

The a2 Milk Company

2026 Corporate Governance Statement

We pioneer the future of Dairy for good



Corporate Governance Statement

The a2 Milk Company Limited (Company) is committed to maintaining the highest standards of corporate governance. The Company's corporate governance framework has been established to ensure that directors, officers and employees fulfil their functions responsibly, whilst protecting and enhancing the interests of shareholders.

Good corporate governance adds to the performance of the Company, creates shareholder value, and engenders the confidence of the investment market.

This Corporate Governance Statement sets out the principal features of the Company's corporate governance framework and governance practices which have been developed with regard to and in compliance with:

- the NZX Corporate Governance Code dated 31 March 2026 (NZX Corporate Governance Code); and
- the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations, 4th Edition (ASX Principles).

For the financial year ended 30 June 2026 (FY26), the Company's corporate governance framework complied with the recommendations in the NZX Corporate Governance Code and the ASX Principles.

This Corporate Governance Statement sets out the Company's commitment to best practice corporate governance in compliance with the NZX Corporate Governance Code and the ASX Principles. It is current as at 30 June 2026 (except where otherwise specified) and has been approved by the Board.

Role of the Board and delegation of authority

The Board is responsible for the overall governance and operations of the Company, guiding the Company's strategic direction, monitoring risk, and overseeing the activities of management. All issues of substance affecting the Company are considered by the Board, with advice from external advisers as required.

The role and responsibilities of the Board are set out in the Board Charter, available on the Company's website at www.thea2milkcompany.com/corporate-governance. These include matters relating to the Company's strategic direction, financial performance, executive management, audit and risk management, strategic planning, corporate governance and disclosure, performance evaluation, workplace health and safety, ethical conduct, and determining the Company's sustainability strategy, including responding to the Company's environmental and social sustainability risks and opportunities.

The Board delegates certain functions to its Committees (Audit and Risk Management Committee and People and Remuneration Committee). The role of each of these Committees is outlined in the 'Board Committees' section below.

Board procedures and reporting ensure that all directors have the information needed to contribute to informed discussion on all agenda items and effectively carry out their duties. The Executive Leadership Team (ELT) make direct presentations to the Board and Committees on a regular basis, giving the directors broader contact with the ELT and enhancing the directors' understanding of the business, its risks, and opportunities.

Details about members of the Board including their skills, experience, and expertise relevant to their position, and the period they have held office as a director, can be found in the 'Directors' section of the Company's FY26 Annual Report.

Role of Chair

The Chair's role is set out in the Board Charter and includes leading and managing the Board so that it operates effectively and facilitating interaction between the Board and the CEO.

Role of Chief Executive Officer

To enable the effective day-to-day management and leadership of the Company, the Board delegates the management responsibilities of the Company to the CEO. The CEO in turn sub-delegates parts of that authority to senior executives in the ELT to enable effective and timely decision making. The Board meets regularly with management to provide strategic guidance for the Company and effective oversight of management.

Role of Company Secretary

The Company Secretary is accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board. Each director can communicate directly with the Company Secretary and vice versa. The role of the Company Secretary is outlined in the Board Charter and the Committee Charters.

Board size, skills and structure

The Company's Constitution provides for a minimum of four and a maximum of eight directors, of which at least two must be ordinarily resident in New Zealand to comply with the NZX Listing Rules. The Company complies with this requirement as Pip Greenwood, Lain Jager, and Kate Mitchell reside in New Zealand.

During the reporting period, the Board comprised between five and six independent non-executive directors (with the appointment of Grant Dempsey during FY26) and one executive director, the Managing Director and CEO, David Bortolussi.

The Board comprises directors with a diverse range of skills, experience, and backgrounds to support the effective governance and robust decision-making of the Group. A summary of the key skills and experience of the current directors against those identified in the skills matrix can be found in the 'Corporate Governance' section of the Company's FY26 Annual Report. The relevant qualifications and experience of the directors are set out in the 'Directors' section of the Company's FY26 Annual Report.

The Board has considered and is satisfied that the current composition of the Board reflects an appropriate range of skills, diversity of backgrounds and experience for the Company to effectively discharge its responsibilities with the Board continuing to be active in considering renewal as necessary and on an ongoing basis.

