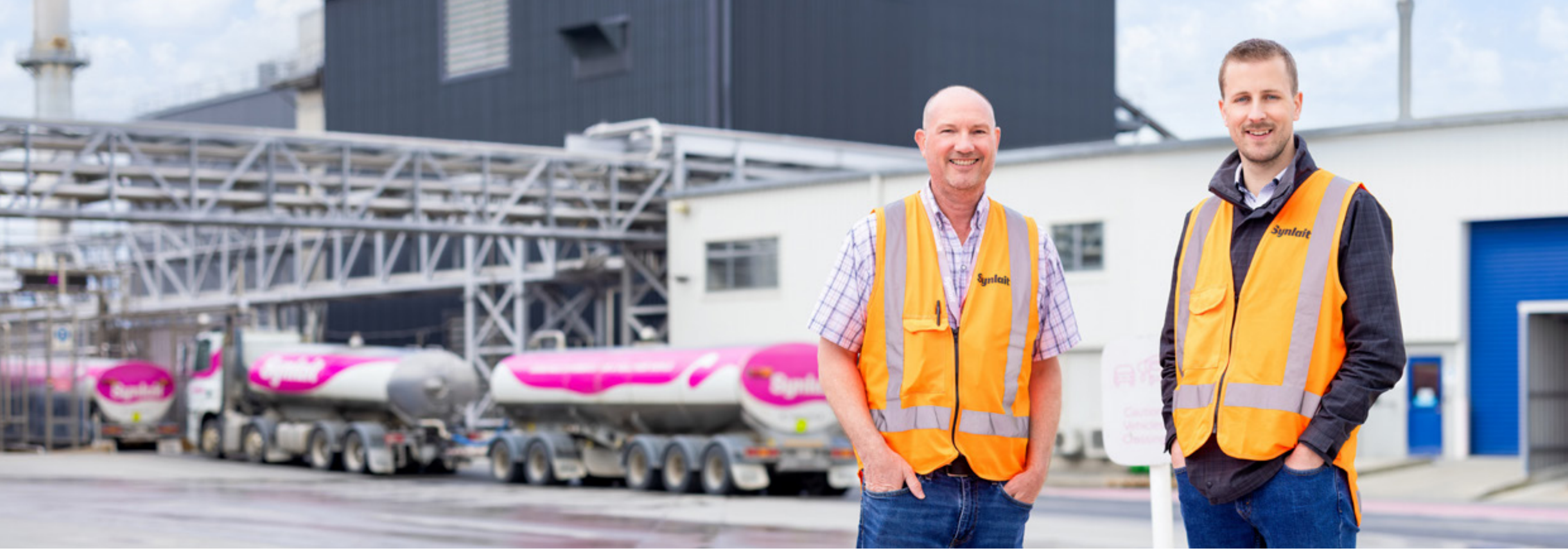

28 September 2026

Synlait announces full year 2026 result

Dear Shareholders,

FY26 was always going to be a defining year.

The sale of our North Island assets in April strengthened Synlait's balance sheet and removed a drag on the company's financial performance, and we expected FY26 to be characterised by stronger financial results.

Instead, FY26 is best defined as the year of Synlait's operational recovery.

Achieving this, while completing the North Island asset sale, delivering farmers the second highest milk price in Synlait's history and progressing a deep reset of systems across the business, shows how hard our people are working to turn the company around.

Like the repairs to Synlait's liquidity, balance sheet and milk supply delivered in FY24 and FY25, achieving operational stability was critical to creating a future where value is returned to you – our shareholders.

The financial results are disappointing but there is evidence of recovery.

The main financial results are:

- Reported EBITDA of $8.1 million, with underlying EBITDA of $46.3 million.
- A reported net loss after tax of ($75.4 million), with an underlying net loss after tax of ($21.6 million).
- Net debt of $215.0 million.
- Revenue of $1.94 billion.
- Gross profit of $37.7 million.

Synlait

When you compare the first half with the second you can see real improvement.

- The proportion of product manufactured in spec (MIS) improved from 91% in the first half to 95% in the second. The full year average is 93% (up from 88% in FY25). Manufacturing plan attainment rose from 90% to 103%.
- Reported net profit after tax improved from a first half loss of ($80.6 million) to a second half profit of $5.2 million, this improvement was aided by a $26.0 million gain from the sale of our North Island assets.

These numbers show that we delivered operational stability in the second half, which resulted in an uplift in financial performance. The focus now is on maintaining that momentum.

We have addressed the issues that impacted our operations.

This has been achieved through investing in our two most important assets – our people and our plant – while deeply resetting our revenue, operations and quality functions.

As you will read in Acting CEO Leon Fung's review in the Annual Report (linked below), the Executive Leadership Team is taking a holistic view of why Synlait has performed poorly, not just in FY26 but historically. This is about learning from the past.

Like all businesses, we have challenges ahead, but we have plans to navigate them. A core focus is diversifying our income streams – by customer, by product and by market – so we are building a more resilient Synlait.

Looking ahead.

Synlait released a recovery roadmap when it presented its half year result in March 2026. This has three interconnected horizons – Stabilise, Simplify and Scale.

We have made real progress stabilising and simplifying Synlait, and it is now time to start exploring a strategy to scale for success by maximising returns from our Canterbury assets. We look forward to sharing that strategy with you in 2027.

As we announced previously, our balance date for financial reporting is changing from 31 July to 31 December. Synlait is now in a five-month transitional period from 1 August to 31 December 2026 (known as TP26). Our next full financial year (FY27) will run from 1 January to 31 December 2027.

Synlait is not providing earnings guidance for TP26. We are focused on continuing Synlait's momentum so we can deliver value to you, our shareholders, over time.

Thank you for your ongoing support.

Sincerely,

George Adams
Chair

Leon Fung
Acting CEO

For further details on Synlait's FY26 Results click on the links below:

- Market Announcement
- Annual Report
- Investor Presentation

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