20 August 2026
NZX/ASX Market Release

Notice under section 80(1)(b) of the Companies Act 1993 (NZ)

The a2 Milk Company Limited (NZX: ATM, ASX: A2M) ("**ATM**") has provided for the purposes of its Long Term Incentive Plan and Employee Share Plans (the "**Plans**") funding which constitutes financial assistance under section 76 of the Companies Act 1993 (NZ). Particulars of that funding are:

(a) the funding was provided to a2 ESS Holdings Pty Limited (**Trustee**), a wholly-owned subsidiary of a2MC, as trustee of the a2MC Group Employee Share Trust;

(b) the funding was provided to enable the Trustee to subscribe for up to 2,629,656 ordinary shares to be issued by a2MC to be available to deliver to Plan participants on vesting of performance rights under the Plan;

(c) the consideration paid by the Trustee per share was NZ$8.28 per share;[1]

(d) the funding was received by the Trustee, which will not be the beneficial owner of the shares. The Trustee will hold the shares for the purposes of the a2MC Group Employee Share Trust including allocation to participants in the Plan (and for the benefit of those participants); and

(e) the total aggregate amount of the funding by a2MC, NZ$19,257,097, and, for completeness by its Australian subsidiary, NZ$2,504,828, was paid to the Trustee in cash as a non-repayable grant.[2]

Authorised for release by:
Kate Tidbury
Chief Legal Officer & Company Secretary
The a2 Milk Company Limited

[1] Calculated by converting the issue price from AUD to NZD using an AUD/NZD exchange rate of 0.8280 as at 19 August 2026.
[2] Calculated by converting the relevant amounts from AUD to NZD using an AUD/NZD exchange rate of 0.8280 as at 19 August 2026.