Director independence

Both the NZX Corporate Governance Code and the ASX Principles recommend that a majority of the Board of Directors should be independent, that the Chair of the Board should be independent and that the Chair and CEO should be different people. The Board Charter also provides that the Board will, where practicable, comprise a majority of independent directors. Director independence is initially assessed upon each director's appointment and reviewed each year, or as required when a new personal interest or conflict of interest is disclosed. For this purpose, each director is required to bring an independent view and judgement to the Board and to declare all actual or potential conflicts of interest on an ongoing basis.

Any issue concerning a director's ability to properly act as a director must be discussed at a Board meeting as soon as practicable, and a director may not participate in discussions or resolutions pertaining to any matter in which the director has a material personal interest.

In determining the independence of its directors, the Board considers guidance for independence, as set out in the NZX Listing Rules, the NZX Corporate Governance Code (including the factors listed in Table 2.4) and the ASX Principles. Based on those rules and recommendations, a director is considered to be independent by the Board if he or she is a non-executive director and free of any interest, position, association or relationship that could reasonably influence, or could reasonably be perceived to influence, in a material respect, his, her or their capacity to bring an independent view to decisions in relation to the Company, or act in the best interests of the Company as a whole rather than in their own interests or that of an individual security holder or other party. The Board makes a holistic assessment of a director's independence by considering the interests and relationships of a director that could affect the determination. The Board has considered that (with the exception of current CEO David Bortolussi):

1. No director is currently deriving, or within the last 12 months derived a substantial portion of their annual revenue from the Company;
2. No director currently holds, nor has held within the last 12 months, a senior role in a provider of material professional services to the Company or any of its subsidiaries;
3. No director currently, or was within the last three years, employed by the external auditor to the Company, or any of its subsidiaries;
4. No director currently has, or did have within the last three years, a material business relationship (e.g. as a supplier or customer) with the Company or any of its subsidiaries;
5. No director is a substantial product holder of the Company, nor a senior manager of, nor otherwise associated with, a substantial shareholder of the Company;
6. No director has, or has had within the last three years, a material contractual relationship with the Company or any of its subsidiaries, other than as a director;
7. No director has any close family ties or personal relationships (including close social or business connections) with anyone linked to the Company, or its providers; and
8. No director has held the position for a period of 12 years or more.

Based on these assessments and the considerations discussed in this statement, the Board considers that, as at 30 June 2026, Grant Dempsey, Pip Greenwood, Lain Jager, Kate Mitchell, Tonet Rivera and Sandra Yu are independent and David Bortolussi is not independent.

The roles of Chair and CEO are not exercised by the same individual. David Bortolussi holds the position of Managing Director and CEO, exercising full executive control and accountability in the organisation.

Board Committees

As at 30 June 2026, the Board has two standing committees (the Committees) to facilitate and assist the Board in fulfilling its responsibilities. Other committees may be established from time to time with specific responsibilities as delegated by the Board. The composition of the Committees as at, and throughout the financial year ended, 30 June 2026 was as follows:

Committee	Members	Independent	Non-Executive
Audit and Risk Management Committee	Kate Mitchell (Chair)	✓	✓
	Grant Dempsey ¹	✓	✓
	Tonet Rivera	✓	✓
	Sandra Yu ²	✓	✓
People and Remuneration Committee	Sandra Yu (Chair)	✓	✓
	Pip Greenwood	✓	✓
	Lain Jager	✓	✓

1. Grant Dempsey was appointed as a director and member of the Audit and Risk Management Committee with effect from 1 September 2025.
2. Sandra Yu ceased being a member of the Audit and Risk Management Committee from 1 September 2025.

The Committees are governed by Charters, which detail their specific functions and responsibilities. The Charter for each Committee is regularly reviewed by the Committee and any recommended changes must be approved by the Board in accordance with the procedures and processes set out in the relevant Charter. Copies of the Committee Charters are available on the Company's website at www.thea2milkcompany.com/corporate-governance.

The Committees make recommendations to the Board. They have no decision-making power except where expressly authorised by the Board.

The Board Charter requires the Board to review and evaluate the performance objectives, responsibilities, and processes and procedures of each Committee on an annual basis in accordance with such performance measures as may be adopted from time to time. The Charter of each Committee also requires the Committee to review and assess its performance, objectives, responsibilities, and processes and procedures each year to ensure that they are not unduly complex, are designed to assist the Board in effectively fulfilling its role and are delivering to a high standard.

Attendance at Board and Committee meetings

Details of director attendance at Board and Committee meetings during the year ended 30 June 2026 are provided in the 'Corporate Governance' section of the Company's FY26 Annual Report.

