elect Carlie Eve, who retires by rotation, and stands for re-election as a director of the Manager of the Fund

Proxy Voting

Resolution 1



As at 9am Saturday 13 December 2025



Fonterra Shareholders' Fund

2025 Annual Meeting

15 December 2025

Voting

- In respect of the resolution, please tick the “for”, “against” or “abstain” box.
- Once you have completed your voting, please place your vote in a ballot box.
- Please raise your hand if you require a pen.
- Results will be announced to the NZX as soon as they are available.



Fonterra Shareholders' Fund

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07

General Business





**Thank you,
meeting closed**