Audit and Risk Management Committee

The Audit and Risk Management Committee's (ARMC) responsibilities are set out in its Charter, including to:

- ensure the Company meets its financial and sustainability reporting requirements, including the preparation and release of yearly and half-yearly financial statements;
- review the scope and outcome of the external audit;
- review the effectiveness of the Company's internal controls regarding all matters affecting the Company's financial performance and financial reporting, including information technology security and control;
- keep the Board informed on accounting policies, practices and disclosures (including climate related disclosures);
- review, with management, the adequacy of the Company's systems for identifying, managing and monitoring the Company's key risks in accordance with the Company's Risk Management Policy;
- keep the Board informed of all significant business risks by reviewing whether the Group has any material exposures to strategic, environmental and social sustainability risks, and if so, to develop strategies to manage such risks;
- review any incident which indicates a breakdown in the Company's risk management framework; and
- review the Company's register of related party contracts.

The ARMC may have in attendance such members of management (including the CEO and the CFO) or such other persons (including the Company's external auditors and other employees) as it considers necessary to provide appropriate information and explanations. The ARMC meets regularly throughout the year, holding meetings (FY26: 4 total) and workshops as needed. Under the ARMC Charter, the ARMC is required to meet at least twice per year. Kate Mitchell, the chair of the ARMC, and Grant Dempsey are both independent and have been determined by the Board to have an adequate accounting or financial background.

A working group of senior managers reviews and reports to the Committee on the integrity of all information reported in the Annual Report.

The ARMC regularly reports to the Board about the Committee's activities, issues and related recommendations.

People and Remuneration Committee

The People and Remuneration Committee (PRC) meets as required to advise the Board on the matters outlined in its Charter, including to:

- oversee the design and implementation of appropriate people and remuneration policies and practices for the Company to ensure the Company can deliver on its business objectives, remuneration is fair and current, and the Company is compliant with relevant laws, regulations and applicable listing rules;
- periodically review the Company's Diversity, Equity, Inclusion and Belonging (DEIB) Policy and annually review and report to the Board on the Company's progress in meeting its current measurable objectives with respect to diversity, and the effectiveness of those objectives, including providing the Board with recommendations as to any updates that should be made to the measurable objectives for ensuing reporting periods;
- review the remuneration of the CEO and ELT as the Board may determine; and
- make recommendations to the Board in relation to the remuneration of the non-executive directors.

Remuneration packages are reviewed annually. Independent external surveys are used as a basis for establishing competitive packages. A member of the Committee must not be present for discussions at a Committee meeting on, or vote on a matter regarding, his, her or their remuneration. Management may attend meetings only at the invitation of the Committee.

The PRC meets regularly throughout the year, holding meetings (FY26: 3 total) and workshops as needed. Under the PRC Charter, the PRC is required to meet at least once per year. Following each meeting, the Chair of the PRC provides a report to the Board.

The Company's remuneration policies for directors, ELT and other senior leaders are set out in the 'Remuneration' section of the Company's FY26 Annual Report.

Nominations, Appointments and Ongoing Education

The Board does not have a nomination committee. Selection, appointment and re-appointment of directors and succession planning is managed by the Board.

The Board's procedure for selecting and appointing new directors will vary depending upon the circumstances of the Company at the particular time. Generally, however, the procedure for selecting and appointing a new director will be based on a subcommittee of directors doing the following:

1. assessing the needs of the Board to ensure that there is a range of skills and experience represented;
2. where a need is identified or arises, using appropriate resources, including professional intermediaries, to identify potential candidates for the Board;
3. developing a shortlist of potential appointees taking into account, among other things, the particular skills and experience of each potential appointee and their ability to fit with the existing Board; and/or
4. recommending to the Board the most appropriate person from the shortlist of potential appointees to be invited to become a director of the Company.

The Board considers, among other things, the candidate's:

- experience as a director;
- skills, expertise and competencies, and the extent to which those skills complement the skills of existing directors;
- contribution to the diversity of Board membership;
- degree of independence; and
- ability to devote sufficient time to the directorship.

The Company undertakes appropriate checks before appointing a director or ELT member, or recommending a new candidate to shareholders for election as a director. Such checks have been undertaken in relation to all current Board members, and will be undertaken prior to the appointment or election of any new Board recommended director or new ELT member.

In accordance with the Company's constitution, all new appointees to the Board will only hold office until the next annual meeting after the date of their appointment, when they may stand for election by shareholders. In 2026, Kate Mitchell will stand for election at the Company's Annual Meeting.

The Company provides sufficient information to shareholders about candidates standing for election for the first time and directors seeking re-election at an annual meeting to enable them to make an informed decision on whether or not to elect or re-elect the person, including their relevant qualifications and experience and the skills they bring to the Board, details of any other material directorships or positions currently held by the person, the term of office already served by the director (if applicable), the Board's view on whether the person is or will be considered to be independent, and a statement by the Board in respect of whether it supports the election or re-election of the person.

On joining the Board, each director receives a formal letter of appointment outlining his, her or their duties and obligations, and participates in an induction programme, which provides such information and advice as may be considered necessary or desirable relating to his, her or their appointment to the Board. The induction and training programme covers the Company's strategy, structure, operations, culture, risks and financials, and includes:

- site and office visits;
- meetings with the ELT, individually and as a group, as required; and
- meeting with relevant business units and functions.

To ensure ongoing education, directors are regularly informed of developments that affect the Company's industry and business environment, as well as company and legal issues. Directors receive comprehensive Board papers and briefing information before Board meetings and have unrestricted access to management and any additional information they consider necessary to perform their roles as directors effectively. The Board undertakes market visits, including visiting the Company's manufacturing facilities, on a regular basis to ensure that directors remain informed of market conditions and the environment in which the Company does business. The Board is also provided with training on relevant subjects regularly, either from subject matter experts from within the Company or from external providers. Directors are also encouraged to undertake appropriate training to remain current on how best to perform their duties as directors. All directors are expected to maintain the skills required to discharge their obligations to the Company.

A director may obtain independent professional advice relating to the affairs of the Company or his, her or their responsibilities as a director or Committee member. Where the director has the approval of the Chair to obtain independent professional advice, the Company will meet the reasonable costs of such advice.

Performance review of the Board, Board Committees and individual directors

The Board recognises that the performance of the Board and its Committees is pivotal to the Company's success and to the protection of the interests of shareholders. The Board and Committee Charters provide for an annual review and assessment of the performance, objectives, responsibilities, processes and procedures of the Board, each Committee and individual directors. The review process is led by the Chair with support from the Company Secretary and Committee Chairs. The Board recognises the importance of regularly monitoring and improving its performance. The Board internally assesses its performance annually. It typically engages an external party to assist with this process every second year, with an internal review in alternating years. In FY26, the Board worked with an external consultant to review the Board's composition and capability, ways of working, culture and dynamics and Board-management relationship, with a range of priorities identified for FY27.

Internal financial control

The Board, advised by the ARMC, is responsible for the Company's overall system of internal financial control.

The CFO is responsible to the CEO for ensuring that all operations within the Company comply with the Board approved financial control policies.

Under its Charter, the ARMC is responsible for regularly reporting to the Board, including reporting on the results of the Committee's review of the Company's risk management and internal control systems. The Board is also required, under the Risk Management Policy, to undertake an annual review of the effectiveness of the Company's risk management and internal control system.

External auditor

The Board has established a framework for the relationship between the Company and the external auditor, which ensures that:

- recommendations made by the external auditor and other independent advisers are critically evaluated and, where appropriate, applied;
- the ability of the external auditors to carry out their statutory audit is in no way impaired;
- consideration is given to what, if any, services other than their statutory audit role may be provided by the auditor;
- any other services provided by the auditor, other than its statutory audit role, are approved and monitored; and
- the Company has defined policies and procedures in place as appropriate internal controls to manage risk effectively.

The external auditor attends all meetings of the ARMC. The external auditor is invited to attend the Annual Meeting of the Company to answer questions from shareholders in relation to the audit.

Internal audit function

The Company's internal audit programme is focused on evaluating the effectiveness of risk management, control and governance processes.

KPMG is engaged as the Company's primary independent internal auditor, reporting to the Company's Group Head of Risk and Internal Audit. The internal auditor has access to review all aspects of the Company's operations. The ARMC has overall management of the Company's internal audit function which is independent of the Company's external auditor. The ARMC regularly monitors and reviews the independence, objectivity, performance and effectiveness of internal auditing practices at its meetings.

CEO and CFO annual declaration

In accordance with recommendation 4.2 of the ASX Principles, the ARMC and the Board receive a declaration for each reporting period from the CEO and CFO in relation to the Company's financial statements, that in their opinion:

- the Group's financial records have been properly maintained;
- the consolidated financial statements and accompanying notes comply with generally accepted accounting practice in New Zealand and International Financial Reporting Standards; and
- the consolidated financial statements and accompanying notes give a true and fair view of the financial position and performance of the Group.

This declaration is provided with an assurance that the opinion has been formed on the basis of a sound system of risk management and internal control, and that the system is operating effectively with regard to the identification of material financial reporting risks.

Verification of periodic corporate reports

Periodic corporate reports that are not audited or reviewed by the Company's external auditor are verified internally by management prior to release to the ASX and NZX. The verification process allocates material disclosures within the relevant document to designated persons to substantiate the disclosures by reference to company source documents or, if no source documents are available, by persons with the knowledge and expertise to confirm the accuracy and completeness of the disclosures. In some cases, assurance over disclosures in corporate reports is provided by the Company's external auditors. Where relevant, the scope of assurance will be noted in the assurance statement of the Annual Report.

Environmental, Social and Governance (ESG)

The Company is committed to high standards of responsible conduct, social responsibility and sustainability in all areas of the business, including operations and supply chain. The Company's commitment comes not just from an acknowledgement that it is the right thing to do, but from a recognition that the manner in which the Company and its partners manage social, environmental and economic impacts is critical to long-term success. The Company's sustainability function is led by the Company's Managing Director – ANZ and Sustainability, reporting directly to the CEO. The Managing Director – ANZ and Sustainability is responsible for reporting to the ARMC on the Company's ESG and climate reporting requirements and sustainability initiatives. The Board has ultimate responsibility for the Company's environmental, climate and social sustainability risks and opportunities.

Over time, the Company has been moving towards a more integrated reporting approach, identifying its sustainability and climate priorities and strategies to meet its goals and targets. The Company monitors and tracks selected sustainability and climate metrics linked to its non-financial measures of success, across both people and planet goals. These metrics undergo assurance procedures with the Company's external auditors before being disclosed in the Annual Report and in the Company's Climate Statement. Details on the scope of assurance is included in the ESG assurance statement in the Annual Report. The ARMC and Board receive a declaration for each reporting period from the CEO and CFO in relation to the Company's ESG reporting.

Corporate Governance Policies

The Company has adopted the following policies, each of which has been prepared having regard to the NZX Corporate Governance Code and the ASX Principles and which are available on the Company's website at www.thea2milkcompany.com/corporate-governance.

The Board regularly reviews the performance and effectiveness of the Company's corporate governance policies and procedures and, if appropriate, amends those policies and procedures or adopts new policies or procedures, to uphold the integrity of the Company's corporate governance framework.

Code of Ethics

The Company expects its directors, officers, employees, contractors, consultants, labour hire personnel, trainees and apprentices to conduct themselves in accordance with the highest ethical standards of corporate and individual behaviour. The Company's Code of Ethics sets out the principles and practices which are necessary to maintain confidence in the Company's integrity.

The Company requires all team members who become aware of an actual or suspected violation of the Code or wrongdoing by a person to report to a nominated reporting person. This process allows for confidential reporting of any potential violation without disadvantage to the person making the report. In certain circumstances, complaints can be made under the Company's Global Whistleblower Policy.

Continuous Disclosure Policy

The Company has adopted a set of procedures and guidelines to ensure that it complies with its disclosure obligations in accordance with all applicable legal and regulatory requirements, including the NZX Listing Rules and the ASX Listing Rules. Subject to recognised exceptions, this ensures the timely disclosure to the NZX and the ASX of any information concerning the Company which is not generally available and which a reasonable person would expect to have a material effect on the price or value of the Company's securities.

Risk Management Policy

The Company recognises that risk management is an inherent part of growing and developing the business, and that the Company's ability to identify and address risk is central to achieving its corporate objectives. Effective risk management anticipates risk, develops strategies to manage risk and enables the Company to capitalise on opportunities that bring value to shareholders. The Company's risk management programme assists the Company to identify, analyse, assess, monitor and manage its business risk, including any material changes to its risk profile.

Ongoing risk management is a core component of the management of the Company. The Company's risk management approach is supported by:

- a robust risk governance framework overseen by the Board and supported by the ARMC;
- a strong and experienced management team with relevant expertise in local markets;
- clearly articulated levels of authority and approval processes;
- established risk identification tools including the Enterprise Risk Register;
- external insurance cover in place, appropriate to the Company's size and risk profile; and
- an internal audit function providing supplementary review of the internal control framework.

Under its Charter, the ARMC is responsible for providing assessments to the Board of the adequacy, effectiveness and efficiency of the Company's risk management and internal control process. The Board must also annually, under the Risk Management Policy, review the effectiveness of the Company's risk management and internal control system. The Company's risk management framework is reviewed on an ongoing basis and amended as necessary to ensure relevance, appropriateness and effectiveness (including consideration of risk categorisations, risk assessment criteria and mechanisms and risk evaluations).

Regular communication between management and the Board supplements the Company's quality system, complaint handling processes, employee policies and standard operating procedures which are all designed to address various forms of risks.

Identification of significant sources of risk and our response to those risks can be found in the 'Risks and opportunities' section of the Company's FY26 Annual Report.

Shareholder Communications Policy

The Company's Shareholder Communications Policy outlines the Company's approach and commitment to effective communication with shareholders. The Company uses numerous modes of communication, including electronic communication, to ensure that its communications with shareholders are timely, clear and accessible. The Company provides investors with comprehensive and timely access to information about itself and its governance on its website at www.thea2milkcompany.com. The website includes copies of past annual reports, results announcements, other NZX and ASX announcements, media releases and general Company information.

Shareholders are invited to attend the Annual Meeting, either in person, virtually or by representative. The Board regards the Annual Meeting as an excellent forum in which to discuss issues relevant to the Company and accordingly encourages full participation by shareholders. Shareholders have an opportunity to submit questions to the Board and to the Company's external auditor.

The Company believes in facilitating and encouraging shareholder participation in meetings and routinely holds the Annual Meeting as a hybrid meeting, providing shareholders the ability to participate by attending the meeting physically or participating virtually by attending and voting online.

Diversity, Equity, Inclusion and Belonging (DEIB) Policy

The Company recognises Diversity, Equity, Inclusion and Belonging as strategic imperatives that support sustainable business performance, innovation and long-term value creation. Our purpose, values and strategic priorities place people at the centre of how we operate, lead and grow. DEIB underpins strong leadership, engaged teams and high performance across the organisation.

The DEIB Policy outlines the Company's commitment to representation, equity, inclusion, accountability and transparency. The policy operates alongside, and does not replace, a2MC's workplace conduct policies, grievance procedures and applicable legislation.

The Company recognises that diversity encompasses but is not limited to gender, age, ethnicity and cultural background and aims to embed and maintain a strong diversity and inclusion framework within its systems and cultures including one which encourages and supports a workplace that embraces individual differences.

The Company is particularly focused on enhancing gender balance in the workforce, having set the goal of having at least 40% representation of men and women across all levels of the organisation, including the Board and other leadership positions. It has also set a medium-term target of reducing its Australian gender pay gap by 2ppts per annum. The Company's metrics for gender representation and gender pay gap can be found in the 'People' section of the Company's FY26 Annual Report.

Securities Trading Policy

The Company's Securities Trading Policy applies to all directors, employees and contractors of the Company and their associates.

Under New Zealand and Australian legislation, the insider trading laws operate to prohibit people in possession of non-public price sensitive information from dealing in securities or passing on that information to other people who may deal in securities. The Company's policy is designed to protect directors, employees and their associates, as well as the Company's shareholders, against acts of insider trading that, either willingly or unknowingly, would disadvantage holders of the Company's securities and/or infringe insider trading laws.

The policy employs the use of blackout periods to restrict directors, officers, ELT members, and other senior leaders and their associates, together with other persons identified by the Company from time to time, from trading during times where sensitive, non-public information may be held. In addition, those persons must notify the Company in advance of any proposed dealing in the Company's securities.

Under the terms of the policy, directors, officers, ELT members and other senior leaders, and their associates are prohibited from entering into hedging transactions which operate to limit the economic risk of their securities in the Company (including under any equity-based remuneration scheme) without first obtaining written approval and must notify the Company and receive written clearance before engaging in any margin or securities lending arrangements or granting a security interest or other encumbrance over Company securities.

Global Whistleblower Policy

The Global Whistleblower Policy reflects the legislative requirements on whistleblowing. An independent hotline service operated by an external professional services firm facilitates anonymous disclosures by employees and other stakeholders regarding any concerns that the Company or its people are failing to meet ethical or legal commitments. All material incidences reported under the Global Whistleblower Policy are reported to the Audit and Risk Management Committee.

Global Anti-bribery and Anti-corruption Policy

The Company does not tolerate any form of bribery or corruption and is committed to ensuring that business is conducted according to ethical, professional and legal standards in a fair, honest and open manner. The ARMC is responsible for oversight of the Global Anti-bribery and Anti-corruption Policy.

Environment Policy

The Environment Policy sets out the Company's commitments in relation to protecting the environment, conserving resources, preventing pollution and reducing the environmental impacts of our operations, including consideration of the communities in which it operates.

Responsible Sourcing Policy

The Responsible Sourcing Policy sets out the ‘Minimum Standards’ that the Company expects its suppliers to meet when conducting their businesses, covering labour, health, safety, the environment, and animal welfare. Suppliers are strongly encouraged to exceed these Minimum Standards and be active in advancing social and environmental responsibility and responsible business practices, and to replicate the Minimum Standards in their own supply chains.

In addition to the matters set out in this policy, the Company requires all its suppliers to comply with all applicable laws and regulations in all countries in which they operate, regarding labour, health, safety and the environment.

At a minimum, the Company seeks to include the supplier’s compliance with the Minimum Standards as an obligation in any relevant supply contract, including a requirement that suppliers must notify the Company as soon as practical after the supplier becomes aware that it has, or a member of its group or a part of its supply chain has, contravened the Minimum Standards.

Suspected breaches of this policy will be investigated. Where breaches are identified, the general approach is to work with suppliers towards ensuring full compliance with the Minimum Standards. However, the Company may seek to terminate contractual arrangements or seek alternative supply sources if suppliers are unable or unwilling to work towards full compliance with the Minimum Standards, or where the non-compliance is of such a nature that ceasing association with the supplier is the most appropriate course of action.

This policy operates alongside other Company policies, including but not limited to the Code of Ethics and the Global Anti-Bribery and Anti-Corruption Policy.

Modern Slavery Programme

Modern slavery is unacceptable and addressing risks of modern slavery is an important part of the Company’s approach to business and human rights. The Company’s approach to human rights and the management of modern slavery risk is guided by the United Nations Guiding Principles on Business and Human Rights. The Company is committed to continuing to develop its approach and focus on addressing modern slavery risks within its operations and supply chain.

Further details regarding the Company’s Modern Slavery programme and the steps taken to address modern slavery risks are discussed in the ‘Human Rights’ section of the Company’s FY26 Annual Report.

The Company’s Modern Slavery Statement for FY25, published in accordance with the *Modern Slavery Act 2018* (Cth, Australia), is available on the Company’s website at www.thea2milkcompany.com/corporate-governance.

Health, Safety and Wellbeing

The Company is committed to the health, safety and wellbeing of its people. This commitment starts with the Board. The directors periodically visit the Company’s sites, including to its manufacturing facilities, to gain first-hand understanding of the systems in place. Health, safety and wellbeing reports are reviewed at each Board meeting. Reporting focuses on the proactive identification and management of hazards in the workplace. When an injury or incident occurs, the Company seeks to identify the root causes and applies controls to eliminate, where reasonably practical, or minimise the associated risks. The Company’s metrics for health and safety can be found in the ‘People’ section of the Company’s FY26 Annual Report.

The Company’s workplace health, safety and wellbeing regime includes:

- a framework to assist the Board and senior management with the identification, control, reporting, investigation and monitoring of health and safety risks to the Group;
- use of qualified external consultants to ensure compliance with relevant laws in each jurisdiction and to identify improvement opportunities;
- Board prioritisation of health and safety performance, facilitated through monthly formal review and Board updates, to ensure a strong focus on health and safety in the workplace is maintained; and
- health and safety training for team members.

Indemnities and Insurance

The Company has entered into an indemnity deed poll in favour of all directors and officers for potential liabilities to any person, other than the Company and its subsidiaries, which they may incur for acts or omissions in their capacity as directors and officers of the Company and its subsidiaries and costs incurred in defending or settling any claim or proceeding relating to any such liabilities. Directors’ and officers’ liability insurance is in place for directors and officers acting on behalf of the Company.

Protocols in the Event of a Takeover Offer

The Board has established protocols to be followed in the event of a takeover offer or other control transaction to assist directors and management with forming an appropriate response. The protocols include the establishment of a takeover committee, and rules relating to governance, conflicts and communications.



thea2milkcompany.com

Australian Registered Body Number 158 331 965
Incorporated in New Zealand